

# Work motivation and organizational citizenship behavior of employees

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## ABSTRACT

Over the past years, many hospitals in developing countries face intense demand for maintaining and improving work motivation and the organizational citizenship behavior (OCB) of their employees to become more productive and to develop increased job satisfaction. As such, the researchers assessed the relationship between the work motivation in terms of commitment, passion, involvement, contentment, goals, excellence and team work; and organizational citizenship behavior among hospital employees in a level I hospital in Region XII, Philippines. The study used a descriptive-correlation research design. It utilized the motivation checklist and the Organizational Citizenship Behavior Checklist (OCB-C). As revealed, the overall level of work motivation of the employees was very high. The employees had very high level of work passion, involvement, contentment, teamwork and goals, where as, excellence and commitment were high levels. The overall level of organizational citizenship behavior of the employees was very good. There was also a significant correlation between the variables. Therefore, work motivation and organizational citizenship behavior of hospital employees affect each other. Thus, the findings supported the Self-Determination Theory (SDT) and the Social Exchange Theory.

**Keywords:** *behavioral, descriptive- correlational design, organizational citizenship behavior, Philippines, Asia, work motivation*

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## I. INTRODUCTION

Over the past years, many hospitals in developing countries face intense demand for maintaining and improving work motivation of their employees to become more productive and to develop increased job satisfaction. As motivated employees who are properly trained, they can significantly contribute to the realization of the

Millennium Development Goals (MDG) and the organizational citizenship behavior (OCB), which are deemed indispensable due to its importance in promoting positive relationships among employees themselves and involving employees in the organization's activities (Chu et al., 2005). The performance of the employees particularly

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are attributed to the high motivation and the organization citizen behavior must be greatly considered.

Motivation plays an important role in enhancing the performance of the hospital employees; thereby, contributing to the overall productivity of the organization. Motivated employees can contribute to the realization of the MDG. Therefore, managers must describe the reasons to work and choose a proper motivational strategy. According to Willis-Shattuck, Bidwell, Thomas, Wyness, Blaauw and Ditlopo (2015), motivational factors are influenced by context such as the financial incentives, career development and management issues as the core factors. On the other hand, organizational citizenship behaviors (OCB) are important in promoting positive relationships among employees and involving employees in the organization's activities. OCB is believed to facilitate attainment of a hospital's goals and enhance a hospital's performance (Chu, Lee, Hsu & Chan, 2005).

Philippine hospitals likewise continue to face intense demand for maintaining and improving work motivation and confronted with intense pressure to control operating costs. Many have resorted to staff reductions and other redesign efforts. Consequently, the remaining employees are asked to do more with less salary and benefits which contribute to decreased motivation. In these uncertain times, it is important that administrators understand the concepts of work motivation and organizational citizenship behavior to improve; thus, attract and retain those employees capable of exhibiting such behaviors.

The hospital has its share of disgruntled overworked employees especially for frontliners in the clinical and nursing services. The tolerance for stress in the course of their job performance can sometimes approach unhealthy limits. Amidst hectic work demands, employees tend to internally gravitate the threatening organizational cohesion at their own departments. The study examined the organizational citizenship behavior and work motivation of hospital employees in a level I health care facility in Region XII, Philippines. Furthermore, it hopes to create a better view of the employees' display of organizational citizenship behaviors and their sources of motivation in

order to provide a better environment for the employees and to benefit from the advantages of work motives and organizational citizenship behaviors; thus, human resource management.

## II. THEORETICAL FRAMEWORK

The study is primarily anchored on the Self-Determination Theory by Deci and Ryan (2000) and Social Exchange Theory by George Homans as cited in Baxter and Braithwaite (2008). The Self-Determination Theory (SDT) is a theory of motivation concerned with supporting natural or intrinsic tendencies to behave in an effective and healthy way. SDT has been researched and practiced by a network of researchers around the world. It represents a broad framework for the study of human motivation and personality. It articulates a meta-theory for framing motivational studies—a formal theory that defines intrinsic and varied extrinsic sources of motivation, and a description of the respective roles of intrinsic and types of extrinsic motivation in cognitive and social development and in individual differences. Perhaps more importantly, SDT propositions also focus on how social and cultural factors facilitate or undermine people's sense of volition and initiative, in addition to their well-being and the quality of their performance. Conditions that support the individual's experiences of autonomy, competence, and relatedness, are argued to foster the most volitional and high quality forms of motivation and engagement for activities including enhanced performance, persistence, and creativity. In addition, SDT proposes that the degree to which any of these three psychological needs is unsupported or thwarted within a social context will have a robust detrimental impact on wellness in that setting (McCally, 2010).

