

Family Motivation and Pay Satisfaction as Predictors of Organizational Citizenship Behaviour among Non-Teaching Staff of Chukwuemeka Odumegwu Ojukwu University Igbariam

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DOI: <https://doi.org/10.51584/IJRIAS.2024.909059>

Received: 17 September 2024; Accepted: 23 September 2024; Published: 24 October 2024

ABSTRACT

This study investigated the predictive relationship between organizational citizenship behavior (OCB) among non-teaching staff at Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State, and two variables: family motivation and pay satisfaction. The research was grounded in Social Exchange Theory and Self-Determination Theory, employing a quantitative research design. Data were collected through questionnaires administered to non-teaching staff, followed by statistical analyses including correlation and multiple regression. The results revealed significant positive correlations between OCB and both family motivation ($r = .272, p < .05$) and pay satisfaction ($r = .311, p < .05$). Family motivation accounted for 18.6% of the variance in the OCB. In comparison, pay satisfaction accounted for 20.1%. Collectively, these variables explain 25.9% of the variance in OCB. The findings suggest that organizations should implement family-friendly policies, address pay dissatisfaction, establish employee recognition programs, and foster a positive work culture to enhance OCB among non-teaching staff.

Keywords: Family, Motivation, OCB, Pay, Satisfaction.

INTRODUCTION

Organizational Citizenship Behavior (OCB) pertains to voluntary actions not formally rewarded but essential for organizational efficiency [1]. It describes employees' actions that exceed their job duties, enhancing the organization and its members' overall effectiveness [2]. Currently, workplaces worldwide face numerous stressors, including bullying, lack of social support, poor working conditions [3], high competitiveness, change [4], [5], high job demands, insufficient resources, work overload, and ambiguity [6]. In developing countries like Nigeria, where job opportunities are scarce and often secured through lobbying, workers are compelled to accept underpaid positions. Given these adverse conditions, a pertinent question arises: "What motivates employees to continue working and exhibit positive behaviors towards their organizations?"

The researchers aimed to demonstrate the significant role of family motivation in sustaining Nigerian workers. Reference [7] found that most employees work to support themselves and their families, which may explain the strong organizational commitment among Nigerian workers despite challenging conditions. While many studies have identified family as an interfering factor in employee work life [8], [9], few have acknowledged its role in enhancing job performance [10], [7], and supporting work-life [11]. Family motivation is an emerging concept, requiring further theoretical and empirical research to understand its causes and effects. Reference [7] suggests future research should explore factors like organizational commitment and organizational citizenship behaviors in relation to family motivation.

Most studies on family motivation have been conducted in Western countries [7]. Reference [12] emphasizes the limitations of Western motivation theories in non-Western contexts. This highlights the necessity for non-Western studies to improve the applicability of their theories [12]. Hence the need for study of family motivation in Nigeria context. In Nigeria, the family holds significant importance, with members displaying a high level of commitment to each other. Understanding family motivation in this context enriches the literature on work-family dynamics. This study aims to examine whether family motivation predicts organizational

citizenship behavior (OCB) among non-teaching staff at Chukwuemeka Odumegwu Ojukwu University, Igbariam, and to what extent it does so. Pay encompasses all economic benefits employees receive from their organization for their work [13]. "Pay satisfaction" refers to the overall contentment an employee feels regarding their pay, a critical motivator globally; especially in regions where many people struggle to meet their physiological needs. This study contributes to the literature by addressing family motivation and work-family dynamics, providing empirical evidence from a non-Western country on the predicted impact of family motivation on OCB, and examining the role of pay satisfaction in predicting OCB.

