

INTRINSIC MOTIVATION A BOON OR BANE FOR INDIVIDUAL BEHAVIOR

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Abstract:

Intrinsic motivation is an important aspect of sustenance and for creatively expose and participate in any organization. This study examines the role of intrinsic motivation in fostering employees' organizational citizenship behavior (OCB) and organizational commitment (OC). Intrinsic motivation, is referred to as the internal drive to engage in work for achieving satisfaction, has been identified as a key motivator of positive nonmandatory behaviors in the workplace. Drawing on self-determination theory and social exchange perspectives, this review traverses how intrinsically motivated employees are more likely to exhibit OCB by willingly assisting colleagues, excelling job expectations, and contributing to a reassuring organizational climate. Additionally, intrinsic motivation deepens organizational commitment by fostering great psychological attachment and understanding with organizational values. Findings from prior empirical research consistently highlight intrinsic motivation as a significant predictor of both affective commitment and extra-role behaviors. This study was conducted among the IT employees in Kerala and revealed the fact that there is direct relationship between intrinsic motivation and organization citizenship behavior and mediating role of organization commitment is partially significant and does not impact as the direct relationship if IM and OCB

Keywords: Intrinsic motivation, Organization citizenship behavior, Organization commitment

INTRODUCTION

In every sector of the business, India had rapid expansion in the 1990s. Out of the three main categories of industry, the service sector grew more than any other and has shown encouraging development over time. India became a worldwide IT powerhouse very quickly. The Indian industry has seen a rise in software creation as well as a number of IT subsectors, including hardware, call centres, business process outsourcing, and others. In India, the "IT sector" has also begun to have an impact on exports. Kerala was not an exception to the expansion, and the first IT park was established in the early 1990s. It was among India's first significant IT parks. This marked the start of Kerala's IT industry's expansion. The three regions of Trivandrum, Kochi, and Calicut accounted for the majority of Kerala's IT industry growth.

Organ and colleagues (Bateman & Organ, 1983; Smith et al., 1983) introduced the concept of OCB in 1983. The concept was created in response to Organ (1977), believe that employee contentment impacts productivity. According to Organ (1977), pleased employees can contribute non quantifiable contributions to organisational productivity. OCB originated from Barnard's (1938) concept of "willingness to cooperate" and Katz (1964), idea of innovative and spontaneous behaviour. Barnard's (1938), emphasized the necessity of collaboration among organisational members in enhancing efficiency. The idea of OCB is multi-dimensional and can be characterised based on the type of citizenship behaviours (Organ, 1988; Organ et al., 2006) or the intended goal (Williams & Anderson, 1991; Ma et al., 2013). Organ (1988) introduced a five-dimensional framework for OCB, which is still widely used today which are Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic-Virtue.

Intrinsic motivation is fueled by internal interest. People get intrinsically driven when they feel good about themselves after finishing a task. They are determined by an individual's level of enjoyment of the activity rather than by society. Intrinsic motivators include things like challenge, inventiveness, and curiosity. The goals of intrinsic motivation include desire and enjoyment from a behavior or understanding (Locke & Schattke, 2019).

Organizational commitment (OC), is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1979). Porter et al. (1974) asserted that OC describes the employee's state of commitment to the organization, as well as the employee's identification with the organization's values and goals (Faloye, 2014). suggested that when organizations can recruit, train, and then retain skilled individuals, the overall stability of the organization is maintained, both in terms of productivity and financial viability.

Problem Statement

Given the current environment, which is characterized by extensive globalization and the quick development of digital technology, it is generally accepted that employee dedication significantly affects an organization's total productivity levels. In the IT industry, it is typical to see employees work longer hours (and/or work harder) to

ensure they are doing their job well. Many employees are excited and want to stay with their companies, and so they may put in more hours, or even take on additional work. This commitment leads to a naturally occurring work culture in which helping and responsible behaviours (commonly labelled OCB- Organisational Citizenship Behaviour) becomes part of the workplace culture.

Research Question

- Do the intrinsic motivation impact organisational commitment and organisational citizenship behaviour?
- How OC mediate the IM and OCB?

Research Objective

- To examine the impact of intrinsic motivation on organizational citizenship behavior (OCB) among employees in the IT industries in Kerala.
- To explore the mediating role of organizational commitment in the relationship between intrinsic motivation and OCB.

Significance of the Study

Organizations spend enormous amount for developing the organization commitment in employees . One of the organization's biggest issues these days is employee turnover. Thus, this study would contribute to the understanding of the relationship between intrinsic motivation elements and aspects of organizational citizenship behavior, which would make clear the approaches to improve the OC and increase workers' commitment to their jobs and organizations.

Scope of the Study

The research focuses on organizational behavior and human resource issues. Further research on the influence of intrinsic motivation on organizational citizenship behavior can improve motivational assessments and increase job commitment levels among employees. The topic expands the research to include behavioral sciences even though it falls under the global spectrum of organizational behavior. For future research, this will offer a wider opportunity for tying behavioral sciences and organizational behavior together. Infopark, Cyberpark, and Technopark are the three main IT parks in Kerala where the study was carried out.

