

Table of Contents

Abstract	3
Chapter 1	4
Introduction.....	4
Background of the study	5
Problem Statement	7
Research Objective	7
Research questions.....	7
Scope of the Study	7
Definition of the key terms	8
Summary	8
Literature Review.....	10
Chapter 3.....	33
Theoretical framework.....	33
Formation of Hypothesis.....	34
Chapter 4.....	35
Research Methodology	35
Research instrument.....	35
Data collection methods.....	36
STATISTICAL ANALYSIS TO BE USED.....	37
RELIABILITY TEST	38
FREQUENCIES OF VARIABLES	39
CORRELATION	44
REGRESSION	45

Chapter 5	49
Conclusions and Recommendations	49

Abstract

Employees are becoming aware day by day. They know without them an organization cannot be run. They are considered as the life blood of any organizations. Therefore, it is very much important to keep them loyal, committed and happy, and for this reason they should be provided with different intrinsic and extrinsic motivational factors, so that they perform better and give positive results. This thesis research explains the Impact of intrinsic motivation on organizational citizenship behavior in the health sector of Pakistan. A few non-financial rewards has been studied in research study, there is a long list of these rewards but responsibility, promotion, are studied only and rest will be studied in the future. Moreover, this research study is limited to the private and public sector in Islamabad region only and only health sector is taken just to keep the research convenient and manageable. Other private and public sectors will be studied in the future.

Keywords: Organizational Citizenship Behavior, Intrinsic motivation, Responsibility, Promotion.

Chapter 1

Introduction

In Pakistan there are so many hospitals and the need for high quality hospitals and professional doctors is increasing day by day. Doctors play very important role in human life and that is why their contribution in the health sector is very important. They should be highly motivated to treat patients in the best possible way .Motivation is the key factor that encourages doctors to do their best .There are internal and external factors that keeps an employee motivated, and encourages the desire to be devoted to the job and achieve goals.Every individual is different from the other ,so it is understood that every human is motivated by different factors .According to Frederick Herzberg's motivation hygiene theory ,it is said that there are two types of motivation i.e. Intrinsic motivation and extrinsic motivation.Extrinsic motivation means the act that is directed by external rewards for example reward incentives, compensation, benefits, etc. Intrinsic motivation means the act that is directed by the internal reward. It can be many such as acceptance, sense of achievement, honor, respect, status, power; responsibility etc. The purpose of this research is to see what happens when doctors are intrinsically motivated and what is the effect of intrinsic motivation on organizational citizenship behavior in the health sector of Pakistan? Up-to-the-minute Organizational citizenship behavior (OCB) is an alluring subject of study due to the underlying changes in the nature of work and the workplace with an elevated focus on strategic HR (Garcia-Carbonell , Martin-Alcazar , &Sanchez-Gardey, 2014) and a change in the collective culture in which organizations act. For the past 20 years research has studied organizational citizenship behaviors extensively (Organ et al. 2006; Podsakoff et al).The initial definition by Organ displayed organizational citizenship ,as an act that is nonobligatory and not orderly rewarded by the organization (Organ, 1988).Modern organization needs to boost up its employees organizational citizenship behavior since it depicts positively to the performance and capability of the organization to deal with complicated problem(shim and Rohrbaugh 2012,Vigoda-Gadot and Beerli,2011).Organizational citizenship behavior enroots

through motivation(Ariani,2012,Davil and Finkelstein,2013).Motivation and OCB have been studied and observed by different researchers in different perspectives ,either direct effect or through the mediating role of organizational commitment. This study is different from other studies because,it is focusing on the direct effect of intrinsic motivation on organizational citizenship behavior in the Health sector,specifically doctors. The purpose of choosing Health sector is that , Health sectors plays very important role in every country and this sector seriously needs to improve the OCB in doctors ,so that they can play their role in a perfect manner and serve the public .The other reason is that ,many doctors in the hospital sectors treats patients differently when they are at the hospitals ,be it government or private ,because they do not owe the hospitals and their might be no intrinsic motivation .But when they are at treating the patients at their own clinics they treat patients much better ,because they owe the place and are highly motivated to server the patients and the public

Background of the study

Organizational Citizenship Behavior

Since the late 1970s organizational citizenship behavior has been under observation.It is basically an employee's opted commitment within an organization, which is not the part of employee's formal duties and responsibilities. This kind of behavior in employees is very beneficial for the good will and overall effectiveness of an organization. Dennis Organ is considered as the father of organization citizenship behavior. In his definition of OCB, he has described and focused on three major aspects of OCB. Firstly, OCBs are considered as voluntary actions that are performed by the employee's, these actions are not basically the part of employee's formal duties and job description .Secondly, the enforceable obligations of the job description goes above and beyond. The third mentioned point is that, OCBs are considered highly effective and beneficial for the effectiveness of an organization. The most popular dimensions of OCB are, Altruism (being helpful), Courtesy (being polite and prevents conflict), Civic virtue (showing interest and involvement in the organization), Conscientiousness (doing more than just the minimum) and sportsmanship (tolerating less than ideal conditions). OCB is sometimes compared with contextual performance, because it is somehow similar to OCB.As defined by (Borman and Motowidlo,1993) , Contextual performance is the work behaviors and

activities that are not related to the tasks ,but contributes to the social and psychological aspects of the organization. OCB is also compared with prosocially organizational behavior,which is defined as roles that are performed within the organization for the well-being of another person (Brief & Motowidlo, 1986).Prosocial behaviors can be unrelated to the organization as well, which is unlike OCBs.Later on in 1990s, scholars captured real strength in the field of OCB with regard to the empirical research.It has focused on two main aspects with regard to the consequences of OCB,i.e. organizational performance and success and managerial evaluations of performance and reward allocation.

Intrinsic Motivation

Motivation is an encouragement that causes us to act. This encouragement might be a need or a drive that stimulates certain practices. The investigation of what propels workers and makes them perform has been considered and studied in the previous century. The subject of motivation has been created from scientific management, where representatives were surveyed as instruments in the up and coming industrial society (Pink, 2009). Today, motivational theory has a more prominent individual concentration and a multifaceted approach. Motivation has two distinct kinds i.e. intrinsic and extrinsic. It is important to understand that every one of us is unique in relation to each other and will be motivated in different way. Along these lines it is vital to motivate the employees, and it is also important to understand that what keep them motivated and what types of motivation works for the employees. Extrinsic means that the individual's motivational attributes are deriving from outside. Extrinsic motivation indicates to conduct that is driven by outer rewards, for example, cash, fame, grades, and praise. This sort of inspiration emerges from outside the person, rather than inborn inspiration, which starts within the person. Intrinsic motivation is the self-craving to search out new things and new difficulties, to investigate one's ability, to watch and to pick up knowledge. It is driven by a premium or happiness in the task itself, and exists inside the individual instead of depending on outside pressures or a longing for thought. The marvel of intrinsic inspiration was initially recognized inside exploratory investigations of animal behavior. In these reviews, it was clear that the creatures would take part in fun loving and interest driven practices without reward. Intrinsic motivation is a characteristic motivational propensity and is a basic component in subjective, social, and physical advancement. Malone and Lepper characterize exercises as naturally

propelling if "individuals take part in it for its own purpose, instead of to get some outer reward or keep away from some outside discipline. No outside prizes are required to induce the intrinsically motivated individual enthusiastically. The reward is the conduct itself. Consistently, this appears like perfect, for individuals to go about as "sources" of their conduct instead of "pawns" (de Charms, 2010). According to Herzberg's two factors theory intrinsic motivation is defined as, an act that is directed by the internal reward. It can be many such as acceptance, sense of achievement, honor, respect, status, power, responsibility etc. As per the authors, naturally roused learning can just happen when an individual feels flexibility to settle on decisions all the while, when the activity is testing, and when the challenge can be won. Whether these conditions are met relies on upon the individual and also the environment. After all, distinctive conditions manage the cost of various recognitions.

Problem Statement

The purpose of this research is to determine the impact of intrinsic motivation on organizational citizenship behavior and to develop the understanding of OCB among doctors, in the health sector of Pakistan.

Research Objective

To examine the relationship between intrinsic motivation and OCB.

To develop the general understanding of the doctors about OCB.

Research questions

1. What is the relationship between intrinsic motivation and organizational citizenship behavior?
2. What is the general understanding of doctors about the OCB?

Scope of the Study

There are many researchers, who have conducted research on the concept of OCB, and this might not be a new thing to study, but the scope of this study is different from other studies. The main

agenda of this study is to measure the effect of intrinsic motivation on organizational citizenship behavior in health sector of Pakistan. Once this research is done, it can be implemented in other sectors as well such as telecommunication, banking, education, etc. This research will help doctors, manager, teachers, researchers in identifying the influence of intrinsic motivation on OCB, and it will develop the general understanding of OCB among them.

Definition of the key terms

Intrinsic Motivation

“Intrinsic motivation is depicted as the esteem and the importance an individual places on a particular assignment in view of its apparent joy and its satisfaction (Applebaum and Kamal, 2012). If a job is valued and exhibited for its own self-sustained conduct it is described to be intrinsically motivating to an individual” (Calder et al., 1973; Gagne & Deci, 2005; Larkin et al., 2014)

Organizational citizenship behavior

“Organizational citizenship behavior is defined as, the role played or actions performed by the employees voluntarily, which is not basically the part of employee’s formal job description. In other words, it is discretionary, and is often not directly rewarded by the organization. OCB encompasses employees’ informal and voluntary behaviors toward their Organization and their colleagues, which leads to the organization’s growth” (Organ, 1988; Soieb et al., 2013)

Summary

The topic of organizational citizenship behavior in the recent years has been sufficiently researched and these behaviors are considered effective for the organizations. Because of its contribution to the overall effectiveness of the organization, OCB have received much attention by the researchers. Numerous new studies inspected OCB in nursing field by concentrating on leadership-OCB relationship (e.g., hen, Wang, Chang, & Hu, 2008; Park, Yun, & Han, 2009). The aim of this research is to examine the effect of intrinsic motivation on organizational

citizenship behavior in the health sectors of Pakistan, focusing specifically on doctors. The purpose of choosing health sector is that, like every other country this sector plays very important role in Pakistan as well. Doctors need to understand the concept of organization citizenship behavior for the well-being of public and overall effectiveness of the hospitals. In this study we will identify the relationship between intrinsic motivation and organizational citizenship behavior and will also find out the influence of OCB on the good will of hospitals. The future plan is to write the literature review in the next chapter, in order to observe the past researches conducted on OCB, and to identify the gap.