LITERATURE REVIEW

Researchers have recognized the significance of employees' positive attitudes and behaviors in enhancing an organization's effectiveness, efficiency, and sustainable competitive advantage [14]. Reference [15] described OCB as "discretionary individual behaviors not explicitly defined in job descriptions and not formally rewarded but essential for effective and efficient organizational functioning." Comprehensive literature reviews reveal that Organizational Citizenship Behavior (OCB) has been highly impactful over the past two decades [16], [17]. Nonetheless, the motivations behind employees' engagement in OCB remain underexplored [18]. In his initial definition of OCB [1] faced criticism, particularly regarding the operational definition of the construct. Critics questioned whether OCB, as defined by Organ, was truly discretionary. In response, [2] noted that job roles have evolved from clearly defined tasks to more ambiguous responsibilities. William and Anderson's 1991 measurement tool distinguished OCB into two categories: OCB-Organization (OCB-O) and OCB-Individual (OCB-I) [19]. OCBI involves behaviors that benefit specific individuals within the organization, indirectly contributing to organizational effectiveness. Conversely, OCBO refers to behaviors that benefit the organization as a whole. Organizations require employees who go beyond their formal job descriptions to perform tasks that benefit the organization. Reference [20] and [21] both emphasize the positive impact of organizational culture and work discipline on job satisfaction and employee performance, suggesting that a positive work environment fosters better performance.

Family Motivation and Organizational Citizenship Behavior

Reference [7] defined family motivation as "the desire to expend effort to benefit one's family." When employees view their work as meaningful in serving their family, recognize that their work can meet family needs, and receive appreciation from their family for benefiting them, it motivates them to continue working regardless of the work conditions. Menges' Comprehensive Model of Family Motivation [7] is a theoretical framework that explains how family motivation influences work-related outcomes. Family motivation is divided into two types: family-to-work and work-to-family motivation. Family motivation can influence work-related outcomes through mechanisms such as self-efficacy, affective commitment, and Organizational Citizenship Behavior (OCB). The model is grounded in self-determination theory (SDT), which posits that humans have an inherent need for autonomy, competence, and relatedness. This emphasizes the importance of self-determination and personal agency in driving family motivation. However, the model has limitations, such as its focus on individual-level factors and limited attention to cultural and contextual differences. Despite these limitations, the model provides a useful framework for understanding the complexities of family motivation and the interaction between family values, goals, emotions, and beliefs.

Hypothesis 1: Family motivation will not predict organizational citizenship behavior among non-teaching staff at Chukwuemeka Odumegwu Ojukwu University, Igbariam.

Pay Satisfaction and Organizational Citizenship Behavior

Pay satisfaction has been identified as a significant predictor of Organizational Citizenship Behavior (OCB). Studies have demonstrated that when employees are satisfied with their compensation, they are more likely to engage in behaviors that go beyond their formal job requirements, contributing positively to the organization [22], [23]. Interestingly, while financial compensation directly influences job satisfaction, it does not always have a direct positive effect on OCB. Instead, job satisfaction often mediates this relationship, suggesting that pay satisfaction contributes to OCB by first enhancing job satisfaction [24]. Pay satisfaction is a crucial factor in predicting OCB, as it influences employees' willingness to perform beyond their expected duties. However,

the relationship is not always direct and can be mediated by job satisfaction, indicating that while pay is important, the overall contentment with one's job plays a pivotal role in fostering OCB [22], [23], [24]. Therefore, organizations aiming to enhance OCB should consider both direct and indirect effects of pay satisfaction on their employees' attitudes and behaviors.

Hypothesis 2: Pay satisfaction will not predict organizational citizenship behavior among non-teaching staff at Chukwuemeka Odumegwu Ojukwu University, Igbariam.

Hypothesis 3: Family motivation and pay satisfaction will not jointly predict organizational citizenship behavior among non-teaching staff at Chukwuemeka Odumegwu Ojukwu University, Igbariam.

METHODOLOGY

Participants and Procedure

The study involved 46 non-teaching staff from Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State, aged 27 to 62 (mean age 37.9, SD = 4.62). The sample, equally divided by gender (23 males and 23 females), was selected through convenience sampling based on availability and willingness to participate. The research team, with help from a university research assistant, administered the instruments, ensuring participant anonymity and confidentiality. Behavioral research guidelines suggest a sample size of 30 to 500 [25], with Roscoe recommending at least ten times the number of variables in multivariate analysis. All participants gave informed consent. Questionnaires were distributed and clarified by the researcher to minimize response bias.

Instruments

The instruments used for the study were the Family Motivation Scale (FMS), Pay Satisfaction Questionnaire (PSQ), and Organizational Citizenship Behavior Questionnaire (OCBQ).

