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Citizenship Behavior in the Workplace: An Exploration of Employee Motives

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Abstract: This research explores the role of motives in explaining individual involvement in organizational citizenship behavior (OCB). Three motives of citizen behavior were identified: prosocial values (PV), organizational concern (OC), and impression management (IM). Scales that measured these motives and other variables known to covary with OCB were correlated with 5 dimensions of OCB. Questionnaires were administered to 112 employees of Bandung City Municipal Office. Prosocial values exhibited the strongest association with individual-focused OCB, while organizational concern displayed the strongest link with organization-oriented OCB. Each motive independently contributed to explaining variance in OCB. The results emphasize the significance of motives in understanding OCB.

Keywords: Motive, Organizational Citizenship Behavior, Employee

PENDAHULUAN

The topic of organizational citizenship behavior (OCB) has gained attention in recent years. Significant attention from researchers focused on the relationship between employee contexts and change (Borman & Penner, 2001). The proliferation of research spotlighting OCB can be traced back to the work of Katz (1964), who asserted that an organization could function more effectively if its employees possess a strong desire and willingness to exert effort beyond their formal and technical job responsibilities. Responding to this assertion, Smith, Organ, and Near (1983) guided further exploration to identify various variables that can promote or cause OCB.

Barnard (1938) proposed the notion of Organizational Citizenship Behavior (OCB) for the first time and used a systems method to analyze the nature of organizations. His study was pioneering in recognizing both formal and informal systems within organizations. The formal system includes the rules, regulations, and procedures that guide organizational activities, emphasizing the relationships among individuals aimed at achieving effectiveness and efficiency in meeting organizational goals. Conversely, the informal system forms the basis of OCB. Organ et al. (2006) defined the informal system as contributions by individuals that go beyond the content of contractual obligations, obedience to legitimate authority, or calculated

striving for remuneration as mediated by the formal organization. Moreover, Organ (1988) identified five key dimensions of OCB: altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. Altruism involves voluntary actions to assist specific individuals with work-related problems. Conscientiousness refers to employees' enthusiasm for adhering to the rules and regulations of the organization for its authentic advantage. Civic virtue refers to actions that exhibit a conscientious and productive engagement in an organization's political or administrative parts, such as attending events, actively engaging in organizational activities, and being well-informed about organizational activities. Courtesy refers to actions that prevent work-related conflicts, including informing coworkers of schedule changes or providing timely updates on work issues to avoid misunderstandings. The concept of sportsmanship refers to the readiness to persist through less-than-ideal circumstances without expressing dissatisfaction, as well as the ability to keep a positive attitude even when confronted with difficulties or inconveniences, contributing to a favorable organizational climate. A favorable organizational climate affects productivity, work performance, organizational effectiveness, productivity, Job Satisfaction, Organizational Commitment, Organizational Justice, work motivation, employee discipline, and propensity to leave (Nuradina, et. al, 2023). Regarding identifying variables that cause OCB, prior studies have confirmed a link between OCB dimensions and attitudinal variables such as job satisfaction, perceived fairness, organizational commitment, and perceived leader consideration. Furthermore, several researchers have provided substantial evidence highlighting the role of variations among individuals, particularly personality traits and emotional states, in explaining a noteworthy portion of the variance in the concept of OCB (Organ, 1988; Borman, Penner, Allen, & Motowidlo, 2001; Motowidlo, Borman, & Schmitt, 2014).

This study specifically investigates whether personal motives have a significant relationship with OCB. Recent studies examining the antecedents of OCB, both implicitly and explicitly, assume that employee engagement in prosocial behaviors at work can be considered a reaction or response to their perceptions of the work context and workplace. Penner, Midili, and Kegelmeyer (1997) added that OCB is not only related to prosocial behavior but also constitutes proactive behavior. This implies that people may deliberately decide to participate in OCB because they believe it will satisfy certain needs or motivations. Thus, to understand the causes of such actions, it is essential to identify the underlying motives. Specifically, the study by Penner et al. (1997) considered the role of personal motives in promoting OCB and was explicitly based on a functional behavior approach. This approach focuses on the specific functions or purposes underlying a particular behavior (Snyder, 1993). Identifying the intention or purpose behind a specific behavior allows for a deeper understanding of the behavior and the reasons behind it. The approach makes the premise that needs and goals drive the majority of human behavior. It does not, however, imply that most activities have a single goal or that two people with identical behaviors have the same motivation. There could be several reasons for the same behavior.