Chapter 2

Literature Review

In 1983 Bateman and Organ introduced the term “Citizenship” as behaviors that smoothens the social system of the organization and characterize employees who are committed to such behavior as “good citizens”. The roots of OCB can be imitated because its history is not very old (Barnard 1983), who indicated that employees should be willing to devote efforts to the cooperative system, for the achievement of the organizational goals. Kahn (1966) observed that for the effective working of the organizations cooperative behaviors beyond the traditional job requirement is essential as discussed in Lester, Meglino

For the better performance and functioning of an organization three basic types of behavior are essential. From the view point of Katz ,people must be encouraged to perform their obligations in a reliable manner, and for the achievement of organizational objectives there must be contemporary and voluntary activity which go above the role specification in order to enter and remain within the system. Although some situations may arise, such as amendment in organizational environment, instability in human resource, and different situations related to the operations, which cannot be predicted by the organization and thus actions may not be taken against them. Therefore, for the successful running of an organization innovative voluntary actions and behaviors are needed in order to overcome such situations. These behaviors are of great importance and in order to highlight the value of such behaviors he stated that ““If the organizations and the employees follow the rule of job descriptions and procedure, it would soon grind a halt” Smith and associates focused on the last type of behavior that, Katz represented as “advanced and unplanned activity” and elaborated them as “Duties and actions not identified by role prescriptions which still enables the achievement of organizational goals”(Katz, 1964,).

Organ (1988) gave a detailed analysis of organizational citizenship behavior, after five years of the introduction of the term OCB to the literature and defined it as: “The voluntary actions performed by the individuals not directly acknowledged by the formal reward system and it

promote effectiveness in the overall organization". By voluntary actions, it means that the behaviors or the duties that are not the part of the job description, these behaviors depends on the employees personal choice and they perform these actions by their own choice, and there is no punishment if they do not perform these actions .Organ stated that: the explanation of OCB needs that it is not straight or legally reimbursed by the organization's incentive system. Does this mean that OCB must be limited to those signals that are extremely and evermore missing in any tangible return to the individual? Not necessarily. With the passage of time a firm stream of OCB of diverse types could well define the Impression that an individual makes on a boss or on coworkers. That impression in turn could affect the approval by the boss for a pay increase or promotion. The necessary point here is that such returns cannot be contractually assured.

OCB is deeply considered and studied in the following contexts: contents of OCB such as altruism, sportsmanship, and OCB directed at individual/peers/colleagues, OCB engaged in supervisors, and OCB involved at organizations, organizational citizenship behavior for the environment (Boiral & Paille, 2012) established a multiple scopes and outline of OCB. However many researchers stated and argued that OCB is one-dimensional (LePine, Erez, & Johnson, 2010; Hoffman, Blair, Meriac, & Woehr, 2012). Although there are so many definitions of OCB followed by different researchers, but the most commonly held definition and concept of OCB among researchers is that OCB is optional and not compensated by the organization (Podsakoff et al., 2014;).

Organizational citizenship behavior is wide topic for research and it has been studied in so many areas such as human resource and organizational behavior , marketing, public administration, engineering, healthcare services, sports science, sociology, computer science, communication, and, nursing (Institute for Scientific Information, 2013) because of its importance and its favorable results such as customer citizenship behavior (Guo & Zhou, 2013),felt responsibility and obligation (Coyle-Shapiro, Morrow, & Kessler, 2011), employee turnover (Podsakoff, MacKenzie, Moorman, & Fetter, 2012; Organ & Konovsky, 1989; Smith, Organ, & Near, 2012), turnover intention (Chen, Hui, & Seago, 2012), organizational performance and organizational efficiency (Podsakoff et al., 2010), withdrawal behavior (Koslowsky & Dishon-Berkovits, 2001), organizational-level outcomes (Bolino, Klotz, Turnley, & Harvey, 2013; Spector, 2013), individual-level outcomes (Bergeron, Shipp, Rosen, & Furst, 2012), customer service (Morrison,

2013), financial performance (Chun, Shin, Choi, & Kim, 2013), and workgroup task performance (MacKenzie, Podsakoff, & Podsakoff, 2011).

A study was conducted to analyze the role of prosocial and intrinsic motivation and their communication in foreseeing workers' organizational citizenship conduct (OCB) and its measurements. Altogether, 884 representatives from Lithuanian open division were studied. The theories were tested utilizing progressive relapse and moderation examinations. The outcomes uncovered that prosocial and intrinsic inspirations anticipated OCB and its measurements. Besides, intrinsic inspiration was found to direct the relationship between prosaically inspiration and OCB and four of its measurements, i.e. intrinsic motivation fortified the relationship between prosaically inspiration and OCB and its measurements of altruism ,courtesy reliability, also, initiative. The study gave a commitment to the examination on motivational antecedents of OCB. A few studies have beforehand inspected either prosaically or intrinsic motivation as an ancestor of OCB, no study to date has inspected the two of them. The study investigated the relationship between workers' prosaically and intrinsic motivation and OCB. The discoveries demonstrated that representatives' prosaically and intrinsic motivation was identified with OCB and in addition to its different measurements. Besides, intrinsic inspiration was found to reinforce the relationship between prosaically inspiration and OCB and its measurements of altruism, courtesy conscientiousness, and initiatives. In particular, when intrinsic was high, at the point when representatives making the most of their work and thought of it as drawing in, prosaically propelled workers will probably take part in OCB, exhibiting more help and regard towards partners, demonstrating more initiatives and uprightness towards the organization. On the contradictory, when intrinsic motivation was low, i.e. whenever employees discovered their work less charming and drawing in, their prosaically inspiration was more improbable to trigger OCB by demonstrating less activity and good faith, being less useful and less conscious towards organization. To finish up, the consequences of the study highlighted the interchange amongst intrinsic and prosaically sorts of motivation and recommended that employees would will probably show OCB when they are spurred both prosaically and intrinsically. (Lazauskaite-Zabielske, Urbanaviciute, & Bagdziuniene, 2015)

As specified by Al-Zawahreh and Al-Madi (2012) value hypothesis portrays when a representative feels that his association is a reasonable association and in there exist a feeling of

value. At the point when representatives feel that there is a disparity they get furious and baffled. Value leads to better execution and of higher nature of work by workers. Disparity prompts to low execution and the coming about work is additionally of low quality. This prompts to the idea of authoritative equity. Al Zu'- bi (2010) contends that authoritative equity comes about because of three diverse sorts of sentiment equity at work, they are: distributive equity, procedural equity and interactional equity. Distributive equity happens when the representative feels that they got the perfect measure of pay as they merit. Procedural equity happens when representatives feel that there is a decent clarification behind the choice of their pay and advantages. Finally interactional equity happens at the point when the workers feel that their chiefs were strong and empowering while giving them the remuneration. Authoritative equity brings about a sense of value and that propels representatives to perform at their maximum capacity (Al Zu'- bi, 2010).

Vroom set up this hypothesis in 1964 which was later on reached out by Porter and Lawler (1968). This hypothesis depends on three connections, they are: Exertion execution relationship: giving a specific sum of exertion prompts to a specific level of execution. Execution compensates relationship: A specific level of execution prompts to a particular authoritative prizes. Remunerate Goal relationship: the prizes are in a state of harmony with worker's close to home objectives and that the prizes must be alluring to every worker. At the point when the above conditions are met workers are propelled at work and they apply more elevated amount push to give their best at work which in the long run prompts to hierarchical achievement and better duty from representatives (Lunenburg, 2011)It is suggested that the administrators continues adding more test to the occupation, overhaul the employment structure and prepare representatives for procuring new ability set. As indicated by Ledford Jr. Gergart and Fang (2013) directors must offer a total bundle of both extraneous and inborn inspirations with a specific end goal to spur their representatives which will prompt to worker OCB. The researchers clarified that outward sparks spur workers when the occupation outline no longer energizes them characteristically. In any case, the view is repudiated when Battistelli et al. (2013) expressed that representatives who are propelled by extraneous components have more grounded full of feeling, standardizing and duration responsibility and they contribute more to OCB as philanthropy, politeness, sportsmanship, reliability, city righteousness than doe's characteristic variables. Extraneous inspirations adding to OCB is not exceptionally astounding in light of the fact that these days a great deal of associations are expanding the extraneous advantages of the

representatives with a specific end goal to pull in and hold the best ability in the work showcase. Aggressive, skilled and self-propelled representatives are considered as a standout amongst the most vital wellsprings of upper hand. This view is upheld by Gerhart and Fang (2013) as they presumed that an altogether substantial number of current associations are currently offering more extraneous inspiration than inherent. They likewise recommended that individuals who are impacted more by extraneous inspirations will be more outlandish to be spurred by natural employment qualities. Accordingly, prompting to the conclusion that extraneous inspiration will specifically add to hierarchical duty to OCB. The fundamental work and meaning of OCB built up by Smith et al. (1983) likewise demonstrated that individuals who are spurred by extraneous prizes will perform past desire prompting to their duty to OCB (Barbuto and Story, 2011). As suggested by Barbuto and Story (2011) administrators ought to painstakingly plan the occupation and remuneration bundle on the grounds that their discoveries propose that identity, inspiration and states of mind have practically nothing impact on workers' dedication to OCB. Workers are more dedicated to OCB when they have a formal remunerate framework

OCB discloses that the action or behavior is supportive for the organization but it is not the obligation for an official job. Several measures and OCB scopes have been explored such as altruism, sportsmanship, loyalty, civic virtue, voice, conscientiousness, functional participation, courtesy and advocacy participation (Bateman and Organ 1983; William and Anderson 1991; VanDyne, Graham and Dienesch 1994). But there are five measures of OCB that are well recognized in research (LePine, Erev and Johnson 2002). These are altruism (helping colleagues who have heavy workload), conscientiousness (punctuality at work), sportsmanship (willingness to tolerate less than perfect circumstances without complaining), courtesy (notify before taking any actions), and civic virtue (attends functions which are not important, but helps the image of the organization) Most of the studies on OCB have been conducted in North America (Farh, Early and Lin 1997). But the dimension of OCB has acknowledged relatively incomplete attention in other frameworks (Paille 2009). Podsakoff et al. (2000) argued that the study on OCB measurements in other cultural framework is essential. He further elaborated that cultural upbringing may affect the kinds of citizenship behavior which are witnessed in organization. The previous study has explained the connection between organizational citizenship behavior and the variables of employee attitude. Studies have shown that organizational citizenship behavior helps in increasing the enactment of the organization (Podsakoff et al., 2000). Almost every

organization tries to understand that how OCB affects the performance of the organizations? And how much it is important for the effectiveness of organization? This concept will help the senior management to assess that which type of atmosphere is needed for employees in order to motivate them. In US OCB is studied widely and has gained some attention but has received quite insufficient attention in Asia. A study was conducted and inspected number of predictors of OCB in the Arabic-speaking environment. The data was gathered from 275 employees of both private and public banking sectors. Variables of OCB inspected were Job Satisfaction and Organizational Commitment, Role Perceptions, Fairness Perceptions, Leadership Behavior, Individual Dispositions, Motivation and Feedback. The results originated supported the hypotheses maintaining the positive relationship between the predictors of OCB and organizational citizenship behavior other than motivation that was found having no relationship with OCB. (Anwar Rasheed1, 2013)

(Yang, 2012) Examined and compared the effect of spiritual leadership on organizational citizenship behavior in finance and retail service industries to check the possibility of simplifying and applying spiritual leadership to other industries. The study used various analysis of structural equation modeling. The outcomes showed that values, attitudes, and behaviors of leaders have Progressive effects on affiliation of the employees, and encourages employees to perform admirable organizational citizenship behaviors, including the altruism of supporting coworkers and the responsible thoroughness toward organization. The consequences of altruism toward coworkers are mostly stronger. Finally, the effect of leaders' values, attitudes, and behaviors on the spiritual survival of employees is stronger in retail than that in finance.

