

ASSESSMENT OF THE PREDICTIVE POWER IN SELF- DETERMINATION OF WORK MOTIVATION ON THE AMOUNT OF POSITIVE JOB BEHAVIORS (JOB PERFORMANCE AND CIVIL BEHAVIOR) BETWEEN THE EMPLOYEES OF MAINTENANCE ADMINISTRATION OF GACHSARAN OIL AND GAS OPERATION COMPANY

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ABSTRACT

This article aims to assess predictive power in self-determination of work motivation on the amount of positive job behaviors (job performance and civic behavior). The population includes 800 employees of maintenance administration of Gachsaran Oil and Gas Operation Company of which 260 personnel were chosen randomly as sample population. For data collection, we used Bliss questionnaire of self-determination in job motivation, Patterson questionnaire of self-determination in job performance and Williams and Anderson questionnaire of organizational civic behavior. Their reliability based on Cronbach's alpha was 0.87, 0.76 and 0.76, respectively. Pearson correlation coefficient and stepwise regression analysis was used to test hypothesizes. The results show a significant relationship between three dimensions of self-determination of work motivation (external regulation, breaking up regulation and consolidated regulation) and job performance but there were no relationship between other dimensions of self-determination of work motivation (lack of motivation, self-accepted adjustment and internal motivation) and job performance. There is a significant relationship between other dimensions of self-determination of job motivation (lack of motivation, self-accepted adjustment and internal motivation) and organizational civic behavior and there were no relationship between three dimensions of self-determination of work motivation (external regulation, breaking up regulation and consolidated regulation) and organizational civic behavior.

Keywords: *Self-Determination of Work Motivation, Job Performance, Organizational Civic Behavior*

INTRODUCTION

Human is one of the important factors advancing organizational goals. Industrial and organizational psychologists have identified and analyzed important psychology structures affecting effectiveness in order to increase the efficiency and productivity of employees and organizations. Two important psychological structures having significant role on increasing the effectiveness of employees and organization are work motivation and job engagement. Job engagement is a concept which has positive relationship with positive outcomes such as work performance, strengthening organizational civic behaviors and job satisfaction and it has highly negative relationship with job leaving intention (Hakanen *et al.*, 2005).

In recent years one of the problems which organizations and specially manufacturing and industrial organizations are facing, is the reduction of positive job behaviors between employees. The reduction of positive job behavior between employees, with any form or reason, will irreparably damage organizations and managers so that they will not be able to identify the effective factors and reduce them and their resulted damages (Bakker and Schaufeli, 2008).

One of the new theories on work motivation is self-determination theory (SDT) which instead of the amount, it focuses on different types of motivation in individuals and it has a special attention to the concept of autonomous motivation, controlled motivation and auto motivation as important predictions of

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performance outcomes (Gagne and Deci, 2005). According to the self-determination theory which was first brought up by Deci and Ryan (1985), human motivation is based on basic psychological needs, autonomy, competency and relatedness. Autonomy focuses on personal needs of freedom at engaging in intended activities and the wish of having a job specialty. Competency focuses on personal needs of being skilled and effective in interaction with environment and relatedness focuses on the personal wish to have good interpersonal interactions and the feeling of being related to a special social field (Kowal and Fortier, 1999).

The main question of this article is: Is there any relationship between self-determination work motivation and job performance and organizational civic behavior?

Research History

According to the research hypothesis, this section describes self-determination in work motivation, organizational civic behavior and work performance.

Self-determination in work motivation

Self-determination theory of Deci and Ryan (1985) describes three basic psychological needs (the need for competence, autonomy and relatedness). Social contexts either prevent the access to these needs or enable the conditions to make them happen (Deci and Mooler, 2005).