Limitation of the Study

- The survey only included IT workers in Ernakulam.
- Some management did not want to analyze employee data.
- The number of IT personnel is always fluctuating due to new start-ups.

LITERATURE REVIEW

Ryan & Deci (2000) developed the Self-Determination Theory. They explained that intrinsic motivation comes from meeting the needs for autonomy, competence, and relatedness. Their study showed that when people feel these needs are met, they tend to be more persistent, creative, and satisfied. Since then, the theory has been widely used in organizations, education, and cultural settings.

Cerasoli et al. (2014) performed an analysis that clearly indicated that intrinsic motivation is mostly associated with improvisation of performance quality but in case of extrinsic incentives only boosts the quantity of performance .. Their conclusion on the study was the organisation should inculcate intrinsic motivation to encourage creativity and excellence .

Organ (1988) conducted study and found out that organizational citizenship behavior as some of the characteristics which are not officially rewarded but are very important for organizational success. He spot the aspects like altruism, conscientiousness, and civic virtue. This establish the groundwork for years of research on extra role behavior.

Finkelstein (2011) looked at the link between motivation and organizational citizenship behaviour from a functional viewpoint. The study showed that employees who are intrinsically motivated tend to engage in organizational citizenship behaviour regularly. In contrast, those driven by extrinsic motivation usually display helping behaviours that are short-term and focused on immediate benefits.

Meyer & Allen (1991) developed the three-component model of organizational commitment: affective, continuance, and normative. They discovered that affective commitment, or emotional attachment to the organization, strongly connects to positive work behaviours like organizational citizenship behaviour.

Meyer et al. (2002) conducted a meta-analysis showing that intrinsic motivation, job satisfaction, and perceived organizational support predict affective commitment. High levels of affective commitment related to lower turnover intentions.

Pramanik & Chatterjee (2015) examined a multi-organization service-sector sample around Kolkata and demonstrated that intrinsic motivation is positively linked to organizational citizenship behaviour. Along with emotional intelligence, it accounts for a significant amount of the variance in extra-role helping. Private-sector employees showed higher levels of intrinsic motivation and organizational citizenship behaviour compared to their public-sector counterparts. This highlights the importance of motivation in promoting citizenship behaviours within Indian services.

Kumar et al. (2016) surveyed primary healthcare providers in New Delhi. The authors found that contractual staff had lower intrinsic motivation and organizational commitment compared to permanent staff. This highlights how

intrinsic motivation and organizational commitment are connected in India's public health settings. It also shows that contract conditions can weaken both.

According to the research that is currently available, motivation in general is thought to be one of the key elements that contributes to improved performance and organizational growth. On the contrary, regardless of the task assigned to them, motivation itself may play a significant role in raising an individual's level of knowledge. Since it is constant and steady, the most significant kind of motivation—known as intrinsic motivation—is the secret to a person's success in any organization. There are a lot of research on organizational citizenship and intrinsic drive, but relatively few have looked at mediating factors. Additionally, it has been determined that no research on the impact has been done. Furthermore, it has been observed that no research has been done on the effects of organizational citizenship and intrinsic motivation in Kerala's IT sector.

METHODOLOGY

The current inquiry employs an exploratory methodology, which is supported by relevant data from a sample survey. This study used primary and secondary data. A questionnaire was used to collect primary data, while secondary data came from journals, articles, books, and other sources. The study uses Statistical Software for the Social Sciences (SPSS version 24).

Analysis and Interpretation

In the sections that followed, the causal links of each hypothesis were examined, revealing the effects among the variables, in order to begin examining the interrelations. To verify the proposed direct and mediator effects, the researcher used route analysis.

The following hypothesis was used to evaluate the relationship between organizational citizenship behaviour variables and intrinsic motivation.

H₀ There does not exist a significant positive relationship between Intrinsic Motivation and Organisational Citizenship Behaviour

H₁ There is a significant positive relationship between Intrinsic Motivation and Organisational Citizenship Behaviour

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
OC.	<---	IM.	2.187	.224	9.782	***	
OCB.	<---	OC.	.063	.030	2.130	.033	
OCB.	<---	IM.	.783	.116	6.758	***	
Cooperation	<---	IM.	1.000				
Recognition	<---	IM.	.963	.078	12.283	***	
Challenges	<---	IM.	2.430	.219	11.080	***	
Curiosity	<---	IM.	2.545	.202	12.628	***	
Power_Affiliation	<---	IM.	1.695	.155	10.931	***	
Achievement	<---	IM.	2.461	.194	12.693	***	
OC1	<---	OC.	1.000				
OC2	<---	OC.	.777	.046	17.013	***	
OC3	<---	OC.	.811	.047	17.224	***	
OC4	<---	OC.	1.044	.052	20.179	***	
OC5	<---	OC.	.999	.047	21.270	***	
OC6	<---	OC.	.892	.045	19.965	***	
OC7	<---	OC.	1.168	.050	23.210	***	
OC8	<---	OC.	.957	.044	21.655	***	
OC9	<---	OC.	1.166	.052	22.286	***	
OC10	<---	OC.	.849	.046	18.473	***	
OC11	<---	OC.	.871	.052	16.596	***	
consideration	<---	OCB.	1.000				
civic_virtue	<---	OCB.	1.064	.061	17.444	***	
consciousness	<---	OCB.	.958	.071	13.408	***	
sportsmanship	<---	OCB.	1.057	.070	15.081	***	

