

The influence of Herzberg's motivator factor on employees' organizational citizenship behaviour

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Abstract

Organizational Citizenship Behaviour (OCB) has been widely studied across the boarders especially in the western countries. This workplace voluntary behaviour is associated with many predictors that may bring whether major, minor or negative influence towards the engagement of employees' OCB. Basically, this study is focusing on motivation as the predictor or independent variable that influence employees' engagement on the OCB (altruism, conscientiousness, courtesy, civic virtue and sportsmanship) behaviour. Herzberg's motivator factor (achievement, advancement, recognition and growth) has been chosen as the independent variable. A total of 150 questionnaires were distributed conveniently to respondents. With 125 questionnaires returned, researcher was able to analyze the data based on the research questions and hypotheses developed. The findings showed moderate and weak, significant relationship between the variable excluding the relationship between independent variable and civic virtue and sportsmanship. Thus, Herzberg's motivator factor was not a predictor to civic virtue and sportsmanship behaviour. However for the strongest predictor; achievement, growth and growth are strongly predicts the altruism, conscientiousness and courtesy behaviour

respectively. However, with the absence of relationship between independent variable and civic virtue as well as sportsmanship, therefore the strongest predictor cannot be determined as the value recorded was below the criterion.

Keywords: *organizational citizenship behaviour, motivation, Herzberg's two factor theory, motivator factor*

I. INTRODUCTION

By definition, Organizational Citizenship Behaviour (OCB) is the "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and it promotes the effective functioning of the organization" (Organ, Podsakoff & Mackenzie, 2006). In other words, OCB is a unique activity that is performed by a particular employee at work that is not included in their formal job scope or not involves in any waging system in return (Dorothea, 2011). OCB is a result of a particular employee with a prosocial behaviour. Prosocial behaviour is a spontaneous behaviour, without compensation motives that may be affected by individual mood or an internalized norm with the available or/and stable individual differences (Organ et al., 2006). The world is looking forward to high performance organizations that can provide high work behaviours as well

as promoting excellent and effectiveness (Noorlaila, 2012). This could be achieved through the creation of employees as the organization citizens. By creating citizens rather than normal employees, organizations at the same time has employed individuals beyond their job scope and characteristics (Noorlaila, 2012).

Research has shown that OCB helps to maximize company overall performance (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Understanding the influence that OCB brings will benefit the managers in preparing the suitable and effective environment as well as the motivation and satisfying factor that will trigger this behaviour to occur (Dickinson, 2009). The act of OCB in any workplace is initiated by several motives that move the individual towards practising the behaviour. Dorothea (2011) in her study suggested that these motives are intrinsic motives and extrinsic motives. According to Daft (2005), intrinsic motives or rewards are the internal satisfaction that a person received after performing a particular action such as the involvement in decision making process or a difficult problem solving process whereas extrinsic rewards refer to reward given by another person in organization such as salary and work promotion. Linking the motives or the motivation of an employee and how it effect their willingness to participate in any OCB in the workplace will lead to a detail clarification whether motivation is a major predictor of employees OCB (Dorothea, 2012).

As stated by Rodriguez (2010), scientific studies have found out that motivation and other factors at work have a direct relationship and effect towards an individual employee in any organization. This may also include their OCB. In practice, there are many classical motivation theories that can explain motivation such as theory of Maslow needs hierarchy and Herzberg two factor analysis theory. For the

purpose of this study, researcher is using Herzberg two factor analyses as the independent variable or the predictor towards employees' OCB. As in Daft (2005) Herzberg two factor analysis separate two dimensions that contributes to employees satisfaction or dissatisfaction at work and how it effect their performance. These two dimensions are the motivator factor that is the real factor that motivates employee to work while hygiene factor will prevent dissatisfaction and is only necessary to avoid bad feeling at work (Tan & Amna, 2011). However, this study is only focusing on the real factor that leads to OCB that is the motivator factor.