Based on this theory, they assessed different types of motivations and they identified and defined three motivations:

- 1- Intrinsic motivation: Willing to follow an activity only because of resulted intrinsic joy and happiness.
- 2- Extrinsic motivation: Willing to follow an activity without having any relatedness feeling and only use it as a way of reaching other goals.
- 3- Lack of motivation: The lack of motivation in following an activity as a result of a failure in proving an existing relationship between behavior and success (Walrand *et al.*, 1992; Deci *et al.*, 1991).

Deci and Ryan (1985) did a deeper classification of different types of extrinsic motivation and distinguished four types of extrinsic motivation: 1- External regulation, 2- Interjected regulation, 3- Identified regulation, 4- Integrated regulation. These four types of extrinsic motivation are different based on the amount of autonomy. Interjected behaviors create higher autonomy feeling. Therefore as the individual moves towards this process (from extrinsic regulation to integrated regulation), their motivation takes more and more of interjected feature. The more we lack motivation, the more we lose autonomy; and the least autonomy is related to extrinsic regulation which is close to the lack of motivation and it is mostly affected by external factors or reward relatedness (Deci and Ryan, 1985).

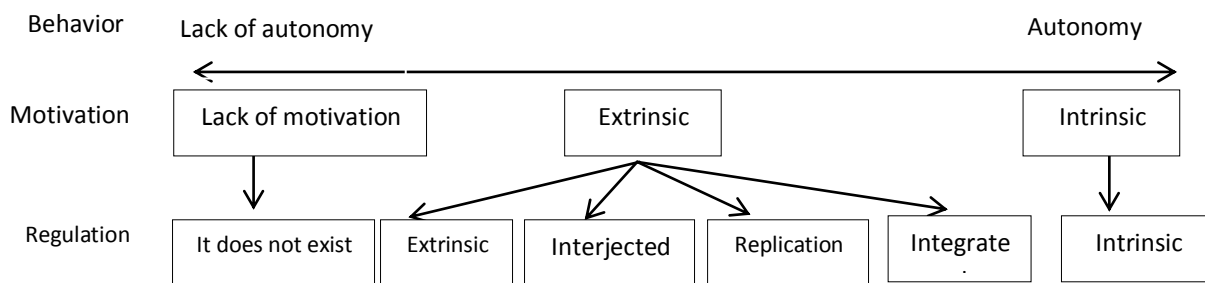


Figure 1: Self-determination in work motivation

While moving upwards in this continuum, behaviors guided with interjected regulation are guided both by environment and intrinsic rewards (such as commitment). In identified regulation while the person's behavior is still being motivated externally, but it forces that person to value his behavior. Deci and Ryan named the last type of extrinsic motivation as integrated regulation. This kind of motivation is different from the intrinsic one because although the person is motivated by extrinsic reasons but still he enjoys his behavior and confirms it (Deci and Ryan, 1985).

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According to self-determination theory, people can be motivated by extrinsic and intrinsic reasons or not be motivated at all. Self-determination theory supposes that even the behavior which has an extrinsic motivation can sometimes change to an intrinsic motivation through an interjecting process. In addition, extrinsic motivation is classified based on the level of self-determination. Therefore in self-determination theory, an extrinsic motivation can become like an intrinsic motivation whenever it changes from a non-self-determination model to a self-determination one, so it would be better to keep in mind that their real behavior is resulted by different types of motivation. Therefore in order to have a real understanding of motivation, we need to understand the reasons engaging our behaviors (Walrand, 1997).

Self-determination can increase behavioral levels and understanding motivation can boost behavioral changes (Molan and Markland, 1997).

They have classified the concept of lack of motivation into four groups based on the reasons of different behaviors between individuals. These four groups are as follows:

A) Lack of motivation due to competency belief which is related to those individuals who do not execute their behavior because they feel that they do not have the self-esteem or competency to do the job.

B) Lack of motivation due to individuals' strategic beliefs in which they do not execute their behavior because they understand that the strategy is not effective enough to result in suitable results.

C) Lack of motivation due to individuals' effort-time beliefs in which they do not execute their behavior because they believe that their behavior requires big efforts and energy or they do not have the required time to do the job.

