

**THE RELATIONSHIP BETWEEN INTRINSIC AND EXTRINSIC
MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR
(OCB) AMONG TEACHERS**

A project paper submitted to the College of Business in partial fulfillment of the requirements for the degree of Master of Human Resource Management, Universiti Utara Malaysia

BY:

Sarah Mardhiah Selamat

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ABSTRAK

Kajian ini bertujuan mengkaji hubungan antara motivasi dalaman dan luaran ke atas gelagat kewarganegaraan organisasi (OCB) di kalangan guru-guru. Seramai 80 orang guru daripada Sekolah Menengah Kebangsaan Desa Petaling (SMKDP) diambil sebagai sampel kajian, dengan menggunakan kaedah persampelan rawak mudah. Soal selidik dibahagi kepada empat bahagian iaitu Bahagian A (data demografi – 8 item), Bahagian B (gelagat kewarganegaraan organisasi – 15 item), Bahagian C (motivasi dalaman – 10 item), dan Bahagian D (motivasi luaran – 7 item). Kajian ini melihat kepada analisis frekuensi, analisis kebolehpercayaan, analisis deskriptif, dan analisis korelasi Pearson, untuk menguji hipotesis kajian. Hasil kajian mendapati terdapat hubungan yang signifikan antara motivasi dalaman dan motivasi luaran yang mewujudkan OCB. Walau bagaimanapun, kajian menunjukkan hanya motivasi dalaman mempengaruhi perlakuan OCB secara positif.

ABSTRACT

The purpose of this study was to examine the relationship between intrinsic and extrinsic motivation on organizational citizenship behaviour (OCB) among teachers. Data were taken from 80 teachers from Sekolah Menengah Kebangsaan Desa Petaling (SMKDP). This study used the simple random sampling technique. The questionnaire was divided into four part, namely Part A (demographic data – 8 items), Part B (OCB – 15 items), Part C (intrinsic motivation – 10 items), and Part D (extrinsic motivation – 7 items). This study looked into frequency analysis, reliability analysis, descriptive analysis, and Pearson's correlation analysis, to test the hypotheses. The results suggested that both intrinsic motivation and extrinsic motivation were significant related to OCB, respectively. However, the research shown that only intrinsic motivation was positively influenced OCB practice.

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“Seek knowledge from the cradle to the grave”

-Prophet Muhammad S.A.W.

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ABBREVIATIONS

CET	Cognitive evaluation theory
LMX	Leader-manager exchange
OB	Organizational Behaviour

OCB	Organizational Citizenship Behaviour
SDT	Self-determination theory
SMKDP	Sekolah Menengah Kebangsaan Desa Petaling

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

Adherence to the increasing globalization and awareness of cultural issues that have bear on social, psychological and attitudinal issues in the workplace, extending research on motivation and organizational citizenship behaviour (OCB) is important. OCB or discretionary behaviour that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organization, has increasingly received more attention from both scholars and managers (LePine, Erez & Johnson, 2002). Nowadays, successful organizations need employees who can perform more than their usual job description, which is beyond the expectations. This shift has increased the value and significance of individual initiative and cooperation (Ilgen & Pulakos, 1999). An organization that relies heavily on roles as prescribed in the job description may not be able to achieve high performance. OCB is viewed as desirable because such behaviour is thought to increase available resources and decrease the need for more formal and costly mechanisms of control (Organ, 1988).

One of the possible ways whereby organizations could encourage OCB was through explicitly measure and rewards such behaviours by identifying motivational factors associated with OCB, such as compensation and employee recognition programmes. Research has shown that OCBs influence managers' decisions in human resource (HR) functions with regards to training, promotions, rewards (Allen & Rush, 1988)

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