A review of the literature reveals a scarcity of research using a functional approach to examine OCB. However, in recent years, some researchers have employed the functional approach to study volunteerism—donations of time or effort for charitable activities (Clary et al., 1998; Omoto & Snyder, 1995; Clary & Orenstein, 1991; Penner & Finkelstein, 1998). The findings of these studies reveal significant relationships between motives and volunteer activities, providing a theoretical basis for this research. Although there is a variance between volunteerism and OCB, they have some similarities in common. One, they are both voluntary prosocial behaviors; it is up to the individual whether or not they volunteer and do OCB. Second, both happen in organizational settings; and the receivers of OCB as well o volunteerism are individuals who are associated with the organization or organization itself Third, in contrast to many other types of prosocial acts (e.g., helping relatives), there are no

direct personal or strong social expectations that orient individuals toward a specific form of assistance. Finally, the same types of pro-social behavior are exhibited in a sustained compared to a temporary form. Concepts blending volunteerism with OCB - Penner et al (1997). Thus, it would be useful to explore the relative indirect mechanisms through which motives generate OCB behaviors rather than considering all of these prior motivations within one underlying process. Thereby broadening our knowledge of different antecedents that foster OCB implemented in studies such as Podsakoff et al (2003). In this study, we will measure motives and several other judgments to predict OCB. This is because we postulate that motives will be related to OCB and have the capacity to predict unexplained variance in OCB by other predictor variables.

METHOD

This study addresses the primary theoretical question: Do motivations play a unique and significant role in the promotion of OCBs? To answer this question, the researchers administered measurements of several variables identified as components related to OCB, including perceived organizational justice, positive mood, prosocial personality, and motives for OCB (organizational concern, prosocial values, and impression management). Specifically, for measuring OCB, data were collected from self-reports, peer ratings, and supervisor ratings to mitigate assessment bias and obtain credible OCB scores. We predict the dimensions of OCB and motivations to correlate at zero order. The researchers predict that: 1) the prosocial values (PV) motive will have a strong correlation with the altruism dimension, and 2) the organizational concern (OC) motive will correlate most strongly with conscientiousness. This study does not include hypotheses about the correlation of the impression management (IM) motive since there isn't a solid theoretical foundation for anticipating a different kind of relationship between the IM motive and particular OCB dimensions. This study estimates that motives for OCB will explain unique differences in the dimensions of OCB. This means that when motives for OCB are included in the hierarchical multiple regression model after other OCB predictors, these motives will enhance the regression model's ability to explain OCB variance more comprehensively.

The study included 112 participants (68 males, 44 females) working in the municipal government offices of Bandung. This number represents 83% of employees who volunteered to take part in the research. Ninety-one percent of the sample identified as having Sundanese backgrounds, while the rest had Javanese, Betawi, Minang, and Bugis backgrounds. 10% of the sample consisted of individuals under the age of 30, 30% were between 31 and 40, 45% were between 41 and 50, and the remaining participants were over 51. 13% had finished high school, 74% had completed undergraduate studies, and 12% had completed postgraduate education. Regarding tenure, 4% had worked for one year or less, 23% had worked for one to five years, and 73% had worked for more than five years.

Organizational justice. Previous literature substantially demonstrates a positive relationship between perceived organizational justice (POJ) and OCB (Moorman, 1991; Organ & Ryan, 1995). POJ comprises two aspects: Distributive justice refers to the degree to which employees think that the incentives they get are included in performance evaluations, while procedural justice pertains to the degree to which fair procedures are being used in the organization. The OJ scale uses a 5-point Likert response format. The reliability levels for both aspects of the OJ scale are very high, with $\alpha = 0.91$ for distributive justice and $\alpha = 0.83$ for procedural justice.

Positive mood. George (1991) and several other researchers (Borman et al., 2001; Fecteau, Allen, Fecteau, Bordas, & Tears, 2000; Van Scotter & Motowidlo, 1996) have argued that work-related mood is positively related to OCB. Positive mood is measured using the positive affect subscale of the Job Affect Scale (Brief, Burke, George, Robinson, & Webster,

1988). This subscale consists of six positive mood adjectives: active, strong, excited, enthusiastic, peppy, and elated. Participants rate the extent to which each adjective reflects their current feelings at work using a 5-point Likert response format. This instrument has a reliability level of $\alpha = 0.87$.