Organizations need employees who are motivated enough to work, exert discretionary behaviour and exceeding their formal role requirements and are able to improve the overall functions of the organization (Noorlaila, 2012). Extra-role behaviour of employees will able their organization to compete with other competitors. The need to study OCB in busy places such as banks and hospitals are very crucial because of the hectic, continuous and busy working norms (Noorlaila, 2012). This is among other reason of choosing hospital as the appropriate place to conduct this study.

The objectives of the study are thus:

1. To investigate the association between motivator factors (achievement, advancement, recognition and growth) and organizational citizenship behaviour of employees.
2. To identify the strongest factor of Herzberg's motivator factors in predicting employees' organizational citizenship behaviour

II. LITERATURE REVIEW

A. Organizational Citizenship Behaviour Defined

Since the introduction of Organizational Citizenship Behavior nearly twenty years ago, there were an extensive number of research on this field had been done all over the world (Nadim, Mohammad & Mahmudul, 2004). According to Nadim et al. (2004), Organizational citizenship behavior is referred as voluntary workplace behavior that occurs beyond one's job requirements. Organizational Citizenship Behaviour (OCB) as stated in Organ et al. (2006) is a behavior that is not directly or explicitly recognized by a formal reward system. In simpler term, OCB is not formally included in any job specifications and it is not formally to be rewarded in any job criteria.

B. Motivator factor defined

Motivator factor is derived from Frederick Herzberg's work on motivational two factors theory. Daft (2005) stated that there are two types of factor that can influence employees' motivation level towards work; hygiene factors and motivator factors. According to Ruthankoon and Ogunlana (2012), motivator factors are the six "job content" factor and it is including achievement, growth, advancement as well as recognition. Motivator factors lead to a positive job attitude because it constantly satisfies the highest need of intrinsic rewards of self-actualization (Daft, 2005). The fulfillment of hygiene factors can prevent dissatisfaction among employees, however motivator factors will bring many positive outcome as a result of satisfaction such as productivity boosting and quality assurance practiced by employees (Stello, 2010).

C. OCB and Organizational Effectiveness

A growing number of researches demonstrated and showed OCB are linked with various positive outcomes for group and organization such as the improvement of

quality and quantity of work group performance, customer satisfaction and profitability (Christensen & Whiting, 2009).

According to Baruch, Ocreevy, Hind and VigodaGadot (2004), effective organizational functioning depends on different behavior pattern practiced by the employees. These behaviors can range and go beyond specific role requirements, such as cooperating with co-workers, suggesting ways to improve the organization, and speaking favourably about the organization to outsiders (Baruch et al., 2004). Baruch et al. (2004) added that these patterns of behaviors are very interesting as it will contribute to organization's future survival. All of this pattern of behaviors that stated clearly defined the roles organizational citizenship behaviors played towards organization success and survival as well as overall functioning. Supported by Tahir (2006), innovative and spontaneous behavior that went beyond the job requirements will contribute towards organization's functioning and effectiveness. Organizations should concern on three different set of behavior engaged by their employees (Tahir, 2006). Among the behavior that is included in the list is employees must exhibit spontaneous behaviour of performance that is beyond their job scope to ensure the accomplishment of organization functions and objectives (Tahir, 2006). Besides, organizational citizenship behaviour is pushing employees to work harder and taking extra miles towards achieving organizational goals rather than only accomplishing routine duties (VijayaBanu et al., 2012).

According to Tahir (2006) as quoted in Podsakoff et al. (2000) there are seven reasons that are listed under the reason why organizational citizenship behaviour may influence organization's performance. These seven reasons that might contribute towards effective and organization's success are (a) the improvements co-worker and managerial productivity, (b) availability of resources

increase and can be used for more productive purposes, (c) reducing the need to allocate scarce resources to purely maintenance functions, (d) helping the coordination of activities within and across work groups, (e) strengthening the organizations' ability to attract and retain the best employees, (f) increasing the stability of the organization's performance, and (g) enabling the organization to adapt more effectively to environmental changes (Podsakoff et al., 2000). Supported by VijayaBanu et al. (2012), OCB helps in enhancing and improving supervisors and employees' productivity, helping in coordination of activities, increase the stability of organizational performance as well as the ability to attract and retain best employees.