Source: compiled from primary data

In structural equation modelling (SEM), the standardized regression weight and critical ratio (C.R.) are key statistics used to assess the relationships between observed variables and latent constructs. When both the standardized regression weights are significant and the C.R. values exceed the critical threshold (typically ± 1.96), it suggests that the observed variables are significant indicators and predictors of the latent variables in the model. The regression coefficient ($\beta = .783$). and critical ratio (6.758) of the relationship between the intrinsic motivation

and organisational citizenship behaviour is statistically significant at 0.00% level. It proves that there is a significant relationship between intrinsic motivation and organisational citizenship behaviour.

The following hypothesis is developed to examine the connection between organizational commitment, intrinsic motivation, and organizational citizenship behavior.

H₀: Organisational Commitment does not mediate the relationship between Intrinsic motivation and Organisational Citizenship Behaviour

H₁ Organisational Commitment mediates the relationship between Intrinsic motivation and Organisational Citizenship Behaviour

Direct and Mediating effect of Study Variables							
Variables	Regression Coefficient (β)	Direct effect with mediation	Indirect Effect (mediation).	SE	LL CI	UL CI	P VALUE
Intrinsic Motivation<---- Organisational Citizenship Behaviour(H1)	0.783	0.523	-----	.098	.332	0.685	.010
Indirect effect	-----	-----	-----				
Intrinsic Motivation <---- Organisational Commitment <---- Organisational Citizenship Behaviour(H4)	-----	-----	.093	.062	.150	.220	.000

Note:- SE = Standard Error, LLCI = Lower level confidence interval, ULCI = Upper level confidence interval, P value significant at 5% level.

In hypothesis it was postulated that “There is a mediating effect of Organisational Commitment on Intrinsic Motivation and Organisational Citizenship Behaviour. From the inspection of estimates of the indirect effect table, it was found that there is a significant indirect effect of (Indirect effect (β)= 0.093 SE = 0.062, LLCI=0.150, ULCI= 0.220, P< .05) Intrinsic Motivation on Organisational Citizenship Behaviour. Also with the presence of mediating variable, the direct relationship between Intrinsic Motivation and Organisational Commitment on Organisational Citizenship Behaviour becomes significant (Direct effect with mediation = 0.523, SE = 0.098, LLCI=0.332, ULCI= 0.685, P< .05) which indicates the partial mediation. Thus, the study found support for the mediating hypothesis.

Findings

The major findings of the study includes :

The direct relationship between intrinsic motivation and organizational citizenship behavior points out the fact that intrinsic motivation significantly influences (β = 0.783, P= .00) organizational citizenship behavior of the managerial employees of IT sector

The study result found a significant indirect effect of Intrinsic Motivation on Organizational Citizenship Behavior. In addition to that, with the inclusion of mediating variable, the direct relationship between intrinsic motivation and organizational citizenship behavior also became significant. This indicates a partial mediating effect of organizational commitment in the relationship between intrinsic motivation and organizational citizenship behavior.

Suggestions and Recommendations

Intrinsic motivation being the most influential kind of motivation

Promoting greater sense of Autonomy and encouraging employees to take autonomy for the work they do and give the power of decision making will directly awake the sense of responsibility and will probably enhance the motivation.

Providing ample opportunities for skill development will help employees to explore into more areas and build their confidence ..Intrinsic recognition is very important and it will improve Organization citizen ship behavior among employees.

Recognizing the effort and creativity will foster the hardworking attitude of employees intrinsically .. A positive environment will foster a supportive and collaborative environment their by increasing the OCB . Organizational commitment partially mediates the organization citizen ship behavior , so in order to increase the organizational commitment organizations should enhance the job security and stability which in turn invigorate the employees to retaliate stronger engagement a, cooperation and responsible behavior . Offering constructive feedback and growth slat feedback encourages individuals to continue refining their skill set and persue excellence in the work they do .

Recognize and reward the OCB behaviors , acknowledging their dedicative behaviors , loyalty and cooperation reinforces employees emotional connection with the organization their by enhancing the organizational commitment.

CONCLUSION

The study found out that the intrinsic motivation has avital role in shaping the OCB .When individuals identifies that there is veritable meaning , engrossment and contentment in their work they are organically willing to go beyond their formal responsibilities .Intrinsically motivated employees shows a high degree of cooperation and helping mentality and initiatives because the actions emanate from internal fidelity than external pressure . This internal power encourages them to support colleagues, accord a positive work environment, and actively engage in behaviors that nourish organizational functioning.

Altogether, the study highlights that enriching intrinsic motivation not only beneficial to individual growth but severes as potent pathway for promoting efficient and effective OCB with in the organization.

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