(Shih Yung Chou, 2012) A study was conducted to analyze the OCB in (IT) professionals and it was found that (IT) professionals exhibit relatively lower organizational citizenship behavior (OCB) than non-IT professionals. The purpose was to investigate that how an IT professional's job stress, trust, and commitment affect the valence of job satisfaction, which in turn affects his or her OCB. The best available approach "snow ball technique" was used. The authors used personal references and sent out email invitations in order to locate the IT professional's at large mid-western university. Almost 85 replies were obtained. Using partial least squares and multiple regression technique, the hypothesis was tested. The outcomes established the significant connection between valence of job satisfaction and organizational citizenship

behavior and the relationship between OCB and authentic job satisfaction. The research showed that showing OCB effects the job satisfaction in the IT setting. The other thing that was found out was that IT professionals' insights of the valence of job satisfaction would be effected more financial rewards than by non-financial rewards. Due to the difficulty of switching profession and the comfort of changing workplace, IT professionals' commitment to the profession might be greater than commitment to their organizations. The performance of organization is facilitated when employees perform voluntary actions that are not the part of their formal role and job description (Organ, 1988). Some researchers stated that there is a need to describe OCB from a motivational perspective. Earlier OCB studies have conducted upon theories such as social exchange theory (Lavelle et al., 2007), equity theory (Spitzmuller et al., 2006), leader-member exchange theory (Wang et al., 2005), social network theory (Venkataramani and Dalal, 2007), social learning theory (Zagenczyk et al., 2008), etc. Little research has been conducted on OCB from motivation perspective. When likening OCB shown by information technology (IT) professionals and non-IT professionals, Moore and Love (2005) found out that IT professionals tends to show comparatively lower OCB than professionals in non-IT areas. Moore and Love's research, suggested an idea and opportunity to apply motivation theory in order to explain how the IT work atmosphere affects an IT professional's OCB. From different existing motivation theories, researchers have used Vroom's (1964) expectancy theory as the theoretical foundation because it was first deliberated to describe work behavior and motivation in the work setting (LA Fleur et al., 1991). The main focus of this study was to use the theoretical framework provided by expectancy theory to investigate that how an IT professional's OCB is affected by the valence of a work outcome, which is effected by cognitive forces presented in a work environment. The outcomes suggested that OCB shown by IT professionals can be well understood when work-related cognitive forces are investigated. The study also suggested that (IT) professionals' commitment to the organization and commitment to the profession are important predictors of their supposed valence of job satisfaction, which in turn affects the degree of OCB exhibited.

(Erkutlu, 2010) A study was conducted to investigate whether organizational culture regulates the relations between organizational citizenship behaviors and justice perceptions. The sample size was 618 and data was collected on site from the lecturers (618) of ten universities in Turkey. OCB and impartiality scales were completed by randomly chosen focal lecturers. The cultural scales were completed by a separate group of randomly selected peers. The regression results

supported the moderating role of organizational culture of the justice perceptions. The hypothesized results showed, that for organizations that are higher in respect for people there is a strong relationship between interactional justice and OCB and a weaker relationship between distributive and practical justices and OCB for organizations that are advanced in team orientation. The researched lecturers have job situations integrated to the distinctiveness of the public universities which may limit the ability to hypothesize the findings in the private universities. The research provided an understandable system of the impact of Organizational culture on OCB. They focused that to promote employees' OCB level significance of organizational culture as a mediator should be taken closely into consideration. As a result of this Research, leaders' success in organizations plays an important role upon understanding Organizational culture. Leaders can promote' OCB in employees by handling them with respect and care, paying attention for individual needs, and implementing a supportive work atmosphere. The use of organizational culture as a moderator on this link is unprecedented. The major asset of this research was the multilevel research design. Maximum studies on OCB and organizational justice has been directed within single organizations, preventing an assessment of the way in which appropriate variables influence OCB.

OCB has been appreciated by the researchers and practitioners because of its practical implication for organizational success, and the idea of OCB has persisted experimental focus (Podsakoff and Mackenzie, 1994), especially when the management is unable to stipulate the actions and behaviors of employees that may be essential to perform the job (Organ, 1988; Nezakati et al., 2010). Research in organizational behavior has become more applicable because of the recent shifts and trends in modern organizations. Profession development prospects is thusly characterized as the probability that a representative will be advanced and will acquire profession improvement encounters from expanded duties and testing assignments (Weer, 2006). The social Exchange theory gives the reasonable premise to comprehension the procedure through which profession development prospects may influence general OCB and its five measurements. The theory suggests that employees and their employers exist in an exchange relationship that is strengthened to the extent that both parties are willing to fulfill the desires of Each other. Employee behavior is therefore largely influenced by human resources practices (such as the career growth policy examined in this study) through psychological contract – an

employee's perception of what they expect from their organization in return for their perceived contributions to it (Rousseau, 1995; Robinson, 1996). Dissimilar to a formal contract, the terms of a mental contract between employees and their managers is perceptual, typically verifiable and subjective, and is definitely not essentially shared by both sides, raising the potential for the impression of agreement infringement (Willems et al., 2003; Kabar and Barrett, 2010). For the employee, a mental contract shapes from thoughts, which may advance from authority guarantees and additionally suggested commitments formed by their desires, concerns or organization arrangement (Morrison and Robinson, 1997). Hence, a profession development strategy ought to create solid sentiments of a mental contract among employee of the organization where it is drifted, especially when the profession development approach is an esteemed activity for workers (Bedeian et al., 1991) who suspect advance and development in their professions (Okurame and Balogun, 2005). A research was conducted by (Okurame & David, 2011) and the study has two helpful hypothetical commitments to the writing. To begin with, it sets up a huge positive relationship between vocation development prospects and organizational citizenship behavior, establishing a framework for the presumption that career development prospects is useful to calculate OCB. Second, it found curious examples of relations between formal tutoring support, profession development prospects and OCB measurements, along these lines propelling the writing by demonstrating that mentoring and career development prospects has differential effects on OCB.

Results demonstrated that career development prospects are a huge indicator of general OCB, while mentoring support is most certainly not. The huge positive relationship found between vocation development prospects and general OCB, it suggests that when the prospect for development is seen by a worker to be good, work conduct is more portrayed by OCB contrasted with when development prospects is seen to be unfavorable. (Okurame & David, 2011)

In a survey of OCB writing, Podsakoff et al. (2000) set that OCB is affected by positive employment states of mind. This is on the grounds that workers will probably offer additional work and duties when they are happy with their employments or focused to their workplaces (Bolino et al., 2002). A surge of research has contemplated the impact of worker states of mind on OCB (Manrique de Lara and Rodriguez, 2007). For instance, Bateman and Organ (1983) reported that employment fulfillment is decidedly identified with OCB. This finding is upheld by

Mackenzie et al. (1998) who placed that employment fulfillment inspires employees to perform OCB willfully, for example, helping collaborators settle business related issues. In a later study, Hsu and Lin (2008) hypothesized that people with higher OCB are all the more eager to share their insight. As per Baron and Kenny (1986, p. 1176), a given variable might be said to work as an arbiter to the degree it represents the connection between the indicator and the measure." Given that past writing has recommended that OCB represents the connections between the autonomous factors (e.g. job attitudes, for example, job satisfaction) and dependent variable (i.e. information sharing conduct), OCB is the mediator in this study. As such, the effects of job satisfaction, organizational commitment, and authoritative responsibility on learning sharing behavior might be intervened through OCB. Consequently, likewise speculate OCB to serve as a Mediator between job involvement and information sharing behavior, between job satisfaction and information sharing behavior, between workplace responsibilities and what's more, learning sharing behavior. OCB is not an important facilitator for job involvement and knowledge sharing behaviors (Teh & Sun, 2011). OCB is emphatically identified with workers' learning sharing practices. (Teh & Sun, 2011) This outcome is supported by a thought made by Hsu and Lin (2008), in which people with higher OCB are additionally eager to increment the welfare of others; in this manner they will be greater to share learning. In this respect, OCB is observed to be the anticipated variable that encourages the information sharing practices among the IS faculty. OCB is discussed as the motive-based behavior in the literature, i.e. organizational citizenship grows through motivation (Ariani, 2012) (Davila & Finkelstien, 2012). Behavior is directly strengthened and developed by both intrinsic and extrinsic motivation, and organizational commitment is also effected (Jonier & Bakalis, 2006). Past researchers have observed the impact of motivation on organizational citizenship behavior in different contexts either directly or with the involvement of the variable i.e. organizational commitment . (Ariani, 2012) Found out that OCB have different reasons in different situations. (Rodriguez, 2010) The employees OCB associating with intrinsic motivation is more than extrinsic motivation. (Noor, 2009) Proposed that organizational commitment is the mediator that effects intrinsic and extrinsic motivation in the direction of organizational citizenship behavior. Previous researchers have applied Herzberg's two-factor motivation theory to support organizational citizenship behavior. According to the assumption of the theory the managers needs to control the factors affecting the job satisfaction of the employees, in order to increase employee's job satisfaction

and performance. The theory states that if the extrinsic conditions are not fulfilled the, it causes dissatisfaction and there are many extrinsic factors that leads to dissatisfaction. Whereas there are number of intrinsic factors that leads to strong motivational level to yield good job accomplishment. (Herzberg, 1987; kitchin, 2010; Gibson, Ivancevich, Doneely, 2012)

Past studied have described and elaborated extrinsic and intrinsic motivation to understand the nature of OCB in public sector organizations .OCB can be directly affected by intrinsic and extrinsic motivation. The hygiene and the motivation factors that are present in the job environment have positive impact on employee's OCB. However OCB is greatly affected by the presence of the hygiene factors as compared to motivational factors (Abuiyada & Shih, 2010).OCB is positively correlated with intrinsic and extrinsic motivation as confirmed by (Rodrigues, 2010) and (Joiner & Bakalis, 2010).OCB can also be affected by motivation through mediating role of organizational commitment.

Some reevaluated the utilitarian way to deal with OCB inside the more extensive setting of intrinsically and extrinsically motivated conduct (Deci, 1971; Lepper, Greene, and Nisbett, 1973; Ryan and Deci, 2000). The researcher examined whether individual differences in intrinsic or extrinsic motivation can clarify singular differences in predecessors and types of OCB. Finkelstein (2009) demonstrated a precise relationship amongst intrinsic and extrinsic inclinations furthermore, thought motives for volunteering. A naturally inspired individual locks in an action since it is intrinsically interesting or fulfilling. Intrinsically motivated exercises have been portrayed as a type of self-expression (Amabile, 1993) in light of the fact that the goal dwells in the conduct itself. Intrinsically motivated people embrace an undertaking to get some distinguishable result. Their point is to obtain specific outside compensates or evade negative outcomes (Deci and Ryan, 2010)

The elements of motivation exist in all and the disguised drive towards the predominant thought about the occasion (Rabby 2001). Motivation has a direct connection to an individual's performance that pick up to association performance and as a catalyzer for every single individual representative working for an association to upgrade their working performance or to finish undertaking in much preferable path over they typically does. Association runs as a result of individuals working for it, and every individual contributes toward accomplishing a definitive objective of an association. Different theories have been presented by different authors since 19th

century. Rutherford (1990) considered that it is necessary for the author to realize that motivation is very important and if employees are passionate about achieving goals and targets make effort to do their best work then this will result in overall benefits of the organization. Another point that Rutherford mentioned in his study is that in order to motivate employees, teamwork should be encouraged among them.