Tahir (2006) also stated that managers and supervisor indeed values citizenship behaviour that their employees engaged in and will include this behaviour into consideration when appraising their employees annually. Empirical evidence has showed the positive organizational outcomes that are associated with organizational citizenship behaviour (Podsakoff et al., 2000). The outcome associated with employees' engagement on organizational citizenship behaviour is experience differently for each different categories of OCB; altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These five categories explained as follows:

- i) *Altruism*- It is a discretionary behaviour on the part of employees that have the effect of helping the specific other with an organizationally relevant problem.
- ii) *Conscientiousness*- A discretionary behaviour on the part of the employee that go well beyond the minimum role requirements of the organizations in the areas of attendance, obeying rules

and regulations, take breaks and so forth.

- iii) *Sportsmanship*- The willingness of the employees to tolerate less than ideal circumstances without complaining- to avoid complaining, petty grievances, railing against real or imagined slights, and making federal case out of small things.
- iv) *Courtesy*-A discretionary behaviour on the part of an individual aimed at preventing work related problems with others from occurring.
- v) *Civic Virtue*- It is the behaviour on the part of an individual that indicates that she/he responsibly participates in, is involve in or concerned about the life of the company.

D. Motivator factor

Motivator factor was derived from the work of Frederick Herzberg's two factor theory that consists of hygiene and motivator factor. This study was focusing on motivator factors that are view as an important indicator to identity the level of employee's motivation at work. Motivator factor listed at the above satisfier metric as absence of this factor such as growth, advancement, recognition, and achievement will influence employees' satisfaction (Daft, 2005). The ultimate sense of satisfaction comes from the fulfillment of motivator needs. Fulfilling the motivator needs is fulfillment of intrinsic needs and on the other hand fulfilling the hygiene needs is actually fulfilling the extrinsic needs (Daft, 2005). These four components of Herzberg's motivator factor are as follows:

- i) *Achievement*-Positive achievement can be referred as any stories of success on jobs and the solution of difficult problem related to work.
- ii) *Advancement*- Job promotion received by an employee whether it is expected or unexpected.

- iii) *Recognition*- Positive recognitions occurs when a particular employee is praised for a job well done or when their ideas are accepted and being used for specific projects or problems.
- iv) *Growth*- The possibility to get promoted, learning new knowledge and skills as well as advance techniques and practiced in their daily routine job.

Figure 1 illustrates the conceptual framework for this study. It shows the relationship Herzberg’s motivator factor and organizational citizenship behaviour.

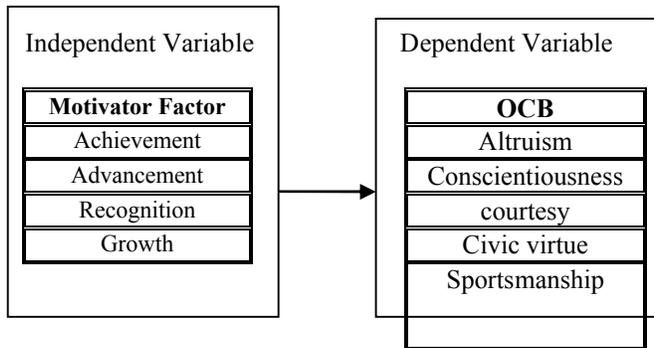


Figure 1 Conceptual Framework of “The Influence of Herzberg’s Motivator Factors on Employees’ Organizational Citizenship Behaviour”.