D) Lack of motivation due to helplessness beliefs which is a general stage for lack of motivation; this means that individuals do not believe an existing relatedness between their behavior and consequences (Plitter *et al.*, 1998).

Deci and Ryan (2000) believe that there are six regulatory styles which people go through in a special situation based on their type of motivation. In the next section we will define each stage of self-determination in work motivation.

- Without regulation (lack of motivation): Lack of motivation is a situation in which the individual lacks motivation and has not reason to do the job.

- Extrinsic regulation: Extrinsic regulation is a situation in which the individual's behavior is completely affected by external factors.

- Interjected regulation: Interjected regulation is like extrinsic one based on the type of regulation and in this situation, behavior is guided by rewards and punishments, but the difference is that in interjected regulation, rewards and punishments are executed by the individuals themselves and it is less under effect of environment and others.

- Identified regulation: Identified regulation is a situation in which individuals feel freedom and self-determination because their behavior is resulted by their personality. In this situation people understand the value of each behavior and they have accepted it as their own value.

- Integrated regulation: This is the most complete type of interjecting which allows external motivation to be completely self-determined and in this kind of regulation, behavior is integrated with individuals' other aspects of life and job and individuals feel that their behavior is the completing part of their personality and therefore it is self-identified.

- Intrinsic motivation: Intrinsic motivation is defined as an effort which is created without the external consequences and rewards (Deci and Ryan, 1991).

Self-determination theory with a multi-dimensional approach answers the following question through assessing different motivations for special behaviors: Why do some people follow positive behaviors and others do not? It shows if individuals have done their behaviors intentionally and self-determined or other factors are the reason. This theory focuses on this point that human motivation is placed in a chain of different types of behavioral regulation which defines the level of self-determination. In this chain the lack of motivation for physical activity is placed on one end of chain and the intrinsic motivation on the other one (Marcus *et al.*, 2002). According to self-determination theory, people wish to feel self-determination, adequacy, competency and being related to society and this wish usually makes the

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individual to do some activities in order to achieve these needs and this happens through sports and physical activities. In other word, these needs act as mediations and prepare necessary motivation to adopt, promote, continue and stabilize exercise behaviors (Carron *et al.*, 2003).

Organizational Civic Behavior

Organizational civic behaviors are voluntary and self-determined which are not considered as job related duties for individuals and there are no rules and instruction for them in organizational payment system. The most common types of these behaviors are helping new or absent employees and those who have problem, tolerating defects and deficiencies of work environment, participating in cross-duty organizational activities and spending time in work environment more than official time. Organizational civic behavior are effected by many perceptual and attitudinal variables and three variables which can effect organizational civic behavior based on research history, are psychological contract, job satisfaction and organizational commitment (Baker *et al.*, 2006).

Theoretically psychological contract is the collection of beliefs and understandings in individuals about mutual obligations between them and the other side of contract. In the field of the relationship between individuals and their employers or organizations, the psychological contract is considered as expecting beliefs and commitment to mutual obligations between them. In situations in which individuals believe that the organization is obligated to their mutual obligations and fulfills their needs, they will naturally have feeling of satisfaction and more obligations about their job and organization. In turn, whenever employees feel a violation in their contract with organization, their job satisfaction and organizational commitment will gradually drop. This weakness is mostly resulted whenever their obligations and commitments are not fulfilled and as a result they feel different psychological modes such as helplessness, anger, injustice and unfair damages (Knights and Kennedy, 2008).

Anyway these experiences of different affective and emotional states can create difficulty in individuals` job satisfaction and organizational commitment. Naturally if we look on to the other side, whenever an organization fulfills its transactional obligations (payment, benefits and promotions for employees) and relational obligations (having support and loyalty for employees) which are main components of a psychological contract, employees will experience positive affective states (feeling of value, happiness and being in the center of attention), job satisfaction and more of organizational commitment and in the next stage and after strengthening the feeling of job satisfaction and organizational commitment via psychological contract, the main base and foundation for strengthening organizational civic behavior and weakening non-ethical behaviors will be prepared (Turnley and Feldman, 2000).