Furthermore, there are the content theories. These types of theories give us an outline to know about people's needs and other wants that are necessary for motivating them. Some of the theories are stated as follow;

- Maslow's needs hierarchy
- Herzberg' two factor theory
- McClelland's motivational achievement theory
- Victor vroom's expectancy theory
- John Stacy Adam's equity theory

Abraham Maslow presented a hierarchy of needs that satisfy in every stage. According to him there are basically five universal needs that motivate a person. These five needs are;

Self-Actualization needs (creativity, self-fulfillment)

Self Esteem needs (reputation, respect for others)

Social or belonging needs safety needs (love, friendship group, membership)

Security or safety needs (economic and physical)

Physiological or basic needs (food, water, clothing, shelter)

Physiological or basic needs are also known as biological needs or felt needs.

According to Chintallo and Mahadeo (2013) physiological needs are the needs that satisfy basic human requirements. These needs are essential, the body desires nourishment, water, break to relax and recover strength rest, and air to breathe as it is the basic element to remain alive, intimate relations, opportunity of advancement, last but not least moderate climatic conditions.

At the point whenever it is hard to find any of the basic physiological needs as discussed above, human beings starts feeling the upsetting strain of yearning, dehydration, fatigue, and difficulty in breathing, disappointment in intimate relations, restriction, and feeling the distress of being excessively sweltering or chilly. Such irritations constrain a being to find and search for the deficient thing that is missing so the human body may return to its balance – in equilibrium as an alternate s very still. For whatever length of time that the body feels considerably denied, it arranges every one of its energies in the administration of fulfilling these requests. On this level the Maslow consider every one as the same and there is no difference among everyone but, once these physical needs are met frequently then they no longer put forth pressure or tension. Once need it fulfilled no longer motivates people.

Safety needs are the needs for the home and security. A normal person demands security, stability and sense of freedom and dependency. These security needs work primarily on a psychological level.

For example an employee or a worker in any private organization demands that his organization or the company must provide him with the job security, health benefits, safety plans. However, nowadays many private organizations also provide different types of safety plans, emergency funds, claims and other accidents cover benefits.

The social and belonging needs are an integral part after the security and physiological steps are successfully fulfilled. Satisfaction or happiness is a matter of degree rather than the achievement or either ways. As it is said, once this demand or need has been successfully fulfilled over a specific period of time then it turns out be practically diminished because it does not become a need anymore. This activity changes to the following most elevated amount, and in this aspect, love.

Usually every human kind needs care and love. These kind of demands can be can be fulfilled by communication and interaction with colleagues and co-workers for examples the feelings of love, feelings of friendship, adoration, caring of the family or the loved ones etc.

At the office having social needs mean good and healthy relations with your coworkers, group members and colleagues. Furthermore, for the promotion of group work and achieving the

overall organizational goal the managers can also force the employees that they should be working in a team or in groups.

Basically there are two types of esteem needs; number is self-esteem that is the outcome of competency and knowing the skill of doing a job. A psychologist of Harvard David McClelland says this as “need for achievement” then there are also some people who give attentions and recognition to others. Desiring this type of recognition or attention is a part of “need for power” stated by David McClelland. According to David McClelland says that different kinds of personality have different kinds of needs no two person have the same need and they change slowly and steadily. On the other side Maslow states that change in motivation is only possible when a person’s need is fulfilled,

Maslow explained the concept of desire for self-actualization as the “desire to become more and more what one is, to become everything that one is capable of becoming” people consider this as a determined and soft pull to increase the potential when they have fulfilled the basic needs previously.

Self-actualization is in various types based upon different people. These kinds of distinctions consist of the urge to get knowledge, consideration, satisfaction, purposeful life, splendor and harmony. For example a hygienic person defined on this step might feel physically not well when he or she pass through a completely unhygienic restaurant with strange and ugly signs then the desire for beauty is neither high nor low than the other people on the other steps of Maslow’s hierarchy model. This means that self-actualization needs are not hierarchically desired.

Dual component hypothesis by Fredrick Herzberg differentiates and recognized elements that creates satisfaction also known as “motivators” and those that bring dissatisfaction also known as “hygiene factors”. These hygiene factors work calculates which avoid the dissatisfaction and are required to be enough provided. Motivators are ore customized components that is “individual space” that provide people a sense of accomplishment, acknowledgment, enhancement and development. This procedure also consists of employee responsibilities, authority, grade and other many opportunities to learn different things. Overall, hygiene factors display things found in the organization which consists of pay, perks and benefits, secure job, working environment,

rules and regulations, security and this also includes team space which includes supervisor relations and other interpersonal relations.

According to David McClelland's theory of achievement ("McClelland, Atkinson, Clark and Lowell 1953") there are total three basic needs that motivate people that are

Achievement; gain challenging and real goals and also further promotions in the job.

Affiliation; having supportive relations with other people.

Power; to have people' ideas and lead them.

The above mentioned needs are not commonly limited. Individual might be motivated by any one of the above mention needs or any two combined or may be all three of them. In order to motivate employees the organizations should try to design jobs and duties in such a way that best describes and fulfills the employees' needs.

In the theories stated by Maslow and Herzberg they looked at the relationship between needs and the effort resulted that fulfilled those needs. On the other hand theory suggested by victor vroom distinguishes effort that rises from motivation, outcome and the performance.

According to Victor Vroom's expectancy theory that a person's behavior is the result from the choices he picks from the options whose main agenda is to decrease pain and increase pleasure. According to vroom capabilities, knowledge, ability, personality and experience are the factors that are considered to be the basis for an individual performance. According to him performance, results and effort are directly linked in a motivational level of a person.

Victor vroom theory of expectancy (1995) manages with the idea of effort, reward and execution. How the effort is being executed on a job turned out to be a success and reward achieving work. Before starting the work individual have a tendency to measure the exertion level that is requires against plausible advantages. They have to realize that the work of the job they are doing will probably prompt positive outcomes and that the outcomes will also prompt advantages that is important for the individual. Motivation is an internal judgment struggle and the desired result.

John Stacey theory of equity explains that why motivation cannot be determined by the conditions and pay only. It additionally clarifies that why other can have a demotivating impact when another person is given a promotion or increase in the salary.

Equity theory by John Stacey (1963) explains the significance of equity when leading or managing a team or group of employees. Employees always want fairness and unbiased between what are the efforts made by them to execute their jobs i.e. inputs and what they receive in return i.e. outcome. Workers need to be dealt fairly and decently and always are keen to compare how others employees are being treated in contrast.

This theory determines the force of motivation of an organization when employees are given rewards for their performance and how the preferences, inequities and favoritism prevailing in the organization can lead to demotivation and disappointment.

Notable motivational theories are very much based on organizational space and includes the obligations of the managers that how they motivate their subordinates. Some of the research state that interpersonal relations and inputs from the employees were one of the most important factors. Prior theories also concentrated on the management of the organization and signifies that team based motivation is of little treatment. Organizations that emphasize on team work were very rare. Each individual has its own level of motivation depending upon the situation.

Thomas H Gray in his article “motivating employees; the most fundamental technique” considers that it is very important to motivate employees he consider this process as an essential practice to survive in the modern competitive world.

He says that every method is intended to achieve outcomes is considered to be made by shrewd individual who have made these hundreds of techniques, and in light of the fact that it is objective of the “administration”. Supervisors receive results they want and they get it through other individuals by the means of influencing people so that they can take right actions.

In order to make sense of what the right activities might be on spends numerous times yet these endeavors rely on upon a key supposition that individuals will need to perform those activities. On the off chance they will not perform those activities if they would prefer not to. When those actions are not performed then the outcomes would not be achieved either.

It is believed that the most important method is to motivate the employees of the company. The initial phase in administration is seeing how to act on that. Many articles are written in this regard.

The author is sure about it that the main agenda of the individuals is to produce a living. While some employees quipped “the vast majority of people work just sufficiently hard not to get out of the job and being paid simply enough not to stop.” But rather that does to clarify practices we tend to see each day that individuals are proud of their work working additionally to please their clients and considering taking care of work issues also when they are not in the job. The question is why this happens?

Different studies and understanding both let us know that the most fulfilling work environment offers the following;

Open doors for accomplishments i.e. to accomplish something that has any kind of effect.

Faith; having the conviction to do tasks well and having the capacity to assume that the associates will convey

Appreciation: acknowledgments and prizes for their contributions and effort.

In this kind of work environment persons work to accomplish objectives they have confidence in to achieve and keep the faith of their supervisors and companions and to acquire thankfulness for the work they perform. These things are considered to motivate individuals. These above mentioned are the reasons individuals to perform the right activities. Most methods of the motivation concentrate on acknowledgment and prizes and let’s not forget the appreciation that is identified earlier. Yet, shouldn’t something be said about the other two? Shouldn’t something be said about accomplishment and trust? Would one be able to inspire people just by saying “you did a great job. Thank you!”

The supervisors must form a delightful work environment by empowering accomplishment and by building an atmosphere of faith and belief before concentrating on acknowledgment and prizes. But the question is that how to do this task?

The beginning step for this is becoming acquainted with what your employees are capable of doing, what they should do according to them and why in some cases they are unable to do it or not pick the option to do it. At that point the company can strengthen their extraordinary capacities and deject useless practices.

This is done by working along with them in their area with full energy and dedication. One need to talk to their employee and take a break from work, that does not mean just chit chatting but one should ask about the problems and inquire from them and once they are telling you everything, listen. The questions may consist of what are the activities they are doing and would like to do what activities are hard for them to do, what makes them feel great and what are the obstacles during their job. Pay attention to study their capabilities what kinds of inputs they are expecting from their coworkers what are the behaviors they like and what environment they want.

In order to persuade anyone you need to become more aware of him or her plus according to the work you are requesting that they do. After then you can perform the work of the supervisor which is according to their standards as well as the situation. You should clarify what you want and why you want it? Allocate the jobs and form the groups. Prepare and mentor them, eliminate any hindrances that are occurring in the situation and last but not the least correspond with everyone. They will speak to you about their likes and dislikes if you are ready to listen.

After the process outcomes will be generated and after this you can emphasize on the right practices after you have shown appreciation.

This how they will know that they have done the right wok and they also want you to realize it as well. For whatever time that they realize it, as a result much of their motivation will come from within automatically. They want you to trust them all the time and they want continuous achievements as well.

One thing to keep in mind, once you are successful in this you does not need to stop here, you can always continue to do it better and improving. All this can happen if you are aware with them placing them in a level to prosper believing in them to do it and realizing their hard work and victory.

A fair manager has equally strong hold in all the aspects. It is easy to motivate or influence the management system as they are clearly visible and homogeneous. Whereas being invisible and unique according to each individual human factors are very much difficult to manage. People's core needs are met by a good manager who has the hard as well as the soft skills. Meeting deadlines and objectives is not all what a successful project is but also how people expectations are met and their needs are fulfilled. (gray, 2013)

Supervisors can resolve the job of keeping the workers inspired and motivates in various ways. Promoting the levels of the employees incorporates power and responsibility and these tools should be used by the supervisors in order to motivate their employees. By speaking to the professional journalists there is some possibility that increasing the promotion of an employee may motivate him or her to perform good on the job and produced exceeding results?