E. Statement of problem

Presently in Malaysia, healthcare services have experience continuous growth in meeting the needs of increasing population. Focusing on public hospital in Malaysia, currently there are approximately more than 100 public hospitals providing healthcare services to Malaysian citizens (Siti Norsazlina, Md Yusof & Anuar, 2011). Generally, government hospitals are divided into two categories; state and regional or district hospital (Siti Norsazlina, et al., 2011). Each hospital serves different patients depending on the hospital location. The healthcare service providers nowadays are facing more challenges and opportunity including applying changes onto operations as well as the need to increase expectations through quality healthcare (Malaysian-German Chamber of Commerce & Industry,

2011). For the improvement purposes of the healthcare industry in Malaysia for instance, the government has announced in national’s budget plans to allocate sum of money in the development and improvement of quality healthcare both public and private healthcare providers (Malaysian-German Chamber of Commerce & Industry, 2011). However, the real starting point towards health care service quality improvement is indeed starts within the organization. As one of the important asset to a particular organization, nowadays employing personnel with competitive mind, rare and well-organized is a predictor of improvement on quality assurance (Noorlaila, 2012). This may include employees with extra-role behavior or organizational citizenship behavior; the ability of employees that can work above and beyond their formal and normal job scope. Employees’ engagement in organizational citizenship behaviour is driven by several factors. Among other predictors is motivation as influencing factor (Rodriguez, 2010). Motivated employees are seemed as the most engaged employee in any type of extra-role behaviour. Rather than that, motivated and committed employees are valuable asset as they contribute positively in gaining competitive advantages (Mohammad Farooq ,Rizwan, Rizwan, Mariam &Salsabeel, 2011).Studies on OCB however, being held and exposed mostly in western countries (Wong, Ngo & Wong, 2004). In comparison, there are still a lacking number of studies being done outside the western countries (Wong et al., 2004). Because of this lacking, there is a need to further explain the concept of OCB and motivation through this study. Rather than that according to David (2012), as a district hospital, the size of studied hospital in comparison with other bigger hospital creates an issue towards the practice of OCB among employees. Employees seem to be focusing more on their specific role requirements rather than doing

extra role in the workplace (David, 2012). Does motivation influence the OCB engagement? Therefore, this research aims to find the answer of these questions.

III. METHODOLOGY

The study was designed as descriptive correlational study where the population was taken from the total 344 employees derived from Hospital Batu Gajah’s employees’ list. The study was a correlational as it seeks to determine the relationship between Herzberg’s motivator factor and employees’ OCB. For the purpose of this study, the sampling technique used was from non-probability sampling category, the convenience sampling. This sampling technique refers to the collection of information from members of the population who are conveniently available to provide it (Sekaran&Bougie, 2010). Using Roscoe (1975), sample rules of thumb for selecting appropriate sample size in accordance with the analysis of acceptable confidence levels in behavioural research studies, the general rules and recommendations is that sample size should be at least 30 and not larger than 500. Because of that, the sample size for this study is 150 samples. The sample size chosen (150 samples) was agreed after the discussion made with the research supervisor as well as the representative of the hospital.

Pilot study was conducted in order to get the reliability score to ensure the questions measured what it supposed to measure. The scores were as follows:

Table 1
Cronbach’s Alpha for Pilot Study and Actual Study (n=125)

Dimensions	No. of Items	Cronbach’s Alpha	
		Pilot Study (n=30)	Actual Study (n=125)
Independent Variable			
Achievement	3	.574	.593
Advancement	3	.607	.515
Recognition	3	.743	.634
Growth	4	.887	.834
Dependent Variable			
Altruism	5	.827	.683
Conscientiousness	5	.778	.767
Sportsmanship	4	.604	.536
Courtesy	5	.758	.750
Civic Virtue	4	.734	.629

Table 1 describes the reliability score for both pilot study and actual study. According to Salkind (2009), an item to be reliable in the accepted value is nearer to 1 or ($p>0.07$) however, Kerlinger and Lee (2002) stated that, an item that value to be between 0.5 and 0.6 can be accepted if the study is in the field of social sciences. This study is basically in the field of social science, although the cronbach’s alpha value range from .574 to the highest 8.87, this value can be accepted as according to Kerlinger and Lee (2002).