Social Exchange Theory by George Homans introduced in 1958 as cited in Baxter and Braithwaite (2008) addition views exchange as a social behavior that may result in both economic and social outcomes (Lambe et al., 2001). The model (Searle, 1990) that emerges to explain social exchange theory is comprised of five central elements: first, behavior is predicated upon the notion of rationality, that, the more a behavior results in a reward the more individuals will behave that way; second, the relationship is

based on reciprocity, that, each individual in the relationship will provide benefits to the other; so as long as the exchange is equitable and the units of exchange are important to the respective parties; third, social exchange is based on a justice principle, in each exchange, there should be a norm of fairness governing behavior that is, the exchange must be viewed as fair when compared in the context of a wider network or to third and fourth parties; fourth, individuals will seek to maximize their gains and minimize their costs in the exchange relation; and fifth, individuals participate in a relationship out of a sense of mutual benefit rather than coercion. Thus, coercion should be minimized.

These theories of social determination and on social exchange are vital in the explanation of the possible results of the study. They also help us understand the behavior of the employees toward their co-workers and to the hospital organization itself.

### III. OBJECTIVES

The study assessed the work motivation and organizational citizenship behavior of hospital employees in a level I health care facility, Region XII, Philippines. Specifically, it answered the following objectives: (1) determine the level of work motivation among hospital employees in terms of commitment, passion, involvement, contentment, goals, excellence and team work; (2) describe the level of organizational citizenship behavior among employees directed towards the organization and co-workers; and (3) to determine whether a significant relationship exists between the levels of work motivation and organizational citizenship behavior of the hospital employees.

### IV. RESEARCH METHODOLOGY

The study utilized a descriptive-correlation research design. It assessed the work motivation and organizational citizenship behavior among hospital employees. It determined the motivational level in terms of commitment, passion, involvement, contentment, goals, excellence and team work. It also assessed the level of organizational citizenship behavior among hospital employees directed towards the organization and co-workers. Finally, it determined the significant relationship between the work motivation and

the level of organizational citizenship behavior among hospital employees directed towards the organization and co-workers. Moreover, the study was conducted in a level I hospital in Region XII, Philippines. It is a 30-bed, Center of Safety - level I Government hospital, a Basic Emergency Obstetric and Neonatal Care (BEMONC) Facility, an Animal Bite Center (ABC) as well as a Newborn Screening Facility (NSF). The respondents of the study included all the employees in the hospital. They were completely enumerated. There were a total of 64 hospital employees. Table 1 presents the background characteristics of the respondents in terms of age, gender, marital status, educational attainment, position, employment status, and length of experience.

Table 1.

#### *Background characteristics of the respondents*

	Profile Variables	f	%
Age	18-20	1	1.6
	21-30	24	37.5
	31-40	16	25.0
	41-50	14	21.9
	>50 years old	9	14.1
Gender	Male	20	31.2
	Female	44	68.8
Marital Status	Single	30	46.9
	Married	27	42.2
	Separated	3	4.7
	Widowed/er	4	6.2
Educational attainment	Elementary Graduate	1	1.6
	High School Graduate	13	20.3
	2-Year College Course	11	17.2
	BS Graduate	33	51.6
	BS Graduate with Master's units	3	4.7
Position	Doctorate Degree	3	4.7
	Nurse	22	34.4
	Medical Doctor	3	4.7
	Medical Technologist	3	4.7
	Pharmacist	2	3.1
	Administrative positions	26	40.6
	Midwife	5	7.8
	Nurse Attendant	3	4.7
Employment Status	Regular	24	37.5
	Casual/ Contractual	2	3.1
	Job Order	38	59.4
Length of experience	<1 year	15	23.4
	1- 5 years	24	37.5
	6-10 years	9	14.1
	> 10 years	16	25.0

### Instruments

The study used three instruments. The first instrument was a profile sheet developed by the researchers. It ascertained the background characteristic of the hospital employees in terms of age, gender, marital status, educational attainment, position and length of service.

Table 2.  
*Parameter for the motivational level*

Parameter Limits	Response Categories	Interpretations
4.21-5.0	Strongly Agree	Very High
3.41-4.20	Agree	High
2.61-3.40	Neither Agree or Disagree	Moderate
1.81-2.60	Disagree	Low
1.00-1.80	Strongly Disagree	Very Low

The second instrument was a motivation checklist adapted from Whitaker (2011). It consisted of 28 items that determined the motivational level in terms of commitment, passion, involvement, contentment, goals, excellence and team work. The scoring is modified to fit in the context of the study as seen in the table above.