One of the ways which proves that giving promotions to the employees is very beneficial is that with the increase in position not only raises the status of the employee but also their wage is increased as well. This benefit of promotion charms the standard of life of different employees. It consists of not only raise in their salaries that employees make when they are promoted higher but also get other benefits such as paid holidays, cost records, transport facilities and medical facilities as well. These types of remunerations ass to a more standard way of life and for an extensive variety of employees the promotion becomes an attractive objective to achieve and get motivated.

Another benefit of getting promotion for the employees to be motivated is by perceiving the chances for an enhanced work experience on the job. Career experts say that safety and reliability influence some of the workers to work in the direction of gaining the promotions to concrete their positions inside of their associations. Doing as such a worker must deliver reliable, superb work and get acknowledgment or secure a status among his or her counter parts and companions. Other work benefits are also a part of it some of the examples are bigger and huge work places, positive environment, tours additionally offer advancements provide some assistance for the purpose of motivating employees.

Promotions also help in motivating the employees in a way that it also enhancing their feelings of determination. This influence the employees whose vocational experts incorporates the need

for self-sufficiency freedom, power and administrative fitness. Representatives who see this as a feasible objective by the means of advancements will make efforts to demonstrate their managerial and headship abilities. They will likewise demonstrate constructive characteristics that reflect positions of power for example responsibility and ability to coordinate and participate in works with their coworkers and counter parts.

Even though there are immense benefits of promotions for the purpose of motivating employees it should still make a policy for overseeing the promotions and also keep in track the progression made in the employment. This might also incorporate debating about the chances for promotions during when the employees' performances are being evaluated or permitting all the employees with the required experience to apply for the official position seats. In some circumstances it might be important to enroll externally from the organization yet a predictable approach for bearing in mind the applicants from within the organization who are guaranteed that having promotions increase their motivational value.

All the above mentioned benefits are the reasons that employees desire for and as a result they keep on working to enhance their position, have a concrete ambition., increase in the salaries, improved job experience and it all works accordingly when the organization has an unbiased free from all sorts of discrimination, error free and a fairly designed promotion policies. All this comes in intrinsic reward system thus motivating the employees to work better. (Hartman & Media)

Thomas H. Gray (2013) in his article named as "Delegating responsibilities to improve employee performance" says that in order to improve the performance of your workers you must trust them with the responsibilities you give them. According to Thomas H gray giving a little bit of empowerment is necessary to give to your sub ordinates so that they feel valued and recognized in the company. By doing this the employee does not only perform better but he or she might also stay committed to his or her work plus there are chances that they might not only achieve the overall objectives of the organization but also work extra in order to help their company to maintain or create the competitive advantage against others.

Great supervisors impact the workers to act on as though they are the real owners of the business, to assume liability and to act dutifully. At the point when workers feel possession for a specified

extent or for a role and acknowledge that they are being trusted to oversee it and also the boss would himself they also come up with themselves and the company gets all the better these employees could do.

Thomas H gray (2013) figures out reasons that why giving empowerment to the employees enhance their performance. According to him following are some rationality;

Accomplishment and beliefs are the major motivational components.

To give employees to share and show their work independently

Confidence empowers assignment of obligation which is one of the good advantages to all until the empowered employee works for many hours of weeks. A=similarly this can work all around that is lack of trust means that there is no empowerment at all.

If provided with the adequate resources the organizations who trust their high performing employees to accomplish the overall goals of the company for a specified area for their very own are considered to the most committed, loyal and persuaded employees the organization can have.

Increased inspiration prompts towards increased results provided that the required training is given to them.

Thomas H gray suggested some steps in order to do the preparation for entrusting responsibilities he says that in the first place, specify the zone of the responsibility, assessment of the achievements and objective levels of execution on the basis of estimations made. These estimations and objectives might be made for the first time by the boss and thus this effort of him is proven to be profitable. You cannot progress until and unless you realize (a) where you stand and (b) how to gauge the change from this starting point.

Secondly; record that how you need this employment to be finished and also written strategies is most likely a new thing for the boss. The procedure of keeping the written record ought to let the boss and the worker to consider how to improve further. The subsequent changes are additional result from the assignment task. It is important to note that setting up a procedure sketch before composing keeps you writing sorted out and also gives a device to update or rectify if required the procedure for better outcomes.

Thirdly, choose how to prepare another individual to carry out the work just like you want. One must also decide that what tools and techniques would be required by them for example helping material for the work, prepared references and what is the right or wrong ways to do this? One should outline preparing for another individual to ensure you think that you will achieve without missing any step, or might be expecting a base of information that may not by any means be available in each representative.

Fourthly, deliver the preparation and next step is to implement it for the selected individual. Make sure that you utilize enough time to do it finely. The end thing you need is disappointment in the designated region. According to Thomas H Gray this preparation has three components; (a) communicating (b) rehearsal and after that the exhibition of abilities by the worker. Regardless of the fact that the owner and the worker assume that they have the abilities then one should make them demonstrate those. In that way one can go back to their exhibited achievement on the off chance that they in the future oversight and to prompt them to keep in mind those they genuinely know how.

Lastly, set up the company and foresee the procedures and variations in the relationships. Inform different explanations behind these variations and the upgraded outcomes you anticipate to the different workers of the representatives' obligations and powers. Pay attention and take notes of their inquiries and adjust as required. Speak to any of the worker where you think needs the attention secretly before conducting a meeting for the discussion in this regard says Thomas H Gray (2013)

Once all the steps are completed accordingly now it is the time to finally handover the responsibility to the delegated employees. The main idea of this whole procedure is to motivate the workers in order to perform better. As responsibility is considered to be one of the important intrinsic rewards, employees now days just don't want money in terms of rewards. Empowerment, authority and taking actions are what they want. As a result they will get boosted to perform better and once they perform better they can also motivate their counterparts to go on the same path. (H.gray, 2013)

Robert E. Ankli Ralph Palliam in his book "Enabling a motivated workforce; exploring the sources of motivation" states that every field of effort reports that how motivation causes a

change in behavior. In order to explain the concept of personality development and also the self-motivated change in behavior Deci and Ryan presented self-determination theory (SDT) in 2002 which is a cognitive evaluation and assessment theory that explains that intrinsic motivation affected by that of extrinsic motivation. The crux of this theory is that some individuals have an inborn organizational inclination towards development and growth and the authors have described this in the book as “resolution of psychological inconsistency”. Intrinsic motivation refers to as inner satisfaction derived from the task where extrinsic motivation deals with the tangible satisfaction as a result of the activity performed. (ankali & palliam, 2012)

Herzberg's and his partners proposed one of the most prominent yet controversial speculations of occupation fulfillment in 1959. As indicated by Beardwell, et al., (2004) his work did not concern motivation straightforwardly, he investigated the variables that make work fulfillment and disappointment at work. The primary establishment of this theory is that there are two arrangements of variables that guide worker conduct at work; they are hygiene factors and motivators. He suggested that hygiene elements are elements like working condition, organization strategy, organization, pay and so on. These elements, if missing makes disappointment among workers however nearness of them do not satisfies or motivates employees. On the other hand, motivators like recognition, development opportunities, responsibility and achievement intrinsically motivates someone to perform with high potential, (Baah and Amoako, 2011).

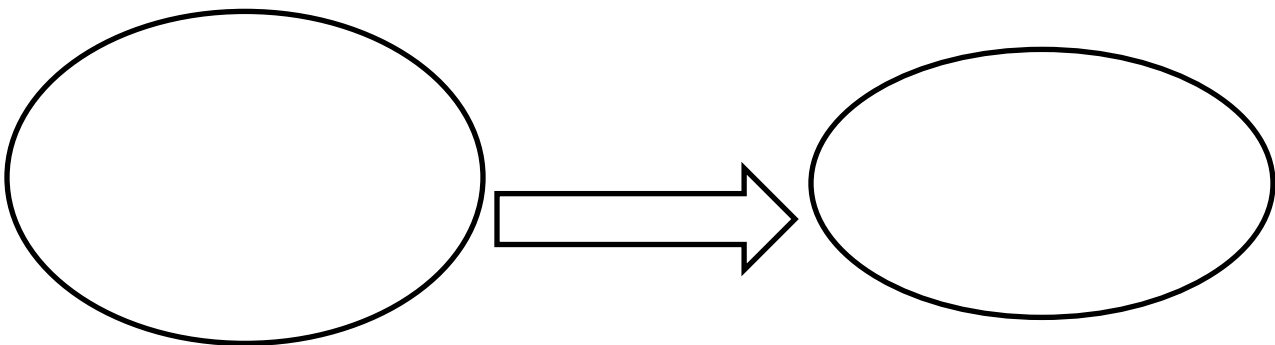
Chapter 3

Theoretical framework

This segment of this review, “the effect of intrinsic motivation on organizational citizenship behavior in the health sector” incorporates the development of hypothetical structure and arrangement of the hypothesis

Independent Variables

Dependent Variable



Throughout the years a solid relationship amongst motivation and organizational citizenship behavior (OCB) has been accounted for. Writing of hierarchical conduct examines OCB as rationale based conduct, which implies OCB creates because of motivation (Ariani, 2012; Davila and Finkelstein, 2013). Different scientists (Allen and Rush, 1998) reported that workers taking part in OCB will rely on upon the pioneer's impression of representative thought processes and desire. In this way it is normal that there is a huge relationship between worker OCB and their wellsprings of motivation. As indicated by OCB measurements conceptualized by Organ (1998) and a meta-investigation (LePine, Erez and Johnson, 2002), it was set up that motivation and OCB were profoundly corresponded to each other and there was no evident variety involved with the most mainstream set of OCB forerunners. Individuals performing intrinsic process motivation take part in exercises that they appreciate and make a lovely workplace for themselves and different collaborators. Along these lines it can be accepted that specialists who

make the most of their work will probably help others and make a helping working atmosphere and that these laborers find organizational citizenships practices fun. However late research examination demonstrates that intrinsic motivation has incredible impact on OCB. (Ibrahim and Aslinda, 2014) To further highlight and offer premium to the part of spark needs in motivating representatives, Frederick Herzberg distributed an article in the Harvard Business Journal in 1968 and with an intriguing title: 'One More Time: How Do You Motivate Employees?' Herzberg stressed that the psychology of science of motivation is exceptionally mind boggling, yet the surest method for motivating somebody to accomplish something. He clarified overseeing workers by 'direct activity' whereby chiefs yell and kick workers truly to complete an occupation. He figured that it may create some change in conduct, yet it does next to no or nothing to rouse. This article looked to give advance division amongst motivation and fulfillment as caught in his 'Two-figure' hypothesis. He clarified that things like adulate, cash, advancement and others don't propel workers yet rather, making their employments intriguing, landing accomplishment from their positions, acknowledgment, promotion ,responsibility and the work itself do.

Formation of Hypothesis

H1: Promotion has an impact on organizational citizenship behavior.