IV. FINDINGS AND DISCUSSION

Table 2 indicates that the highest mean score for independent variable is achievement (M=3.78, SD=.51), whereas the lowest mean score for independent variable is recognition with the value (M=3.58, SD=.53). On the other hand, for dependent variable, the highest mean score recorded was conscientiousness with the value (M=3.86, SD=.57), while the lowest mean score is sportsmanship with the value (M=3.42, SD=.64).

Table 2
Mean and Standard Deviation for Variables (n=125).

	Mean	Std. Dev.	n
Independent Variable			
Achievement	3.78	.51	125
Advancement	3.61	.55	125
Recognition	3.58	.53	125
Growth	3.76	.57	125
Dependent Variable			
Altruism	3.83	.50	125
Conscientiousness	3.86	.57	125
Courtesy	3.84	.55	125
Civic virtue	3.43	.62	125
Sportsmanship	3.42	.64	125

TESTING THE HYPOTHESES

This study listed 20 hypotheses as follows:

- H¹ There is a positive and significant relationship between employees’ achievement and altruism.
- H² There is a positive and significant relationship between employees’ achievement and conscientiousness.
- H³ There is a positive and significant relationship between employees’ achievement and courtesy.
- H⁴ There is a positive and significant relationship between employees’ achievement and civic virtue.

TESTING HYPOTHESES 1, 2, 3, 4, 5.

Based on table 3 below, the relationship between achievement and altruism is moderate and significant positive relationship (r=.476, p<.01). Therefore, this result accepted the first research hypothesis. For the second hypothesis, the value (r=.332) shows that achievement weakly influence

- H⁵ There is a positive and significant relationship between employees’ achievement and sportsmanship.
- H⁶ There is a positive and significant relationship between employees’ advancement and altruism.
- H⁷ There is a positive and significant relationship between employees’ advancement and conscientiousness.
- H⁸ There is a positive and significant relationship between employees’ advancement and courtesy.
- H⁹ There is a positive and significant relationship between employees’ advancement and civic virtue.
- H¹⁰ There is a positive and significant relationship between employees’ advancement and sportsmanship.
- H¹¹ There is a positive and significant relationship between recognition and altruism.
- H¹² There is a positive and significant relationship between recognition and conscientiousness.
- H¹³ There is a positive and significant relationship between recognition and courtesy.
- H¹⁴ There is a positive and significant relationship between recognition and civic virtue.
- H¹⁵ There is a positive and significant relationship between recognition and sportsmanship.
- H¹⁶ There is a positive and significant relationship between employees’ growth and altruism.
- H¹⁷ There is a positive and significant relationship between employees’ growth and conscientiousness.
- H¹⁸ There is a positive and significant relationship between employees’ growth and courtesy.
- H¹⁹ There is a positive and significant relationship between employees’ growth and civic virtue.
- H²⁰ There is a positive and significant relationship between recognition and sportsmanship.

OCB (conscientiousness). Therefore, the hypothesis was accepted. The findings also indicated that there is a weak and positive significant relationship between achievement and courtesy where (r=.354, p<.01). The hypothesis was also accepted. Fourth and fifth hypothesis were rejected because the result shows that (r=.086, p>.01) and (r=.097, p>.01).

Table 3
Correlations between Achievement and Organizational Citizenship Behaviour (n=125)

	ALT	CONSC.	COURT.	CV	SP
Advancement					
Pearson Correlation	.327**	.258**	.239**	.024	.135
Sig. (2-tailed)	.000	.004	.007	.792	.132
N	125	125	125	125	125

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

TESTING HYPOTHESES 6, 7, 8, 9, 10.