Table 3.  
*Parameters for the organizational citizenship behavior*

Weights	Parameter Limits	Response Categories	Interpretations
5	4.21-5.0	Everyday	Excellent
4	3.41-4.20	Once or twice per week	Very Good
3	2.61-3.40	Once or twice per month	Good
2	1.81-2.60	Once or twice	Fair
1	1.00-1.80	Never	Poor

Finally, the third instrument assessed the level of organizational citizenship behavior among hospital employees directed towards the organization and co-workers. The Organizational Citizenship Behavior Checklist (OCB-C) is a 20-item scale designed to assess the frequency of citizenship behaviors in the workplace (Spector & Fox, 2005). Items ask respondents to indicate how often each behavior is performed by themselves

or others (e.g., co-workers or subordinates). Fox et al. (In press) reported coefficient alphas for the 20-item version of the OCB-C as .89 and .94 for two self-report samples, and .94 for a co-worker sample (co-workers reporting on the target employee). The scoring is modified to fit in the context of the study as seen in Table 2.

### Ethical Considerations

Ethical considerations related to recruitment, informed consent process, privacy and confidentiality and conflict of interest were given importance in the research undertaking. For recruitment, the hospital employees were invited to participate in the study by the researchers because they can provide valuable information of the current undertaking.

For the informed consent process, consent was obtained by the researchers. The Participant Information Sheet/Consent Form explicitly discussed the research project. It explained the involved processes in the study. Knowing what is not involved would help the respondents decide if they wanted to take part in the research. The researchers ensured the protection of the privacy of the subjects/participants and maintained the confidentiality of data including data protection plans. The questionnaires were stored in a cabinet with a lock. The researchers did everything they could to protect the privacy. The questionnaires were coded which did not require the respondents to write their names or any information associated with their personal identification.

Finally, the data were treated as an aggregate and analyzed as a unit of the hospital rather as a whole. The identity of the respondents were not revealed in any publication resulting from the study. Finally, the authors declared that there were no potential conflicts of interest arising from financial, or to proprietary considerations or to the study site.

### Data Gathering Procedure

Before the actual gathering of data took place, the researchers sent letters of intent with the research proposal for the conduct of the study to the Dean of the Graduate School. After, another letter was sent to the Provincial Health Officer, the technical supervisor of the hospital. It significantly asked the assistance and cooperation of the different personnel to derive a desirable outcome of the study. After the approval, researchers coordinated with the Administrative Officer of the

hospital for the schedule of administration of the research tools.

The researchers administered the tool personally to all employees so that questions were entertained and items that were not clear with the respondents were explained to ensure cooperation throughout the study. The researchers provided general instructions to respondents in filling in the items in the questionnaire. The researchers assured that all gathered data were treated with confidentiality and the researcher expressed gratefulness to the respondent after data collection.

### Statistical Treatment of Data

The gathered data were tabulated for the analysis using the following: (a) Simple Percentage was used to analyze the background characteristics of the hospital employees; (b) Mean was also used to determine scores on the work motivation and organizational citizenship

behavior among hospital employees; and (3) Pearson product moment correlation was used to determine the relationship between work motivation and organizational citizenship behavior among hospital employees directed towards the organization and co-workers.

### V. RESULTS AND DISCUSSIONS

Table 4 presents the level of work motivation among hospital employees. As seen in table 2, the level of work motivation of the employees was very high. The employees have high level of work passion, involvement, contentment, teamwork, and goals. In addition, the employees have high level of excellence and commitment.

In terms of work commitment, the employees strongly agree that they are highly productive. They also agree that they worked more than most people do and that they put more time on their job than they had to. They also agree that they rarely missed a day of work.