Performance

Since the appearance of organizations the main concept which was in center of attention, probably is organizational performance. Organizational performance is a concept which can define the existence and failure of organizations by itself and basically philosophy of organizations is based on their performance because all the elements and subsidiaries of an organization construct one single system (Khakpoor, 2004).

Bernardien (2006) believes that performance must be defined as work results because these results have the strongest relationship with strategic goals of an organization, customers` satisfaction and economic partnership. Recent models of work performance, define performance as function which focuses on separate aspects of performance (Borman, 2008).

Campbell (1999) also offered a multifactorial model of work performance based on specialized job skills, non-specialized job skills, oral and written communication skills, showing effort, maintaining personal discipline, facilitating co-workers` performance assessment, management and leadership, management and organizing. Campbell believes that performance includes behavior and it should be separate from results because some factors of systems can destroy results.

Organizational experts have recently classified performance into two dimensions: 1- duty performance 2- filed based performance. Duty performance is in fact those duties and responsibilities which are registered in employees` duty and responsibility tab and they are directly related to performing assigned duties.

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Field performance includes those behaviors that maintain organizational and social networks and psychological atmosphere which are affecting technical duties (Kwong and Cheung, 2003). Performance as personal behavior is a function of personality and situation related variables (such as work, organizational and social demands). Researches show that despite knowledge, personal skills and abilities are the most important predictors of work performance (Hortz and Danovan, 2009).

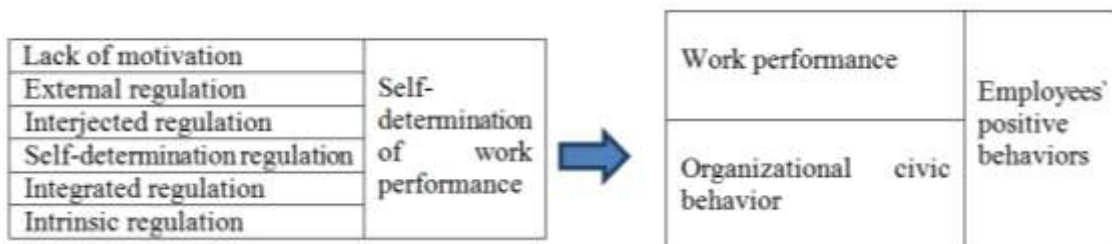


Figure 2: Conceptual model of research

Research Hypothesizes

Main Research Hypothesizes

Main hypothesis 1- There is a significant relationship between six dimensions of self-determination in work motivation and work performance.

Main hypothesis 2- There is a significant relationship between six dimensions of self-determination in work motivation and organizational civic behavior.

Main hypothesis 3- Six dimensions of self-determination in work motivation can predict work performance.

Main hypothesis 4- Six dimensions of self-determination in work motivation can predict organizational civic behavior.

Alternative Research Hypothesizes

Alternative hypothesis 1- There is a significant relationship between lack of motivation and work performance.

Alternative hypothesis 2- There is a significant relationship between extrinsic regulation and work performance.

Alternative hypothesis 3- There is a significant relationship between interjected regulation and work performance.

Alternative hypothesis 4- There is a significant relationship between self-determination regulation and work performance.

Alternative hypothesis 5- There is a significant relationship between integrated regulation and work performance.

Alternative hypothesis 6- There is a significant relationship between intrinsic motivation and work performance.

Alternative hypothesis 7- There is a significant relationship between lack of motivation and organizational civic behavior.

Alternative hypothesis 8- There is a significant relationship between extrinsic regulation and organizational civic behavior.

Alternative hypothesis 9- There is a significant relationship between interjected regulation and organizational civic behavior.

Alternative hypothesis 10- There is a significant relationship between self-determination regulation and organizational civic behavior.