H2: Responsibility has an impact on organizational citizenship behavior

Chapter 4

Research Methodology

The research is thought to be causal in nature. Causal research is accomplished with the end goal of recognizable proof of the degree and fundamental nature of the circumstances and end results relationship. The other name of causal research is logical research. It is the recognizable proof of an issue or the theme that lets us know that what influence will change in a variable or anything will have on the other variable. This exploration considers gages the effect of intrinsic motivation on organizational citizenship behavior in the health sector of Pakistan.

Research instrument

There are two primary sorts of research instruments

- Qualitative strategy
- Quantitative strategy

In subjective strategy data and information about the point is gathered through the common settings as well as in the field.

However quantitative strategy for research comprises of organized and unstructured survey went for gathering of data about the particular theme or the marvels. One can utilize both of the exploration strategies likewise both subjective and quantitative techniques can be utilized as a part of a similar research examine also.

Every one of the information gathered with the end goal of this proposal research is as quantitative information. The information was gathered by utilizing organized poll with the point of getting every last data identified with the subject. Organized survey are particularly useful and adaptable in light of the fact that they can be utilized to gather information about any subject from an enormous gathering number of individuals or considerably littler number of individuals. Once the information is gathered it will be gaged to distinguish the effect of inborn inspiration on ocb in the wellbeing part of Pakistan

Data collection methods

Data collection is a vital part of any research study. Essentially there are two main sources of data collection. In this thesis study the researcher has used the following mentioned ways to collect information

Primary data: survey questionnaire

Secondary data: journals, articles, previous researches, web and other publications etc.

For the purpose of this thesis research both primary and secondary data were used. Primary data was obtained by distributing the structured questionnaire to the employees of the three private and public hospitals in Islamabad region. In the aspect of primary data the questionnaires were distributed in printed form to the sample made from the population i.e. employees of the three private and public hospitals situated in Islamabad region. The questionnaire was also given in the form of the online document made in the Google documents more over some of the emails were also sent to the employees of the hospitals of whom the email addresses were given.

Whereas, the secondary data was collected for the purpose of writing the literature review. It has been collected from different articles, books, journals and websites, researches made previously and other publications.

Population

This research study has been directed in the private and public health sector of Islamabad region. The hospitals that are selected for this research study are,

Pakistan Institute of Medical Sciences

Ali medical

Maroof International

The above mentioned hospitals are running privately and doctors were distributed with the questionnaire. This research study is based on doctors. Almost all the hospitals that are mentioned above were a part of this research study. The hospitals are located in Islamabad region.

Sample

The main target of this research study is to concentrate on the impact of intrinsic motivation on OCB that fall under or the sample of population. For the purpose of sampling probability, simple random sampling method was utilized. Despite the fact it may not be considered best for generalization of the employee's purposes yet due to the given time and resource constraints this was considered as the most suitable method with the end goal of directing this research study.

This sample represents the doctors of the three private and public hospitals located in capital territory Islamabad. An aggregate of 150 to 200 questionnaires had been circulated both by hand and furthermore by means of email as well. The response from the respondents was quiet normal as I just got 110 questionnaires filled and got back from them completed. The questionnaires which were managed, distributed and collected by hand had a high reaction rate when contrasted with the questionnaires that were sent by email and Google document file.

Pilot Testing

After the development of questionnaire an early test was conducted to check the understanding of the scale and the survey questionnaire. It was additionally used to check the reliability analysis of the overall questionnaire form. For pre testing a total of 10 questionnaires were distributed between the few respondents and they easily understood the statements and most of them completed the form in just 5 to 10 minutes. As for the reliability analysis of the data concerned the Cronbach's alpha of the questionnaire was used and that gave us the positive result which meant that our questionnaire is substantial, valid and solid.

STATISTICAL ANALYSIS TO BE USED

The accurate devices to be utilized for the examination of information are mean, middle, relapse, co-connection and ANOVA.

The results of the above mentioned tests are being displayed in the graphical forma utilizing bar diagrams, tables and schedules. The outcomes will be ascertained utilizing the SPSS (Statistical Package for Social Sciences) 21.0 version software. The information was entered with extreme attention as even slight misstep while entering in the information and data can influence the outcome positively or negatively and may prompt a wrong or improper judgment and conclusion.

The data for the purpose of analysis for this research study through the questionnaire gave the researcher a rich vision and enough information to interpret the impact of intrinsic and motivation on organizational citizenship behavior. In this chapter interpretation of data will be conducted. The process of analyzing data is said to be the most important element of thesis researches. For the purpose of this thesis research Microsoft excel and SPSS software version 21 has been used as it helps in generalizing the results

RELIABILITY TEST

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.855	2

The reliability test of Cronbach's alpha shows us that whether our questionnaire regarding variables is reliable enough and it is consistent in its formation or not. According to Cronbach's Alpha (1955) the questions and all the elements and variable will be considered as consistent and

reliable if the result analyzed ranges between the numbers of 0.70 to 0.90. The above table shows that overall survey questionnaire is reliable enough as it is 0.855.

Item Statistics

	Mean	Std. Deviation	N
RESPONSIBILITY	3.5317	.76621	110
PROMOTION	3.4410	.80545	110
OCB	4.0972	.73943	110

Scales: ALL VARIABLES

The above table shows the same reliability test of whether the questionnaire is reliable or not. In the above table the reliability is analyzed according to the questions of each variable that are (a) responsibility, (b) promotion. According to the table questions of every variable are reliable and consistent enough.

FREQUENCIES OF VARIABLES

Statistics

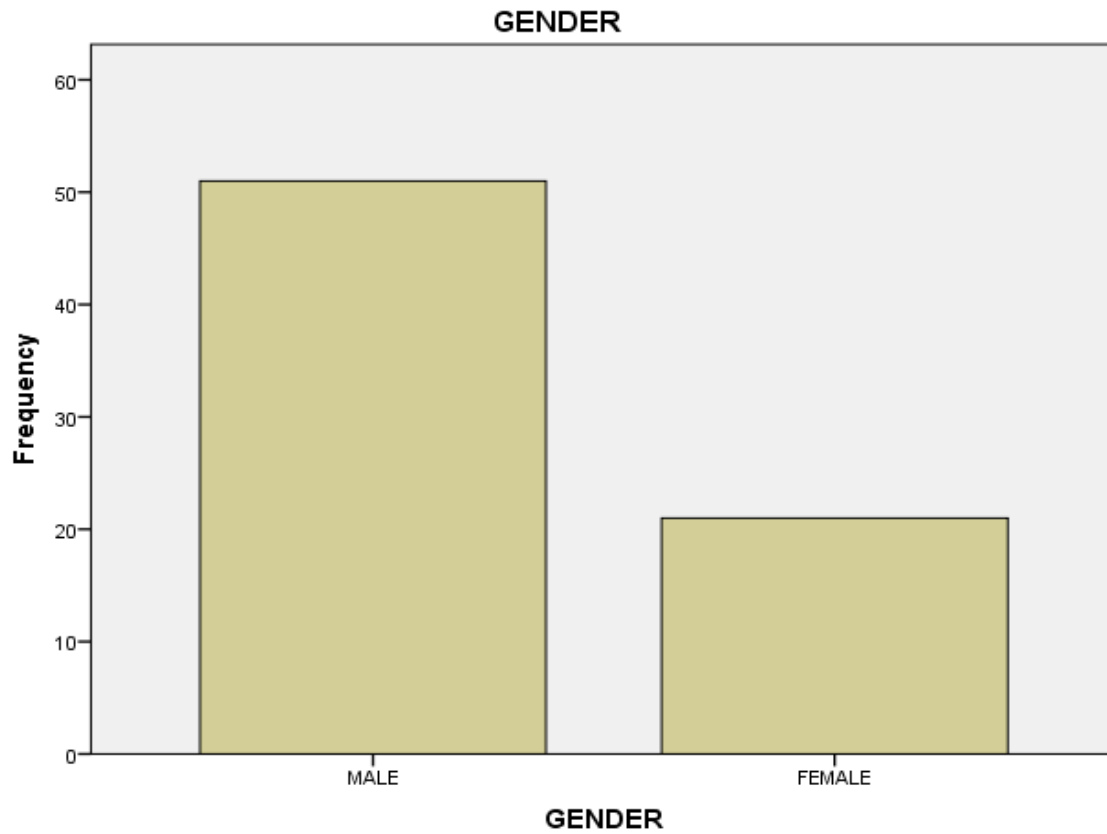
	AGE	GENDER	EXPERIENC E
Valid	110	110	110
Missing	0	0	0

AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-29	15	44.4	44.4	44.4
30-39	45	44.4	44.4	88.9
40-49	40	6.9	6.9	95.8
50-59	10	4.2	4.2	100.0
Total	110	100.0	100.0	

GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	85	70.8	70.8	70.8
FEMALE	25	29.2	29.2	100.0
Total	110	100.0	100.0	

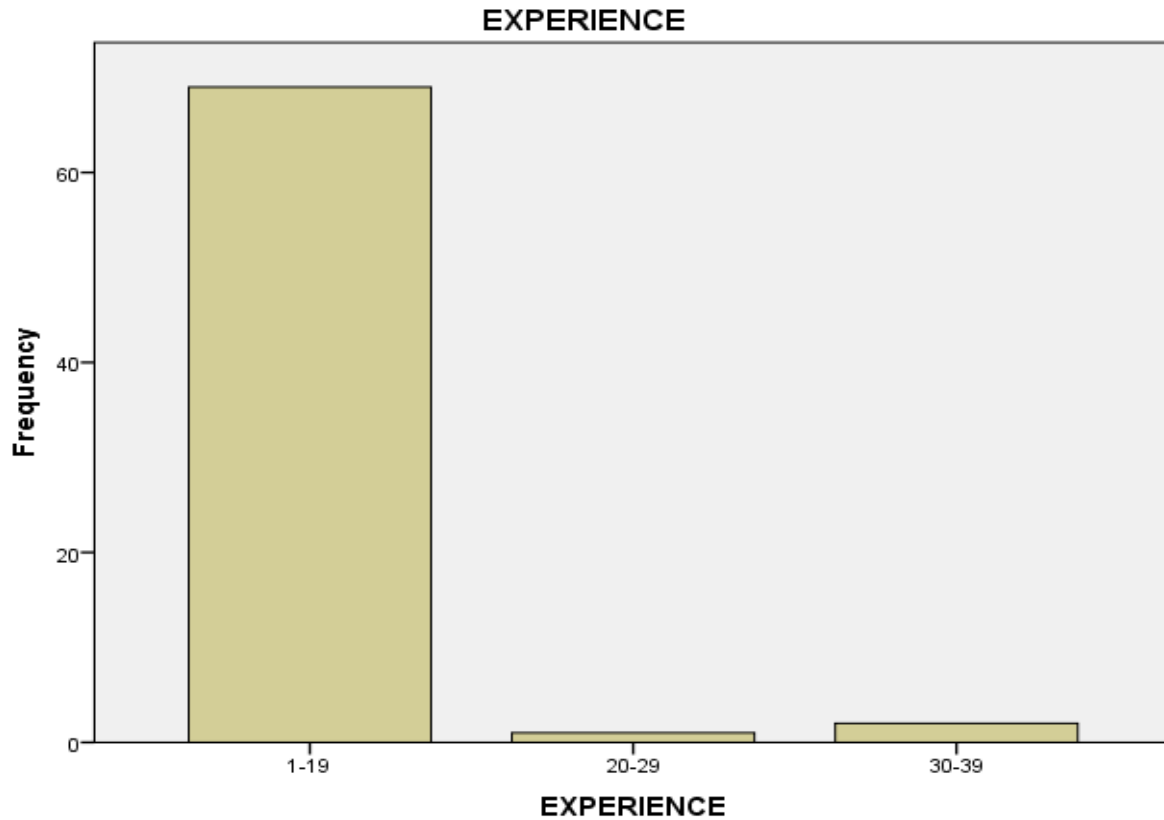


All the 110 respondents were selected to analyze on the basis of gender. The above table shows that out of 110 respondents 85 employees were male making 70.8% and 25 were female employees which makes 29.2%. This was done because it is very much important to see how females are affected by the factors and how males are affected.