Table 4.  
*Level of work motivation among hospital employees*

Statements	$\bar{X}$	SD	Interpretation
A: Commitment			
1. I am highly productive.	4.23	0.556	Very high
2. I work more than most people do.	4.05	0.744	High
3. I put in more time on the job than I have to.	4.16	0.648	High
4. I rarely miss a day of work.	4.17	0.747	High
$\bar{X}$	4.15	.075	High
B: Passion			
5. I put a lot of effort into my work.	4.50	0.563	Very high
6. I feel enthusiastic about doing my work.	4.23	0.584	Very high
7. I try harder to do a good job than most people do.	4.20	0.671	High
8. I try my best to come up with the most productive way to do my job.	4.53	0.563	Very high
$\bar{X}$	4.37	.174	Very high
C: Involvement			
9. I am interested in my work.	4.67	0.506	Very high
10. I concentrate hard on my work.	4.48	0.642	Very high
11. I lose track of time because I am so busy working.*	3.94	0.814	High
12. I don't feel bored when working.	4.38	0.604	Very High
$\bar{X}$	4.37	.309	Very high
D: Contentment			
13. I view work itself as my reward.	4.38	0.604	Very high
14. I enjoy my work.	4.53	0.590	Very high
15. I am happy most of the time when I am at work.	4.23	0.684	Very high
16. I feel good about my work standards.	4.27	0.740	Very high
$\bar{X}$	4.35	.134	Very high
E: Goals			
17. I believe it is important to my career to succeed in this job.	4.39	0.633	Very high
18. I seek additional job responsibilities.	4.05	0.785	High
19. I talk about future opportunities in the company.	4.16	0.672	High
20. I believe my position offers me growth opportunities.	4.27	0.718	Very high
$\bar{X}$	4.22	.145	Very high
F: Excellence			
21. I perform at a very high level right now.	3.97	0.712	High
22. I am doing better in my job performance than ever before.	4.14	0.753	High
23. I am focused and interested in doing my best.	4.45	0.615	Very High
24. I talk about accomplishment and excellence in my current job.	4.13	0.701	High
$\bar{X}$	4.17	.200	High
G: Team work			
25. I volunteer to take care of things that need to get done.	4.30	0.634	Very high
26. I put extra effort into my work to ensure the team succeeds.	4.38	0.678	Very high
27. I help others out in order to make sure the work is properly completed.	4.42	0.558	Very high
28. I stay late if asked or the job requires it.	4.25	0.735	Very high
$\bar{X}$	4.34	.076	Very high
Grand Mean	4.28	.179	Very high

Thus, they have high work commitment. This result shows that the hospital employees have high level of effort on behalf of the organization. As cited by Northcraft and Neale (1996), personal factors such as age and tenureship in the organization contribute to the level of commitment of employees. This is supported by Stead (2009) who mentioned that older workers showed higher levels of motivation than their younger colleagues. In the study, a significant proportion belonged to 20 to 30 years old but many employees also belonged to the older age bracket—above 30 years old.

Moreover, although majority had one (1) to five (5) years of experience, a significant number had more than five years of experience signifying their tenureship in their job. However, there is lack of sufficient data to support that age and tenureship have a significant relationship with work motivation. Previous literature even mentioned of the possible associations, which could possibly explain the high level of commitment of the employees.

In addition, this high level of commitment may be attributed to the idea that the employees are attached and loyal to their organization. Hence, hospital employees who are committed and can identify the goals and values of the organization, will have the tendency for increase desire to belong to the organization. They are also willing to display effort on behalf of the organization. Thus, these can be seen by the feedback of the respondents when they put more time on their job, they rarely miss a day of work, and they work more than the other employees do.

Moreover, in terms of passion, the respondents strongly agreed that they put a lot of effort into their work and that they felt enthusiastic about their work. They also strongly agreed that they tried their best to come up with the most productive way to do their job. Meanwhile, they agreed that they tried harder to do a good job than most people did. Thus, they have very high passion for their work. Passion can be adaptive or maladaptive as one loses his or her reason when one is passionate of something. However, this very high level of passion is an adaptive one and can be attributed to the fact that employees found their work important and meaningful, and investing their time and energy to their job gives them a sense of satisfaction. Hence, they strongly agreed that they put a lot of effort on their work, felt enthusiastic of their work, and were more

productive with their job. This implies that hospital employees were given the opportunity to do what they do best and use their unique strengths and talents more often and effectively.

In terms of involvement, the employees strongly agreed that they are interested in their work, that they concentrated hard on their work and that they did not feel bored when working. In addition, the employees agreed that they lose track of time because they were so busy working. Thus, they had very high work involvement. This implies that employees directly participate to help the hospital meet its objectives and fulfill its mission by applying their own ideas, efforts and expertise on how work is done and making decisions for improvement. Similar to passion, the level of involvement of the employees was directly proportional to their passion and interest in their work. This very high work involvement can be attributed to this fact and as reiterated by Tasnim (2006), an organization as well as the satisfactory service could be the main explanation why people are interested in working.