1) Family Motivation Scale (FMS): This study used a 5-item scale adapted from [26] and [27] to measure family motivation, with statements like "I care about supporting my family" and "My family benefits from my job." The participants rated their agreement on a Likert-type scale. The family motivation scale showed good internal consistency with a Cronbach's alpha of 0.86. A pilot study with a smaller sample confirmed acceptable reliability (Cronbach's alpha of 0.79) and divergent validity, as evidenced by a low correlation (0.13) with a self-efficacy scale. Overall, the scale demonstrated satisfactory reliability and initial validity for measuring family motivation.

2) Pay Satisfaction Questionnaire (PSQ): This study used the Pay Satisfaction Questionnaire (PSQ) developed by [28] to assess participants' satisfaction with various aspects of pay, including pay level, pay raises, benefits, pay structure, and administration. Participants rated their satisfaction on a 5-point Likert scale from "Not Satisfied" to "Extremely Satisfied." The PSQ has shown good reliability and dimensionality in previous research, with a reliability coefficient of 0.88 [28] and an alpha score of 0.94 in Nigeria [29]. Convergent validity was also satisfactory, with a score of 0.63 [29]. The PSQ's established reliability and validity ensure consistent and accurate measurement of pay satisfaction in this study.

3) Organizational Citizenship Behavior Questionnaire (OCBQ): This study used the Organizational Citizenship Behavior Questionnaire (OCBQ) developed by [30] and modified by [31] to measure organizational citizenship behavior (OCB). The 15-item scale, which was later reduced to 13 items after a pilot factor analysis, captures the aspects of OCB, conscientiousness, and civic virtue. Participants rated their agreement on a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree."

The reliability coefficients reported by [31] were 0.81 for OCB, 0.73 for conscientiousness, 0.73 for civic virtue, and 0.84 overall. The pilot analysis in this study yielded higher reliability coefficients: 0.88 for OCB, 0.81 for conscientiousness, 0.86 for civic virtue, and 0.93 overall. The main study's factor analysis confirmed a Cronbach's alpha of 0.82 for the overall scale, with convergent validity supported by a correlation of $r = 0.27$

with a self-efficacy scale.

Using the modified OCBQ, this study accurately measured participants' engagement in organizational citizenship behavior, ensuring reliable and valid data for meaningful analysis and interpretation.

Data Analysis Tools/ Statistical Techniques

This study employed a correlation research design to examine the relationships between variables and determine their predictive value without manipulation. Multiple regression analysis was used to test the hypothesis, assessing the relationship between a dependent variable (organizational citizenship behavior) and multiple independent variables (such as family motivation and pay satisfaction). This method identifies each independent variable's unique contribution into explaining the variance in the dependent variable. The choice of correlation research design and multiple regression analysis aligns with the objectives of the study, providing a rigorous approach to explore and understand the predictive relationships between the variables.

RESULT

The descriptive statistics provide an overview of the sample characteristics, while the correlation analyses examine the relationships between the variables. Additionally, the regression tables display the regression coefficients, significance levels, and model summary statistics, offering insights into the predictive relationships between the variables.

Table 1: Summary of mean scores, standard deviation, and number of participants used in the study using the Descriptive statistics

Descriptive Statistics			
	Mean	SD	N
FM	17.5	3.78	46
PS	74.3	8.72	46
OCB	47.0	5.40	46

Table 1 presents the descriptive statistics for the variables of interest. The mean score for family motivation was 17.5, indicating an average level of motivation to support and benefit one’s family. The standard deviation of 3.78 suggests the degree of variability in responses across the sample.

The mean score for pay satisfaction was 74.3, reflecting the average level of satisfaction with pay among the participants. The standard deviation of 8.72 indicates the extent of variation in pay satisfaction scores among the respondents.

Regarding organizational citizenship behavior, the mean score was 47.0, representing the average level of engagement in discretionary, pro-organizational behaviors beyond formal job requirements. The standard deviation of 5.40 shows the variability in organizational citizenship behavior scores across the sample.

These descriptive statistics provide a snapshot of the central tendencies and variability in the study variables, setting the foundation for further analyses and interpretation of the data.