Alternative hypothesis 11- There is a significant relationship between integrated regulation and organizational civic behavior.

Alternative hypothesis 12- There is a significant relationship between intrinsic motivation and organizational civic behavior.

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MATERIALS AND METHODS

Research Methodology

Based on the target, this research is practical, based on nature and method, it is descriptive and correlational and based on time sequences, it is sectional research. The population of this research includes total employees of maintenance administration of Gachsaran Oil and Gas Operation Company which are 800 people and 260 of them are selected as sample population. In order to assess the examination of research hypothesis, we have used Pierson correlation coefficient and stepwise regression. In order to collect data, we have used Bliss (1994) questionnaire of self-determination of work motivation, Patterson (1992) questionnaire of performance self-assessment and two dimensions of Williams and Anderson (1991) questionnaire of civic behavior which are organizational citizenship behavior directed at a person and the one directed to organization.

Figure 1: Questions distribution based on their features

Row	Questionnaire	Research variables	Questions	Cronbach`s total Alfa	Used resource
1	Self-determination of work motivation	Lack of motivation Extrinsic regulation Interjected regulation Self-determination of work motivation Integrated regulation Intrinsic motivation	1-3 4-6 7-9 10-12 13-15 16-18	0.87	Bliss, 1994
2	Self-assessment of work performance	Work performance	1-10	0.763	Patterson, 1992
3	Organizational civic behavior	Organizational civic behavior	1-12	0.765	Williams and Anderson, 1991

Data Analysis

First Main Hypothesis

Table 2: The relationship between six dimensions of self-determination in work motivation and work performance

Pierson value	Amount	Meaning level
0.39	260	0.00

According to Table 2, because the meaning level of Pierson examination was less than 0.05 ($\text{sig} < 0.05$), therefore there is meaningful and direct relationship between six dimensions of self-determination in work motivation and work performance. Therefore first main hypothesis is approved.

Second Main Hypothesis

Table 3: The relationship between dimensions of self-determination in work performance and organizational civic behavior

Pierson value	Amount	Meaning level
0.79	260	0.01

According to figure 3, because the meaning level of Pierson exam is more than 0.05 ($\text{sig} > 0.05$), therefore there is no significant relationship between dimensions of self-determination in work motivation and organizational civic behavior. Therefore the hypothesis is rejected.

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Third Main Hypothesis

Table 4: Brief results of regression analysis

Model	R	R2	Adjusted R2	Std.Error of The Estimate	R2 Change	F Change	Df21	Df2	Sig
Interjected regulation	0.527	0.227	0.275	4.623	0.277	99.000	1	258	0.00
Extrinsic regulation	0.596	0.355	0.350	4.377	0.077	30.829	1	257	0.00
Self-determination regulation	0.636	0.405	0.398	4.211	0.050	21.550	1	256	0.00

Table 4 shows that 27.7 percent of job performance changes in employees is due to interjected regulation and interjected regulation is the reason for 27.7 percent of work performance changes. In second rank, extrinsic regulation is the cause of 7.8 percent of changes in work performance of employees. In third rank self-determination regulation defines 5 percent of changes in work performance. Totally, interjected, extrinsic and self-determination regulation are the cause for 40.5 percent of changes in work performance of employees but lack of motivation variable, integrated regulation and intrinsic motivation do not significantly predict changes in work performance.

Table 5: Variables out of regression analysis

Item	Model	Collinearity statistic	Partial correlation	sig	t	Beta in
1	Lack of motivation	0.687	-0.093	0.139	-1.482	-0.086
2	Integrated regulation	0.477	-0.072	0.251	-1.151	-0.080
3	Intrinsic motivation	0.607	-0.087	0.164	-1.396	-0.086

Table 5 shows that lack of motivation, integrated regulation and intrinsic motivation do not significantly cause changes in work performance of employees.