Table 4 shows the relationship between advancement and altruism (r=.327, p<.01). This shows weak and positive correlations. Therefore, this result accepted the sixth research hypothesis. For the seventh hypothesis, the table shows weak and significant positive relationship between advancement and conscientiousness, where (r=.258, p<0.01).

Therefore, the hypothesis was accepted. The findings also indicated that there is a weak and significant relationship where (r=.239, p<0.01) between advancement and courtesy. The eighth hypothesis was also accepted. Ninth and tenth hypothesis were rejected because the result shows that (r=.024, p>0.01) and (r=.135, p>0.01) respectively.

Table 4
Correlations between Advancement and Organizational Citizenship Behaviour (n=125)

	ALT.	CONSC.	COURT.	CV	SP
Achievement					
Pearson Correlation	.476**	.332**	.354**	.086	.097
Sig. (2-tailed)	.000	.000	.000	.338	.284
N	125	125	125	125	125

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

TESTING HYPOTHESES 11, 12, 13, 14, 15.

Table 5
Correlations between Recognition and Organizational Citizenship Behaviour (n=125)

	ALT	CONSC.	COURT.	CV	SP
Growth					
Pearson Correlation	.454**	.455**	.399**	.147	.033
Sig. (2-tailed)	.000	.000	.000	103	.713
N	125	125	125	125	125

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

Table 5 indicates that the relationship between recognition and altruism is weak and significant positive relationship ($r=.387, p<.01$). Therefore, this result accepted the eleventh research hypothesis. For the twelve hypothesis, the table shows weak and significant positive relationship where ($r=.285, p<0.01$) between recognition and conscientiousness. Therefore,

the hypothesis was accepted. The findings also indicated that there is a weak and positive significant relationship between recognition and courtesy where ($r=.336, p<0.01$).The thirteenth hypothesis was also accepted. Fourteenth and fifteenth hypotheses were rejected because the result shows that($r=.149, p>0.01$) and ($r=.056, p>0.01$) respectively.

TESTING HYPOTHESES 16, 17, 18, 19, 20.

Table 6
Correlations between Growth and Organizational Citizenship Behaviour (n=125).

	ALT	CONSC.	COURT.	CV	SP
Recognition					
Pearson Correlation	.387**	.285**	.336**	.149	.056
Sig. (2-tailed)	.000	.001	.000	.097	.532
N	125	125	125	125	125

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

Based on Table 6 above, the relationship between growth and altruism is moderate and significantly positive ($r=.454, p<.01$). Therefore, this result accepted the sixteenth research hypothesis. For the seventeenth hypothesis, the table shows moderate and significant positive relationship where ($r=.455, p<0.1$) between growth and conscientiousness. Therefore, the hypothesis was accepted. The findings also indicated that there is a weak and positive significant relationship between growth and courtesy where ($r=.399, p<0.01$). The eighteenth hypothesis

was also accepted. Nineteenth and twentieth hypothesis were rejected because the result shows that is ($r=.047, p>0.01$) and ($r=.033, p>0.01$) respectively.

STRONGEST PREDICTOR

The second objective of the study is to find the strongest predictor for each OCB dimension. Multiple regression analysis was used in order to analyze the data for the second objective. Table that follows illustrates the result.