Table 2: Summary Showing Pairwise Inter-Variable Correlations using Pearson Product Moment Correlations

		Correlations			
			FM	PS	OCB
FM	Pearson Correlation	1			

	N		46		
PS	Pearson Correlation	.157	1		
	Sig. (2-tailed)	.230			
	N		46	46	
OCB	Pearson Correlation	.272*	.311**	1	
	Sig. (2-tailed)	.034	.016		
	N		46	46	46

Correlation is significant at the 0.05 level (2-tailed)*

The analysis of inter-variable correlations as seen in table 2 above revealed several significant relationships among the study variables. Specifically, there was a significant positive relationship between organizational citizenship behavior and family motivation ($r = .272, p < .05$). This finding suggests that higher levels of family motivation are associated with increased engagement in organizational citizenship behavior among workers. Thus, family motivation plays a role in explaining the occurrence of organizational citizenship behavior in the workplace.

Furthermore, the results indicated a significant positive relationship between organizational citizenship behavior and pay satisfaction ($r = .311, p < .05$). This finding suggests that higher levels of pay satisfaction are associated with increased engagement in organizational citizenship behavior among workers. Therefore, pay satisfaction is a predictor of organizational citizenship behavior in the workplace.

These findings highlight the importance of both family motivation and pay satisfaction in influencing employees' engagement in organizational citizenship behavior. The positive relationships observed suggest that individuals who are more motivated by their families and more satisfied with their pay are more likely to exhibit behaviors that go beyond their formal job requirements to support the organization.

Table 3: Summary Showing Significant Prediction of Family motivation and Pay satisfaction on Organizational citizenship behavior using Multiple Linear Regression

Var.	R	R ²	F	Beta	T	Sig.
FM	.186	.213	13.9	.241	3.17	.000
PS	.201	.141	6.68	.276	.4.02	.005
FM & PS.	259	.154	11.6	.121	2.10	.011

Table 3 above summarizes the significant prediction between the variables of interest using multiple linear regression. The findings on the hypotheses of the study are as follows:

Hypothesis 1: The hypothesis stating that family motivation will not significantly predict organizational citizenship behavior among non-teaching staff in Chukwuemeka Odumegwu Ojukwu University, Anambra State is rejected. The results indicated that family motivation significantly predicts organizational citizenship behavior with a positive impact ($t = 3.17, p < .05, \beta = .24$). Additionally, the model summary revealed that family motivation accounted for 18.6% of the variance in workers' organizational citizenship behavior.

Hypothesis 2: The hypothesis stating that pay satisfaction will not significantly predict organizational citizenship behavior among non-teaching staff in Chukwuemeka Odumegwu Ojukwu University, Anambra State is rejected. The results demonstrated that pay satisfaction significantly predicts organizational citizenship behavior with a positive impact ($t = 4.01, p < .05, \beta = .27$). Moreover, the model summary indicated that pay satisfaction explained 20.1% of the variance in workers' OCB.

Hypothesis 3: The hypothesis stating that family motivation and pay satisfaction will not jointly predict organizational citizenship behavior among non-teaching staff in Chukwuemeka Odumegwu Ojukwu University, Anambra State is rejected. The results revealed that both family motivation and pay satisfaction significantly predict organizational citizenship behavior with a positive impact ($t = 2.10$, $p < .05$, $\beta = .12$). Furthermore, the inclusion of both family motivation and pay satisfaction in the model significantly increased their contribution to 25.9% of the variance in workers' citizenship behavior.

These findings demonstrate the importance of family motivation and pay satisfaction in predicting and influencing workers' engagement in organizational citizenship behavior. The results support the notion that these factors play significant roles in shaping employees' voluntary actions beyond their formal job requirements to benefit the organization.