EXPERIENCE

	Frequency	Percent	Valid Percent	Cumulative Percent
1-19	80	95.8	95.8	95.8
Valid 20-29	20	1.4	1.4	97.2
30-39	10	2.8	2.8	100.0

Total	110	100.0	100.0	
-------	-----	-------	-------	--



The above table and figure shows the frequency of experience of each respondent. It tells us that how much experience each employee has in the hospitals. According to the above table 80 respondents out of 110 have the experience in between the experience bracket of 1 to 19 years which is almost 95.8%. There are only 20 respondent who has the experience between 20 to 29 years are making only 1.4% of the whole population. 10 respondents have the experience between 30 to 39 years which counts as only 2.8% of total population

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
RESPONSIBILITY	110	3.5317	.76621	-.332	.283	-.402	.559
PROMOTION	110	3.4410	.80545	-.347	.283	-.260	.559
OCB	110	4.0972	.73943	-.883	.283	1.445	.559
Valid N (listwise)	110						

On the both side of the distribution the Skewness is considered to be symmetrical. Zero Skewness is showed for the normal distribution the meaning of this is that all the scores of the normal distribution are gathered towards the left side and tail is stretched towards the right side if the Skewness is positive. However all the numbers are gathered on the right side and the tail is stretched out towards left side if the Skewness is negative.

The peak shape and flatness of the normal distribution is signified through the kurtosis. Bell shaped distribution is an indication of normal kurtosis. If there is a peak then it is considered to be positive kurtosis. Negative kurtosis shows a flat distribution. In order to see a normal distribution both the kurtosis and Skewness are zero. Whether it is positive or negative the distribution becomes more abnormal or not normal as we move far away from the zero on both sides. Both the Skewness and kurtosis are considered normal if the range is within +1 to -1.

The above table shows final result of the descriptive statics of the variable. It also shows the mean, standard deviation and total number of respondents. Promotion has the highest number of

standard deviation that is 0.80545. The ranges of Skewness is between -1 to =1 as our values ranges in between them so it is considered to be normal

CORELATION
Descriptive Statistics

	Mean	Std. Deviation	N
RESPONSIBILITY	3.5317	.76621	72
PROMOTION	3.4410	.80545	72
OCB	4.0972	.73943	72

Correlations

	RESPONSIBILITY	PROMOTION	BENEFITS	SALARY	PERFORMANCE
RESPONSIBILITY	Pearson Correlation	1	.510**	.746**	.674**
	Sig. (2-tailed)		.000	.000	.008
	N	72	72	72	72
PROMOTION	Pearson Correlation	.510**	1	.698**	.667**
	Sig. (2-tailed)	.000		.000	.000
	N	72	72	72	72
PERFORMANCE	Pearson Correlation	.309**	.418**	.334**	1

Sig. (2-tailed)	.008	.000	.004	.003	
N	110	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The analysis of correlation shows that interdependency among the variables in one way or the other. Every variable in the above table is dependent with other variable in some way, but we will only focus on the dependency of independent variable on dependent variable. If the value of “R” that is correlation is greater than 0.01 then it is significant.

The above table shows the Pearson method of correlation. According to this table all the independent variables that are responsibility, and promotion has medium positive correlation with the organizational citizenship behavior.

REGRESSION
Descriptive Statistics

	Mean	Std. Deviation	N
OCB	4.0972	.73943	110
RESPONSIBILITY	3.5317	.76621	110
PROMOTION	3.4410	.80545	110

Correlations

		PERFORMAN CE	RESPONSIBI LITY	PROMOTIO N	BENEFITS	SALARY
Pearson Correlation	OCB	1.000	.309	.418	.334	.350
	RESPONSIBILIT Y	.309	1.000	.510	.746	.674
	PROMOTION	.418	.510	1.000	.698	.667
Sig. (1-tailed)	OCB	.	.004	.000	.002	.001
	RESPONSIBILIT Y	.004	.	.000	.000	.000
	PROMOTION	.000	.000	.	.000	.000
	OCB	.110	.110	.110	.110	.110
	RESPONSIBILIT	.110	.110	.110	.110	.110

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.190	.141	.68522

a. Predictors: (Constant), RESPONSIBILITY

PROMOTION,

b. Dependent Variable: OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.361	4	1.840	3.919	.006 ^b
	Residual	31.458	67	.470		
	Total	38.819	71			

a. Dependent Variable: OCB

b. Predictors: (Constant), PROMOTION, RESPONSIBILITY

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.515	.448		5.618	.000	1.621	3.408
RESPONSIBILITY	.117	.167	.121	.700	.486	-.216	.449
PROMOTION	.311	.149	.339	2.084	.041	.013	.609

a. Dependent Variable: OCB

The regression test is applied and we found the above results, and the result shows that all the independent variables that are responsibility, promotion, has a positive relationship. The entire hypotheses are tested using linear regression among the two variables. The results of the regression test show the positive relationship of responsibility, promotion, on organizational citizenship behavior that is $r = 0.435$ and therefore the strength of the relationship is medium. Therefore we can say that our hypothesis are all proved that is promotion, responsibility, has a positive impact on the organizational citizenship behavior.

The further regression was conducted and it proved to be significant because r square = 0.190, 3.919 and beta for the purpose of regression are 0.117 for responsibility, 0.311 for promotion. Where results for “t” are 0.700 for responsibility, 2.084 for promotion, -0.260 for. R square signifies that changes in the independent variable altogether which is 0.435 will result in 0.190 unit changes in organizational citizenship behavior. The regression coefficient is beta that shows positive value that indicates a positive relationship among the independent and dependent variable. The cumulative results of the regression test support the entire hypothesis. Therefore all the H1 and H2 are accepted.

Chapter 5

Conclusions and Recommendations

Limitations

While conducting the research study there were a number of constraints that were faced by the researcher. Among these the first and the crucial barrier to face was the distance between the researcher's destination and the area of hospitals situated in Islamabad. The second barrier that was being faced was the unwillingness and refusal of the respondents to fill the questionnaire. Most of the time they said to not have extra time in order to fill a long questionnaire and some of them of were willing to fill the survey form either missed out some of the questions or were not interested in filling the survey form fairly. It was difficult for the researcher to translate or interpret some of the questions that were left unfilled or not proper information was given.

Conclusion

This research study was conducted in order to show the “the impact of intrinsic motivation on organizational citizenship behavior in the health sector of Pakistan.” There are many dimensions of intrinsic motivation but only the above mentioned two dimensions were taken in order to keep the research study manageable and convenient. Moreover this research study only focuses on the hospitals in the public and private sector whereas there are numerous industries and sectors working as private and public limited. All the other motivational factors and also the rest of industries will be studied in the near future as a part of MS program and Ph. D program. This current research is only the first step.

The independent variables were the two intrinsic motivational factors (responsibility, promotion) whereas organizational citizenship behavior was taken as the dependent variable. Literature review was written for the understanding of each factor dimensionally. Different theories were studied and are also mentioned in the literature review in order to see what early work has been done regarding intrinsic motivation, what theories are suggested by the authors and what does those theories explain. Moreover, each factor is separately defined under each heading in very much detail so that each of the factors is understood easily.

The nature of the study is causal that is cause and effect. This nature of study shows the impact of one variable on the other variable and how change in one variable impacts the change in the other variable. In this research study the impact of independent variable is measured on the dependent variable that is performance. Structured questionnaire was used to collect the data. Almost 150 questionnaires were distributed and only 110 questionnaires were filled and collected back. Quantitative method was used regarding the questionnaire and both primary and secondary method of collection was used and sampling was done accordingly.

In order to analyze the data Microsoft excels and the SPSS version 21.0 was used to collect data. The test that were run were frequency test of the demographics, reliability test for the purpose checking whether the questionnaire made was reliable and authentic enough or not more over correlation test was run to see the impact and relationship of independent variable on the dependent variable. Regression test was also run using the Pearson method. All of the independent variables that are promotion, responsibility, have a significant and positive impact on organizational citizenship behavior in the health sector of Islamabad region.

After analyzing the overall research study it is proved that all the independent variables have a positive, strong and significant influence on the dependent variable which is organizational citizenship behavior.

ETHICAL IMPLICATIONS

Some of the ethical implications identified during the course of the research were as follows:

Avoid discrimination while distributing the questionnaires among the respondents. Discrimination could have been on the basis of sex, race, ethnicity or other factors.

The personal data collected through the questionnaires, which include names, marital status, sex, other related detail has to be kept confidential, so that on respondent could have any issue

All the secondary data collected had to be given due credit. Any person who has contributed in any way towards the research had to be given due acknowledgement.

The respondents selected for the research were not selected on the basis of ease but as that would have created a biasness and would have affected the final results of the research

Recommendations

After conducting this research study it can say the employees are considered as a very important factor of any organization. These employees are termed as a life blood of an organization. Therefore, it is important to keep them stick to the company. But how to do this? The best answer is to keep them loyal, committed and retained in the company. This can be done by providing the employees with adequate appreciation and rewards whether financial or nonfinancial. The hospitals are recommended to keep their employees motivated because if they are happy and satisfied with the organization only then they perform better and produce high results and achieving the overall objectives of the organization. This research proves that intrinsic motivational factors that (a) promotion and (b) responsibility has a positive impact on organizational citizenship behavior. The analysis of the test run for this research study proved the hypothesis developed and rejected the all the H_0 's. The analysis showed that promotion has the highest positive impact on the performance of the employees and next comes the rest of the independent variables. This research says that employees showed be given these intrinsic and extrinsic rewards in order for them to perform better.

References

Aiken, L.W. and West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interaction*, Sage, London. [Google Scholar]

2.

Allen, T.D. and Rush, M.C. (1998), "The effects of organizational citizenship behavior on performance judgments: a field study and a laboratory experiment", *Journal of Applied Psychology*, Vol. 83 No. 2, pp. 247-260. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

3.

Amabile, T.M. (1993), "Motivational synergy: toward new conceptualizations of intrinsic and extrinsic motivation in the workplace", *Human Resource Management Review*, Vol. 3 No. 3, pp. 185-201. [Google Scholar] [CrossRef] [Infotrieve]

4.