Prosocial personality battery. Previous research has confirmed that prosocial disposition is significantly correlated with OCB. The strong correlation between these variables was obtained by estimating the association between Prosocial Personality Battery (PSB) scores and OCB measures using self-report and peer-rating methods (Allen, 1998, 1999; Borman et al., 2001; Fecteau et al., 2000; Midili & Penner, 1995). The PSB is a self-report instrument comprising 56 items to measure the dimensions of other-oriented empathy ($\alpha = 0.74$) and helpfulness ($\alpha = 0.72$) using a 5-point Likert response format.

Motives for OCBs. Motives for engaging in OCB, whether directed at individuals or the organization, are measured using the Citizen Motives Scale (CMS) developed by Rioux and Penner (2001), consisting of 30 items. Participants are described OCB and asked to rate each item using a 6-point Likert response format. Each item asks participants to rate the extent to which their engagement in OCB is based on specific motives. The scale has three subscales that are independent but interrelated: PV ($\alpha = 0.82$), OC ($\alpha = 0.89$), and IM ($\alpha = 0.84$).

Organizational citizenship behavior. OCB is measured using a scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990), which includes five subscales to measure the aspects of OCB as proposed by Organ (1988): altruism helping behaviors directed at specific individuals, conscientiousness actions beneficial to the organization (e.g., punctuality, adherence to rules), courtesy efforts to prevent interpersonal problems related to work, sportsmanship tolerating less-than-ideal working conditions without complaining, and civic virtue responsible and concerned involvement in the company's affairs. Generally, it is agreed that altruism and conscientiousness are related to OCB directed at individuals, while the other subscales are related to OCB directed at the organization. The OCB scale consists of 24 items and uses a 5-point Likert response format. To obtain objective and independent assessments of OCB, the OCB instrument is administered not only to the target employees (self-report) but also includes evaluations by two peers (peer-rating) and one supervisor (supervisor-rating). The instructions and item wording are adjusted to accommodate and reflect the different perspectives of the three types of raters (self, peers, and supervisor). The evaluation timeframe covers employee behavior over the past week. Specifically, in the context of self-reports, Cronbach's alpha values for each OCB subscale range from moderate to high reliability ($\alpha = 0.72$ to 0.87).

RESULTS AND DISCUSSION

Before discussing further the relationship between motives and OCB, the intercorrelation results between predictor variables (procedural justice, prosocial personality, mood, and motives) are presented. As expected, the analysis provided adequate evidence that the OC motive has a stronger correlation than the other two motives (PV and IM) with affective reactions to the organization, such as organizational justice and positive mood. Furthermore, the PV motive showed a strong correlation with prosocial personality. The correlations of the OC motive with procedural justice ($r = 0.39$) and positive mood ($r = 0.51$) were higher compared to the correlations of the PV motive ($r = 0.21$ and $r = 0.17$) or the IM motive ($r = 0.09$ and $r = 0.14$) with the same variables. Additionally, the analysis demonstrated a significant correlation between the PV motive and the two dimensions of the PSB: other-oriented empathy ($r = 0.54$) and helpfulness ($r = 0.39$). These correlations were higher than the corresponding correlations for the OC motive ($r = 0.31$ and $r = 0.09$) and the IM motive ($r = -0.06$ and $r = 0.03$). Regarding OCB, significant correlations were found between procedural justice and two OCB subscales (altruism and sportsmanship). Additionally, it was found that there was a

significant relationship between positive mood with all OCB subscales, except conscientiousness. Moreover, other-oriented empathy and helpfulness were significantly correlated with the altruism and courtesy subscales. Other-oriented empathy also significantly correlated with the conscientiousness and civic virtue subscales.

The correlational analysis supports the first hypothesis of this study, which posits that certain motives will correlate with specific OCB dimensions. There is a significant correlation between the PV motive and altruism ($r = 0.54$) and courtesy ($r = 0.49$). As expected, the correlation between PV and altruism and courtesy is significantly higher than the correlation between PV and conscientiousness ($r = 0.13$) and sportsmanship ($r = 0.07$). Although the hypotheses of this study are generally supported, some unexpected findings emerged from the correlational analysis. There is a significant correlation between the PV motive and civic virtue ($r = 0.22$). Additionally, the OC motive significantly correlates with civic virtue ($r = 0.47$) and sportsmanship ($r = 0.27$). From these findings, it can be inferred that the correlation between the OC motive and civic virtue is significantly higher than the correlation between the PV motive and civic virtue.