DISCUSSION AND IMPLICATIONS OF THE STUDY

Discussion

Positive attitudes such as affective commitment and proactive behaviors such as organizational citizenship behavior are highly valued in employees, as they contribute significantly to the competitive advantage of organizations [32]. Although the literature sufficiently substantiates the antecedents of OCB, more research is needed to empirically validate family motivation and pay satisfaction as predictors of OCB. To this gap the researchers attended. This study draws upon SDT and contributes theoretically to the family-work enrichment literature by specifying family motivation as a significant predictor of OCB. In line with the existing literature that validates the positive outcomes of family motivation on job performance, the results indicated that employees who perceive their work as a source to benefit their family, feel are driven to engage in extra-role duties that benefit their organizations. Since their work becomes the reason for sustaining and taking care of the family, in exchange, they get emotionally attached to the organization and perform extra-role activities to benefit the organization. The results of this study also indicate that pay satisfaction is a predictor of OCB. This suggests that if an employee is happy about the remuneration he/she gets for work done, then he/she will be involved in extra-role duties that benefit the organization.

Implications

Theoretically, this study adds to the literature by answering the call to, study empirically the outcomes of family motivation concerning OCB. This study investigates family motivation as one of the factors that predict OCB. Thus, this study extends Ryan and Deci's Social Determination Theory by incorporating family motivation and pay satisfaction factors that impact motivation in OCB. From an individual perspective, the results of this study showed that family does not always conflict with work, but it can be a source of motivation to work. Moreover, family motivation enhances one's desire to satisfy family's needs.

From an organizational perspective, managers constantly seek employees who are committed and willing to go above and beyond to help the organization excel against its competitors. Given the positive outcomes discussed, managers need to shape employees' work orientation to view their work as beneficial to their families. This study is practically useful for human resource managers in designing family benefits and policies, as well as fostering a considerate culture enriched with family values to encourage employees to engage in organizational citizenship behavior (OCB). Moreover, in collectivistic cultures where employees are more likely to take responsibility for their dependents, family motivation becomes increasingly relevant. Organizations can offer opportunities for employees to meet their family needs, such as flexible working hours, on-site daycare facilities, assistance with children's education or marriage, and organizing family events. These measures can help organizations gain employees' affective commitment, creating a mutually beneficial situation for both parties.

Limitations and Recommendations

Although the findings rejected all the hypotheses, the study still has certain limitations that may have impacted the outcomes and generalizability of the findings. One significant limitation pertains to the sample selection

process, which was limited to non-teaching staff exclusively from Chukwuemeka Odumegwu Ojukwu University in Anambra State. As a result, the generalizability of the findings to a broader population of workers in Anambra State is limited. Future research should aim to include a wider range of employee work groups, including public workers from various organizations. Comparing the significance of organizational citizenship behavior between different types of employees and organizations can provide valuable insights into the factors influencing OCB in different contexts.

Furthermore, reliance on self-report measures for data collection presents another limitation. Self-reported measures are subject to various biases, such as social desirability bias or response bias, which may affect the accuracy and reliability of the obtained data. Future research should consider using alternative data collection methods to complement self-reporting measures. Observational or objective measures, such as direct observation of behavior or analysis of performance metrics, can provide a more objective and reliable understanding of the relationship between variables. Using multiple methods, researchers can strengthen the validity and reliability of their findings.

Finally, the cross-sectional nature of the study design limits the ability to establish causal relationships between the variables under investigation. A cross-sectional study captures data at a single point in time, which makes it difficult to determine the directionality of the relationships or ascertain whether changes in family motivation or pay satisfaction cause changes in organizational citizenship behavior or vice versa. Future researchers should employ longitudinal or experimental designs that offer insights into the temporal dynamics and causal pathways between family motivation, pay satisfaction, and OCB.

Conclusion

This study examined the role of family motivation and pay satisfaction as predictors of organizational citizenship behavior (OCB) among non-teaching staff at Chukwuemeka Odumegwu Ojukwu University in Anambra State. The findings indicated that both family motivation and pay satisfaction significantly and positively impact OCB, suggesting that staff motivated by family-related factors and those satisfied with their pay are more likely to engage in discretionary behaviors that benefit the organization. Additionally, the combined influence of family motivation and pay satisfaction was found to predict OCB significantly. These results highlight the importance of family motivation and pay satisfaction in fostering beneficial employee behaviors, warranting further research with larger and more diverse samples to enhance the generalizability of the findings and to explore additional influencing factors.

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