In terms of contentment, the employees strongly agreed that they viewed their work itself as a reward and that they enjoyed their work. They also strongly agreed that they were happy most of the time when they were at work and that they felt good about their work standards. Thus, they had very high work contentment. This implies that employees enjoyed doing their work and the satisfaction it gave them. Most likely related to their job involvement, the contentment of the employees to their work is due to the fact that they find interest and satisfaction in their job. When job contentment gets better, the productivity of the organization is always higher. As mentioned, job contentment is about a person loving his or her job and finding accomplishment and fulfilment in it.

In terms of goals, the employees strongly agree that it was important for their career to succeed in their job and that their positions offered great opportunities in their company. Moreover, they agreed that they sought additional job responsibilities and that they talked about future opportunities in the company. Thus, they had very high goals. The attribution of commitment and loyalty to the company inclined them to align their goals with the company. Hence, they become goal directed and output oriented on the demands of their work and the company's expectation. As a result, it is not surprising that they have

very high goals. According to the Goal Contents Theory (GCT), goals are seen as differentially affording basic need satisfactions. Thus, these are differentially associated with well-being.

Employees had high excellence in their work. This high level of excellence may stem from high standards set by the organization, thus, the expectations on the team become high as well. In order to keep up with the expectations, employees are pressured to do their best in their job performance. With teamwork, employees strongly agreed that they volunteered to take care of things they needed to get done and put extra effort into their work to ensure that the team succeeds. As one becomes more involved in the goals set in the organization, the more the employees work hard as a team.

More importantly, this very high level of work motivation of the employees may be explained further by the Self-Determination Theory wherein in the employees may have natural or intrinsic tendencies to behave in effective and healthy ways. For the employees, their needs were satisfied,

hence, they effectively develop and function and experience wellness. The sources of motivation of the employees were intrinsic and that they performed based on the satisfactions of behaving for its own sake. Thus, the result of the study is supported by the Self-determination theory.

Table 5 presents the level of organizational behavior of the hospital employees. As seen in Table 3, the overall level of organizational citizenship behavior of the employees is very good. Certain behaviors that are more frequently done for others contribute to a very good level of organizational behavior of the employees. Actions, that are done by the employees once or twice per week, includes taking time to advise, coaching or mentoring their co-workers, helping their co-workers learn new skills or share job knowledge, help their new employees get oriented to their job, lend a compassionate ear when someone had a work problem, offer suggestions to improve how work is done, and help a co-workers who had much to do.

Table 5.

*Level of organizational citizenship behavior among hospital employees*

Statements	Mean	SD	Interpretation
<i>How often have you done each of the following things on your present job?</i>			
1. Picked up meal for others at work	2.66	1.21	Good
2. Took time to advise, coach, or mentor a co-worker.	3.41	1.05	Very good
3. Helped co-worker learn new skills or shared job knowledge.	3.73	1.12	Very good
4. Helped new employees get oriented to the job.	3.56	1.25	Very good
5. Lent a compassionate ear when someone had a work problem.	3.61	1.19	Very good
6. Lent a compassionate ear when someone had a personal problem.	3.39	1.12	Good
7. Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.	3.28	0.93	Good
8. Offered suggestions to improve how work is done.	3.55	1.11	Very good
9. Offered suggestions for improving the work environment.	3.45	1.15	Very good
10. Finished something for co-worker who had to leave early.	3.16	1.17	Good
11. Helped a less capable co-worker lift a heavy box or other object.	3.13	1.19	Good
12. Helped a co-worker who had too much to do.	3.77	1.15	Very good
13. Volunteered for extra work assignments.	3.20	1.13	Good
14. Took phone messages for absent or busy co-worker.	2.59	1.24	Good
15. Said good things about your employer in front of others.	3.31	1.33	Good
16. Gave up meal and other breaks to complete work.	3.28	1.08	Good
17. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	3.31	1.10	Good
18. Went out of the way to give co-worker encouragement or express appreciation.	3.23	1.00	Good
19. Decorated, straightened up, or otherwise beautified common work space.	3.30	1.08	Good
20. Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	2.92	1.03	Good
	3.29	.307	Very good

Behaviors done by the employees once or twice a month include picking up a meal for others at work; lending a compassionate ear when someone had a personal problem; changing a vacation schedule, work days and shifts to accommodate co-workers needs; finishing something for co-workers who had to leave early; helping a less capable co-workers lift a heavy box or other object; volunteering for extra work assignments; taking a phone message for absent or busy co-worker; saying good things about their employer in front of others; giving up a meal and other breaks to complete work; volunteering to help co-workers deal with a difficult patient; going out of the way to give co-workers encouragement or expressing appreciation; decorating; straightening up; or beautified common work place; and defending co-workers who have been put down or spoken ill of by other co-workers or supervisor.