Amabile, T.M., Hill, K.G., Hennessey, B.A. and Tighe, E.M. (1994), "The work preference inventory: assessing intrinsic and extrinsic motivational orientations", *Journal of Personality and Social Psychology*, Vol. 66 No. 5, pp. 950-967. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

5.

Aquino, K. (1995), "Relationships among pay inequity, perceptions of procedural justice, and organizational citizenship", *Employee Responsibilities and Rights Journal*, Vol. 8 No. 1, pp. 21-33. [Google Scholar] [CrossRef] [Infotrieve]

6.

Bagdžiūnienė, D., Lazauskaitė-Zabielskė, J. and Urbanavičiūtė, I. (2013), "Organizational citizenship behaviour: the psychometric properties of the questionnaire", *Psichologija*, Vol. 47 No. 1, pp. 7-23. [Google Scholar] [Infotrieve]

7.

Barbuto, J.E. and Story, J.S.P. (2011), "Work motivation and organizational citizenship behaviours: a field study", *Journal of Leadership Studies*, Vol. 5 No. 1, pp. 23-34. [Google Scholar] [CrossRef] [Infotrieve]

8.

Barbuto, J.E., Brown, L.L., Wheeler, D.W. and Wilhite, M.S. (2003), "Motivation, altruism, and generalized compliance: a field study of organizational citizenship behaviors", *Psychological Reports*, Vol. 92 No. 2, pp. 498-502. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

9.

Bateman, T.S. and Organ, D.W. (1983), "Job satisfaction and the good soldier: the relationship between affect and employee 'citizenship'", *Academy of Management Journal*, Vol. 26 No. 4, pp. 587-595. [Google Scholar] [CrossRef], [ISI]

10.

Batson, C.D. and Shaw, L.L. (1991), "Evidence for altruism: toward a pluralism of prosocial motives", *Psychological Inquiry*, Vol. 2 No. 2, pp. 107-122. [Google Scholar] [CrossRef] [Infotrieve]

11.

Boerner, S. , Dütschke, E. and Wied, S. (2008), "Charismatic leadership and organizational citizenship behaviour: examining the role of stressors and strain", *Human Resource Development International*, Vol. 11 No. 5, pp. 507-521. [Google Scholar] [CrossRef] [Infotrieve]

12.

Bolino, M.C. (1999), "Citizenship and impression management: good soldiers or good actors?", *Academy of Management Review*, Vol. 24 No. 1, pp. 82-98. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

13.

Borman, W.C. (2004), "The concept of organizational citizenship", *Current Directions in Psychological Science*, Vol. 13 No. 6, pp. 238-241. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

14.

Borman, W.C. and Motowidlo, S.J. (1997), "Task performance and contextual performance: the meaning for personnel selection research", *Human Performance*, Vol. 10 No. 2, pp. 99-109. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

15.

Borman, W.C. , Penner, L.A. , Allen, T.D. and Motowidlo, S.J. (2001), "Personality predictors of citizenship performance", *International Journal of Selection and Assessment*, Vol. 9 Nos 1/2, pp. 52-69. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

16.

Chen, X.-P. (2005), "Organizational citizenship behavior: a predictor of employee voluntary turnover", in Turnipseed, D.L. (Ed.), *Handbook of Organizational Citizenship Behaviour*, Nova Science, New York, NY, pp. 435-454. [Google Scholar]

17.

Chiaburu, D.S. , Oh, I.S. , Berry, C.M. , Li, N. and Gardner, R.G. (2011), "The five-factor model of personality traits and organizational citizenship behaviors: a meta-analysis", *Journal of Applied Psychology*, Vol. 96 No. 6, pp. 1140-1166. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

18.

Deci, E.L. , Koestner, R. and Ryan, R.M. (1999), “A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation”,*Psychological Bulletin* , Vol. 125 No. 6, pp. 627-668. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

19.

Dewett, T. and Denisi, A.S. (2007), “What motivates organizational citizenship behaviours? Exploring the role of regulatory focus theory”,*European Journal of Work and Organizational Psychology* , Vol. 16 No. 3, pp. 241-260. [Google Scholar][CrossRef], [ISI] [Infotrieve]

20.

Donovan, J.J. (2001), “Work motivation”, in Anderson, N. , Ones, D.S. , Sinangil, H.K. and Viswesvaran, C. (Eds), *Handbook of Industrial, Work and Organizational Psychology* , SAGE, London, pp. 53-76. [Google Scholar]

21.

Finkelstein, M.A. (2011), “Intrinsic and extrinsic motivation and organizational citizenship behavior: a functional approach to organizational citizenship behaviour”,*Journal of Psychological Issues in Organizational Culture* , Vol. 2 No. 1, pp. 19-34. [Google Scholar] [CrossRef] [Infotrieve]

22.

Finkelstein, M.A. and Penner, L.A. (2004), “Predicting organizational citizenship behaviour: integrating the functional and role identity approaches”,*Social Behaviour and Personality* , Vol. 32 No. 4, pp. 383-398. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

23.

Gagné, M. (2003), “The role of autonomy support and autonomy orientation in prosocial behavior engagement”,*Motivation and Emotion* , Vol. 27 No. 3, pp. 199-223. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

24.

Gagné, M. and Deci, E.L. (2005), “Self-determination theory and work motivation”,*Journal of Organizational Behavior* , Vol. 26 No. 4, pp. 331-362. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

25.

Grant, A.D. (2008), “Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity”,*Journal of Applied Psychology* , Vol. 93 No. 1, pp. 48-58. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

26.

Grant, A.M. (2007), “Relational job design and the motivation to make a prosocial difference”,*Academy of Management Review* , Vol. 32 No. 2, pp. 393-417. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

27.

Hayes, A.F. and Matthes, J. (2009), "Computational procedures for probing interactions in OLS and logistic regression: SPSS and SAS implementations", *Behavior Research Methods* , Vol. 41 No. 3, pp. 924-936. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

28.

Hoffman, B.J. , Blair, C.A. , Meriac, J.P. and Woehr, D.J. (2007), "Expanding the criterion domain? A quantitative review of the OCB literature", *Journal of Applied Psychology* , Vol. 92 No. 2, pp. 555-566. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

29.

Hui, C. , Law, K.S. and Chen, Z.X. (1999), "A structural equation model of the effects of negative affectivity, leader-member exchange and perceived job mobility on in-role and extra-role performance: a Chinese case", *Organizational Behavior and Human Decision Processes* , Vol. 77 No. 1, pp. 3-21. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

30.

Kemery, E.R. , Bedeian, A.G. and Zacur, S.R. (1996), "Expectancy-based job cognitions and job affect as predictors of organizational citizenship behaviors", *Journal of Applied Social Psychology* , Vol. 26 No. 7, pp. 635-651. [Google Scholar][CrossRef], [ISI] [Infotrieve]

31.

Korsgaard, M.A. , Meglino, B.M. and Lester, S.W. (1997), "Beyond helping: do other-oriented values have broader implications in organizations?", *Journal of Applied Psychology* , Vol. 82 No. 1, pp. 160-177. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

32.

Lavelle, J.J. , Brockner, J. , Konovsky, M.A. , Price, K.H. , Henley, A.B. , Taneja, A. and Vinekar, V. (2009), "Commitment, procedural fairness, and organizational citizenship behavior: a multifoci analysis", *Journal of Organizational Behavior* , Vol. 30 No. 3, pp. 337-357. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

33.

LePine, J.A. , Erez, A. and Johnson, D.E. (2002), "The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis", *Journal of Applied Psychology* , Vol. 87 No. 1, pp. 52-65. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

34.

MacKenzie S.B. , Podsakoff, P.M. and Fetter, R. (1993), "The impact of organizational citizenship behavior on evaluations of salesperson performance", *Journal of Marketing* , Vol. 57 No. 1, pp. 70-80. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

35.

Moorman, R.H. (1991), "The relationship between organizational justice and organizational citizenship behavior: do fairness perceptions influence employee citizenship?", *Journal of*

Applied Psychology , Vol. 76 No. 6, pp. 845-855. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

36.

Moorman, R.H. and Blakely, G.L. (1995), "Individualism-collectivism as an individual difference predictor of organizational citizenship behaviour", *Journal of Organizational Behavior* , Vol. 16 No. 2, pp. 127-142. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

37.

Motowidlo, S.J. and Van Scotter, J.R. (1994), "Evidence that task performance should be distinguished from contextual performance", *Journal of Applied Psychology* , Vol. 79 No. 4, pp. 475-480. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

38.

Neuman, G.A. and Kickul, J.R. (1998), "Organizational citizenship behaviors: achievement orientation and personality", *Journal of Business and Psychology* , Vol. 13 No. 2, pp. 263-279. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

39.

Organ, D.W. (1988), *Organizational Citizenship Behavior: The Good Soldier Syndrome* , Lexington Books, Lexington, MA. [Google Scholar]

40.

Organ, D.W. (1994), "Personality and organizational citizenship behaviour", *Journal of Management* , Vol. 20 No. 2, pp. 465-478. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

41.

Organ, D.W. (1997), "Organizational citizenship behavior: its construct cleanup time", *Human Performance* , Vol. 10 No. 2, pp. 85-97. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

42.

Organ, D.W. and Lingl, A. (1995), "Personality, satisfaction and organizational citizenship behaviour", *The Journal of Social Psychology* , Vol. 135 No. 3, pp. 339-350. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

43.

Organ, D.W. and Ryan, K. (1995), "A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behaviour", *Personnel Psychology* , Vol. 48 No. 4, pp. 775-802. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

44.

Organ, D.W. , Podsakoff, P.M. and MacKenzie, S.B. (2006), *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences* , Sage, London. [Google Scholar]

45.

Paine, J.B. and Organ, D.W. (2000), "The cultural matrix of organizational citizenship behavior: some preliminary conceptual and empirical observations", *Human Resource Management Review* , Vol. 10 No. 1, pp. 45-59. [Google Scholar] [CrossRef] [Infotrieve]

46.

Penner, L.A. , Midili, A.R. and Kegelmeyer, J. (1997), "Beyond job attitudes: a personality and social psychology perspective on the causes of organizational citizenship behaviour", *Human Performance* , Vol. 10 No. 2, pp. 111-131. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

47.

Pinder, C.C. (2008), *Work Motivation in Organizational Behavior* , Psychology Press, New York, NY. [Google Scholar]

48.

Podsakoff, N.P. , Whiting, S.W. , Podsakoff, P.M. and Blume, B.D. (2009), "Individual- and organizational-level consequences of organizational citizenship behaviors: a meta-analysis", *Journal of Applied Psychology* , Vol. 94 No. 1, pp. 122-141. [Google Scholar] [CrossRef], [ISI] [Infotrieve]

49.

Podsakoff, P.M. and MacKenzie, S.B. (1994), "Organizational citizenship behaviors and sales unit effectiveness", *Journal of Marketing Research* , Vol. 3 No. 3, pp. 351-363. [Google Scholar] [Infotrieve]

50.

Podsakoff, P.M. and MacKenzie, S.B. (1997), "Impact of organizational citizenship behavior on organizational performance: a review and suggestion for future research", *Human Performance* , Vol. 10 No. 2, pp. 133-151. [Google Scholar] [CrossRef], [ISI] [Infotrieve]