Table 7
Strongest predictor for altruism (n=125)

Independent Variables	DEPENDENT VARIABLES (Altruism) (Standardized Coefficients Beta)	SIG.
Achievement	.303	.005
Advancement	-.047	.654
Recognition	.145	.138
Growth	.210	.072
R ²		.280
F		11.685
Sig of F value		.000
Durbin Watson		1.522

Table 8
Strongest predictor for conscientiousness (n=125)

Independent Variables	DEPENDENT VARIABLES (conscientiousness) (Standardized Coefficients Beta)	SIG.
Achievement	.096	.384
Advancement	-.073	.506
Recognition	.030	.769
Growth	.423	.001
R ²		.214
F		8.157
Sig of F value		.000
Durbin Watson		1.436

Table 9
Strongest predictor for courtesy

Independent Variables	DEPENDENT VARIABLES (courtesy) (Standardized Coefficients Beta)	SIG.
Achievement	.175	.119
Advancement	-.094	.398
Recognition	.145	.162
Growth	.264	.032
R ²		.193
F		7.193
Sig of F value		.000
Durbin Watson		1.222

Table 10
Strongest predictor or civic virtue (n=125)

Independent Variables	DEPENDENT VARIABLES (civic virtue) (Standardized Coefficients Beta)	SIG.
Achievement	.102	.919
Advancement	-1.108	.270
Recognition	1.046	.298
Growth	1.155	.250
R ²		.038
F		1.186
Sig of F value		.321 ^b
Durbin Watson		1.285

Table 11
Strongest predictor for sportsmanship (n=125)

Independent Variables	DEPENDENT VARIABLES (sportsmanship) (Standardized Coefficients Beta)	SIG.
Achievement	.071	.566
Advancement	.161	.189
Recognition	.017	.883
Growth	-.120	.372
R ²		.026
F		.536 ^b
Sig of F value		.321 ^b
Durbin Watson		1.655

Table 7, 8, 9, 10 and 11 shows the strongest predictor for each of OCB's dimension. It can be concluded that **achievement, growth and growth** are the strongest predictor towards **altruism, conscientiousness and courtesy** behaviour respectively. However, for civic virtue and sportsmanship, no significant relationship was recorded and therefore, the strongest predictor for both dimensions could not be determined. Table 7 indicates that achievement is the strongest predictor to altruism where ($\beta=303$, $p<0.05$). Table 8 shows that growth is the strongest predictor for conscientiousness where ($\beta=423$, $p<0.05$). Table 9 on the other hand shows that growth again is the strongest predictor for courtesy where the value recorded is ($\beta=264$, $p<0.05$). However, according to table 10 and 11, the strongest predictor for civic virtue and sportsmanship cannot be determined as it has a negative relationship with Herzberg's motivator factor and value derived was below the criterion.

V. CONCLUSIONS

Employees displaying high voluntary behaviour at work are influenced by many motives surrounding their workplace. Voluntary behaviours are actually the conduct of employees' organizational citizenship behaviour (OCB). OCB is most likely bringing major positives impacts in organizational performance. This study aims to identify the association between Herzberg's motivator factor and OCB as well as finding the strongest predictor amongst the four Herzberg's motivator factor. This study found that there is a positive association between Herzberg's motivator factor (achievement, advancement, recognition, growth) with three of OCB dimensions (altruism, conscientiousness, courtesy) whereas there is no associations with two OCB dimensions (civic virtue and sportsmanship). For strongest predictor, it can be concluded that achievement, growth and growth are the strongest predictor for altruism, conscientiousness and courtesy behaviour respectively. However, for civic virtue and sportsmanship, no significant relationship was recorded and therefore, the strongest predictor for both dimensions could not be determined.

VI FUTURE RESEARCH

Future researchers especially those who are interested in associating motivation with OCB should consider the broader dimension of motivation. Instead of having sole predictor from Herzberg's motivation theory; motivator, hygiene factor should also be included. Thus, there are other motivation theories that can be used as the predictor. Rather than that, the locations, respondents as well as the industries to be studied should be considered and broader for generalizability of the study. On the other hand, the result derived was based on the survey instrument; questionnaire. Future researcher also should consider qualitative research design. Instead of asking respondents to rank or rate their level of motivation and OCB, respondents should be asked directly for opinion on what motivate them the most and how this motivation influence them to engage in OCB. Besides, the existence of moderating variable is also very crucial to explain the relationship.

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