The results of the study can be implicated in the social exchange theory wherein the individual behaves in a certain manner that the more a behavior are rewarded, the more individuals will behave that way. Similarly, among employees, actions are governed by the results of their behavior of caring for their co-workers such as coaching or mentoring their co-workers if they have personal problems. Because if this can impede the functionality of their co-workers and as a member of a team, the team will be disrupted. Moreover, accommodating the needs of their co-workers gives them a mutual benefit of being given with the same privilege should they request a vacation or a change in shift or duty. Likewise, helping their co-workers will allow that person to help him or her should he or she will need the same kind of help or even more. This is explained as reciprocity in the relationship. That is, each individual in the relationship will provide benefits to the other so long as the exchange is equitable and the units of exchange are important to the respective parties, provided that it is fair and just. Thus, the social exchange theory is significantly depicted in these scenarios.

Comparing the frequencies of why some actions are done more frequently than others may be affected by several factors but still can be explained further by the social exchange theory. As mentioned, these actions are governed by the

principle of reciprocity. That is one good deed or exchange from one entity will be returned at some point by the receiver of the good deed or exchange. However, if that person did not get good feedback from the favor he or she has given, this may consequently lead to a change in the behavior that could either decrease or increase the likelihood of doing the same action again. This kind of relationship is very important in the workplace as mutually dependent or reciprocal interactions under the right circumstances are able to generate high quality relationships. More specifically, this means that within organizations, if employees are satisfied with the outcomes of their workplace exchanges and relationships are more inclined to respond with greater performance by fulfilling obligations given by their supervisor and/or employing organization.

Table 6 presents the relationships between the levels of work motivation and organizational citizenship behavior among hospital employees. It is presented in terms of the Pearson  $r$ ,  $p$ -value, decision and interpretation.

As shown in the table, a Pearson product moment correlation was conducted to evaluate the relationship between work motivation and organizational citizenship behavior of the hospital employees. There was a significant correlation between the two variables ( $r = .559$ ,  $n = 64$ ,  $p = .000$ ). Hence, the null hypothesis was rejected. This result shows that the level of work motivation of the employees in terms of commitment, involvement, passion, contentment, goals, excellence, and teamwork are significantly related to the very good organizational level of the employees. This can be partly explained by the fact that the employees have good commitment to their workplace; hence, they developed adaptive behavior to their co-workers orienting and lending a hand to a new worker.

Similarly, their involvement and passion allows them to skip their meals just to volunteer and finish their work. Meanwhile, their contentment allows them to enjoy and work together happily. Moreover, their very high goal enables them to become flexible and create an environment of caring for the other co-workers so that the task can be accomplished on time. Finally, their sense of teamwork influenced their behavior

Table 6

*Significant relationship between the levels of work motivation and organizational citizenship behavior among hospital employees (n=64)*

Variables	Pearson correlation	Decision over Ho	Interpretation
<b>Levels of work motivation and organizational citizenship behavior of the hospital employees</b>	.559**	Reject Ho	Significant

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

towards helping, motivating and encouraging one another in order to fulfill what is required of them. How the employees do this may stem from the reciprocal relationship that gives them a positive outcome and reward. This can also be attributed to the source of the motivation of the employees because employees' sources of motivation offer some explanation of their organizational citizenship behavior although it did not specify the behaviour (Barbuto & Story, 2011). Finally, as there had been very few literatures citing the relationship between work motivation and organizational behavior of employees, the study is a significant basis that contributes to the little body of knowledge on this topic.

## VI. CONCLUSION

It is concluded that work motivation and organizational citizenship behavior of the hospital employees affect each other. Moreover, the findings support the theory of motivation particularly the Self-Determination Theory (SDT) concerned with supporting natural or intrinsic tendencies of the individuals to behave in effective and healthy ways. Finally, the study also affirms the Social Exchange Theory whose central elements included that behavior of the hospital employees predicated upon the notion of rationality, relationship is based on reciprocation, which based on a justice principle, maximizes their gains and minimizes their costs in the exchange relation and participate in a relationship out of a sense of mutual benefit rather than coercion.

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