Table 1. Mean, Standard Deviation and Intercorrelation of OCB Measurements Based on Peer-Rating Methods

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Procedural justice	1.00												
2. Distributive justice	.39**	1.00											
3. Positive mood	.36**	.20*	1.00										
4. Other-oriented Empathy	.16	.02	.32**	1.00									
5. Helpfulness	-.01	.01	.23**	.36**	1.00								
6. Prosocial values	.21**	.07	.17*	.54**	.39**	1.00							
7. Organizational commitment	.39**	.15	.51**	.31**	.09	.57**	1.00						
8. Impression management	.09	0.6	.14	-.06	.03	.34**	.31**	1.00					
9. Altruism	.24**	.14	.11	.05	.27	.54**	.11	-.03	1.00				
10. Conscientiousness	.18*	-.04	-.02	-.05	-.16	.13	.08	.02	.43**	1.00			
11. Civic virtue	.17*	.01	.16	.06	.08	.19**	.20**	.02	.56**	.45**	1.00		
12. Courtesy	.14	.03	.08	.03	-.06	-.09	.07	.01	.73**	.65**	.60**	1.00	
13. Sportsmanship	.27**	.19*	.25*	-.04	-.15	.09	.27**	.05	.33**	.24**	.29**	.35**	1.00
M	22.76	19.59	20.01	81.04	35.57	44.53	43.42	29.53	12.08	17.96	19.55	19.36	26.09
SD	5.75	5.93	5.33	11.61	8.33	7.16	8.65	10.33	1.86	3.64	3.07	3.06	2.72

Note: $N=112$; * $p<0.05$;
** $p<0.01$

The second hypothesis posited that various motives have the capability to explain unique variance in the different OCB dimensions. This hypothesis was tested using hierarchical linear regression analysis, with the five OCB subscales as criterion variables and the predictor variables including procedural justice, distributive justice, positive mood, prosocial personality dimensions of other-oriented empathy and helpfulness, and the three motives: PV, OC, and IM. The PV motive contributed a substantial amount of unique variance in the regressions involving altruism ($\Delta R^2 = 0.05$), courtesy ($\Delta R^2 = 0.07$), and civic virtue ($\Delta R^2 = 0.03$). Additionally, the OC motive contributed unique variance in civic virtue ($\Delta R^2 = 0.16$), while the IM motive

contributed significantly to the sportsmanship subscale ($\Delta R^2 = 0.05$). None of the motives or other predictors had a significant regression weight on the conscientiousness subscale.

Table 2. Regression Analysis Result

Variable entered	R ²	Altruism	Conscientiousness	Civic virtue	Courtesy	Sportsmanship
Prosocial personality						
Other-oriented empathy	R ²	0023	.0045	.0045	.0001	.0010
Helpfulness	R ²	0024	.0389	.0135	.0032	.0232
	□R ²	0001	.0344*	.0090	.0031	.0222
Organizational justice						
Distributive justice	R ²	0272	.0434	.0147	.0033	.0575
	□R ²	0248	.0045	.0012	.0001	.0343*
Procedural justice	R ²	0783	.0885*	.0345	.0149	.1154*
	□R ²	0511*	.0451*	.0198	.0116	.0579*
Positive mood						
	R ²	0792	.0940	.0498	.0187	.1618*
	□R ²	0009	.0055	.0153	.0038	.0464*
Motives						
Prosocial values	R ²	1334*	.0942	.1055*	.0292	.1783*
	□R ²	0542*	.0002	.0557*	.0105	.0165
Organizational concern	R ²	1525*	.0967	.1372*	.0452	.1787*
	□R ²	0191	.0025	.0317*	.0160	.0004
Impression management	R ²	1718*	.0984*	.1497*	.0498	.2146*
	□R ²	0193	.0017	.0125	.0046	.0359*

Note: □R² is the value at the point when the variable was entered into the regression equation. Variables were entered into the regression equations in the order in which they appear in this table; *p<0.05

The correlational and regression analysis results generally align with the hypotheses proposed in this study regarding the role of motives in the OCB dimensions. However, an unexpected finding was that the PV motive significantly correlated with civic virtue, and the OC motive significantly correlated with altruism and courtesy. Additionally, the regression analysis revealed that the PV motive significantly contributed to the civic virtue subscale. Specifically, the researchers implemented two hierarchical multiple regressions using only motives as predictors for each OCB subscale. First, the PV motive was entered into the regression analysis before the OC motive, then the order was reversed (the IM motive was always entered last). Despite the order of entry, the PV motive consistently contributed a significant amount of variance to the altruism subscale ($\Delta R^2 = 0.21$ and $\Delta R^2 = 0.17$). Supporting this inference, the study also found that the OC motive only contributed significant variance to the altruism subscale when it was entered into the iteration before the PV motive. Additionally, for the civic virtue subscale, the OC motive contributed significant variance regardless of the iteration order ($\Delta R^2 = 0.33$ and $\Delta R^2 = 0.22$). Moreover, the PV motive significantly contributed to differences in civic virtue only when it was entered before the OC motive in the hierarchical regression model.

Regarding the peer-rating procedure, each target participant was evaluated by two coworkers. A total of 87% of the coworkers reported having worked with the target individual for at least one year, and 86% stated that they had observed the target individual at least 10 times in the past week. The correlations involving peer assessments of OCB are presented in Table 1. Procedural justice significantly correlated with all OCB subscales except courtesy, while distributive justice ($r = 0.19$) and positive mood ($r = 0.25$) significantly correlated with sportsmanship. The correlation of the PV motive with altruism ($r = 0.54$) and civic virtue ($r = 0.19$) was significantly higher than its correlation with courtesy ($r = -0.09$) and sportsmanship ($r = 0.14$). Furthermore, the OC motive significantly correlated with civic virtue ($r = 0.20$) and sportsmanship ($r = 0.27$). The correlation between the OC motive and civic virtue was significantly higher than the correlation between the OC motive and altruism ($r = 0.11$) and

courtesy ($r = 0.07$), but not significantly higher than the correlation between the PV motive and sportsmanship ($r = 0.09$). No significant correlations were found for the IM motive, except for its correlation with sportsmanship ($r = 0.24$).

Next, peer ratings on the five OCB subscales were regressed onto the predictor variables using a hierarchical regression model, with motives entered at the final iteration (see Table 2). Three out of five multiple regressions (altruism, civic virtue, and sportsmanship) yielded significant ΔR^2 . At this stage, the PV motive once again contributed a significant amount of variance in predicting altruism ($\Delta R^2 = 0.054$) and civic virtue ($\Delta R^2 = 0.055$). Additionally, the OC motive contributed a significant amount of unique variance to the civic virtue subscale ($\Delta R^2 = 0.031$), while the IM motive contributed a significant amount of unique variance to sportsmanship ($\Delta R^2 = 0.035$). Regression analysis was once again employed to parse the covariance between the PV and OC motives with the OCB subscales. The unexpectedly significant relationship between the PV motive and civic virtue disappeared when the PV motive was entered after the OC motive. However, regardless of the order in which the OC motive was entered, these motives significantly contributed to civic virtue.

Finally, in the context of supervisor ratings, data on target participants were collected from supervisor evaluations of OCB. Correlation analysis revealed that procedural justice significantly correlated with sportsmanship ($r = 0.25$) and positive mood significantly correlated with conscientiousness ($r = 0.20$). The PV motive significantly correlated with altruism ($r = 0.21$), a correlation not much higher than those involving the PV motive and conscientiousness ($r = 0.15$), civic virtue ($r = 0.16$), and sportsmanship ($r = 0.12$). As predicted, the OC motive significantly correlated with the conscientiousness ($r = 0.27$), civic virtue ($r = 0.29$), sportsmanship ($r = 0.18$), and courtesy ($r = 0.07$) subscales. No significant correlations or regressions were found involving the IM motive. However, when included in the hierarchical regression model, the OC motive significantly increased the explained variance in civic virtue ($\Delta R^2 = 0.08$).

Regression analysis was conducted only on motives that significantly correlated with the OCB subscales. The PV motive contributed a unique amount of variance ($\Delta R^2 = 0.07$) in altruism, regardless of the order in which it was entered into the regression model iteration. However, the relationship between the PV motive and the conscientiousness, civic virtue, and sportsmanship subscales approached zero when the PV motive was entered after the OC motive. Therefore, it can be inferred that the OC motive significantly contributed to conscientiousness and civic virtue regardless of whether it was entered first or second ($\Delta R^2 = 0.06$ and 0.04 for conscientiousness; $\Delta R^2 = 0.06$ and 0.03 for civic virtue).

CONCLUSION

This research is driven by the premise that employees frequently choose to engage in Organizational Citizenship Behavior (OCB) because they perceive that such involvement can fulfill certain needs for them. Consequently, if these motives are measured, they are expected to demonstrate theoretically coherent correlation patterns with relevant OCB dimensions. This hypothesis is supported by adequate evidence indicating that motives explain a substantial amount of unique variation in OCB. Through zero-order correlation analysis, it was determined that the strongest relationship for the Prosocial Values (PV) motive is with the altruism dimension of the OCB variable, while the strongest relationship for the Organizational Concern (OC) motive is with the conscientiousness dimension. Moreover, the correlation between the PV motive and the altruism dimension is consistently higher than the correlation between the OC motive and the altruism dimension. Similarly, the correlation between the PV motive and conscientiousness is consistently lower than the correlation between the OC motive and conscientiousness. In some cases, significant relationships were found between the PV motive and subscales related to conscientiousness, as well as between the OC motive and subscales

related to altruism. Furthermore, based on three sources of assessment (self-report, peer-rating, and supervisor rating), the PV and OC motives are clearly "mapped onto" relevant OCB dimensions. Thus, it can be inferred that OCB, or at least a significant portion of OCB, represents proactive behavior driven by specific motives.

No significant correlation was observed between the Impression Management (IM) motive and OCB dimensions. The significant negative correlation between IM traits and scores on the IM subscale (Forde, 2000) may partially explain this null result. Specifically, participants' responses to the IM motive subscale may have been influenced by a desire to avoid negative self-presentation contexts. Respondents who engaged in OCB for impression management purposes were least likely to endorse and respond positively to items on the IM motive scale. Despite these potential issues, when the IM motive was included in the hierarchical regression at the final iteration order, it was found to contribute a substantial amount of variance in explaining the sportsmanship dimension, both in self-report and peer-rating formats. Furthermore, in such cases, it is often difficult to understand at a theoretical or conceptual level why suppressor effects occur. Additional research is needed to further explore the role of the IM motive in explaining OCB, both partially and simultaneously with other motives. Moreover, it can be concluded that it is premature to dismiss the IM motive as an antecedent of individual engagement in OCB.

The final issue to consider is whether these motives represent consistently enduring dispositions or merely temporary reactions to organizational practices. Researchers posit that the Prosocial Values (PV) motive may reflect a more enduring disposition. This is because the PV motive demonstrates the strongest correlation with other-oriented empathy, which is a component of prosocial personality. This correlation is substantially higher than the correlations between the PV motive and positive mood or organizational justice (comprising distributive justice and procedural justice). These findings are corroborated by previous studies that estimated the association between citizen motives and prosocial personality (Forde, 2000; Tillman, 1998). The strong patterns of intercorrelation between the PV motive and enduring personality characteristics suggest that the PV motive may represent a relatively stable dispositional aspect of an individual, which would not differ substantially across various work environments. Conversely, the Organizational Concern (OC) motive may be a less enduring and more modifiable motive, influenced by employees' thoughts and feelings toward the organization. This conclusion is supported by evidence of consistently strong intercorrelations between scores on the OC subscale and measures of organizational justice, organizational commitment, and organizational support.

This study has several limitations. One of the primary concerns relates to the sample used, which is considered homogeneous, thus lacking comparative characteristics from other sample populations. Consequently, this research requires replication in different environments with diverse samples to enhance its generalizability. Another practical concern pertains to the Impression Management (IM) motive subscale, which currently fails to adequately explain the variance in Organizational Citizenship Behavior (OCB). One potential reason for this issue may be the lack of clarity in item construction. As a result, the items in the IM motive subscale fail to differentiate between "acquisitive" IM (intended to gain something from others) and "self-protective" IM (intended to avoid negative evaluation from others) (Gangstead & Snyder, 2000). These limitations underscore the need for further refinement of the measurement instruments and expansion of the research scope to include more diverse samples in future studies.

Despite these limitations, the findings of this study provide substantial support for the argument that motives play a crucial role in Organizational Citizenship Behavior (OCB). Consequently, the researchers posit that individuals consciously choose to engage in OCB because such actions fulfill their needs and enable them to achieve desired outcomes.

Furthermore, the results indicate that a functional approach to OCB can assist organizations in increasing the probability of OCB occurrence. Specifically, the Prosocial Values (PV) motive appears to be an enduring personal attribute, suggesting the possibility of selecting individuals motivated to help their colleagues by identifying those with prosocial dispositions, particularly in terms of other-oriented empathy. Conversely, the Organizational Concern (OC) motive seems to be more situationally determined. Therefore, if an organization wishes to increase the level of OC motives among its employees, it may need to implement actions that evoke this motive. Of course, the success of such strategies remains an empirical question, and further research is necessary to determine the practical value of using motive antecedents to explain OCB. In conclusion, this research contributes to expanding the understanding of OCB and suggests potential approaches for increasing its frequency among employees. These findings pave the way for future studies to explore the practical implications of motivational factors in fostering OCB within organizational settings.

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