Fourth Main Hypothesis

Table 6: Brief results of regression analysis

Model	Sig.	Df2	Df21	F change	R2 Change	Std.Error of The Estimate	Adjusted R2	R2	R
Lack of motivation	0.00	258	1	24.038	0.085	0.433	0.082	0.085	0.292
Extrinsic regulation	0.00	257	1	14.297	0.058	0.420	0.136	0.143	0.378
Self-determination regulation	0.04	256	1	4.249	0.014	0.417	0.147	0.157	0.396

Table 6 shows that, 8.5 percent of changes in employees` organizational civic behavior is caused by lack of motivation and lack of motivation is the reason for 8.5 percent of changes in organizational civic behavior. In the second rank, extrinsic regulation is the cause of 5.8 percent of changes in organizational civic behavior. In the third rank, self-determination regulation causes 14 percent of changes in the work performance of employees. Totally, lack of motivation, extrinsic regulation and self-determination regulation cause 28.3 percent of changes in employees` organizational civic behavior, but the variable of interjected regulation, integrated regulation and intrinsic motivation are not significant reasons for changes in employees` organizational civic behavior.

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Table 7: Variables out of regression analysis

Item	model	Collinearity statistic	Partial correlation	Sig	t	Beta in
1	Interjected regulation	0.691	0.091	0.145	1.460	0.101
2	Integrated regulation	0.626	0.007	0.906	0.118	0.009
3	Intrinsic regulation	0.624	-0.057	0.359	-0.918	-0.066

Table 7 shows that interjected regulation, integrated regulation and intrinsic motivation cannot significantly predict employees` organizational civic behavior.

Research Alternative Hypothesis

Alternative Hypothesis 1

Table 8: The relationship between lack of motivation and work performance

Meaning level	Amount	Pierson coefficient
0.24	260	0.07

According to table 8, because the meaning level of Pierson exam was more than 0.05 (sig>0.05), therefore there is no significant relationship between two variables of lack of motivation and work performance.

Alternative Hypothesis 2

Table 9: The relationship between extrinsic regulation and work performance

Meaning level	Amount	Pierson coefficient
0.000	260	0.51

According to table 9, because the meaning level of Pierson exam was less than 0.05 (sig<0.05), therefore there was direct significant relationship between two variables of extrinsic regulation and work performance. It means that the more the extrinsic regulation, the better the work performance. Therefore this hypothesis is approved.

Alternative Hypothesis 3

Table 10: The relationship between interjected regulation and work performance

Meaning level	Amount	Pierson coefficient
0.000	260	0.52

According to table 10, because meaning level in Pierson exam was less than 0.05 (sig<0.05), therefore there is significant direct relationship between two variables of interjected regulation and work performance. It means that the more the interjected regulation, the better the job performance. Therefore this hypothesis is approved.

Alternative Hypothesis 4

Table 11: The relationship between self-determination regulation and work performance

Meaning level	Amount	Pierson coefficient
0.89	260	0.08

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According to table 11, because the meaning level of Pierson exam was more than 0.05 ($\text{sig} > 0.05$), therefore there is no significant relationship two variables of self-determination regulation and work performance. Therefore this hypothesis is rejected.

Alternative Hypothesis 5

Table 12: The relationship between integrated regulation and work performance

Meaning level	Amount	Pierson coefficient
0.00	260	0.41

According to table 12, because the meaning level of Pierson exam was less than 0.05 ($\text{sig} < 0.05$), therefore there is direct significant relationship between two variables of integrated regulation and work performance. It means that the more the integrated regulation, the better the job performance. Therefore this hypothesis is approved.

Alternative Hypothesis 6

Table 13: The relationship between intrinsic motivation and work performance

Meaning level	Amount	Pierson coefficient
0.24	260	-0.07

According to table 13, because the meaning level of Pierson exam was more than 0.05 ($\text{sig} > 0.05$), therefore there is no significant relationship between two variables of intrinsic motivation and work performance. So this hypothesis is rejected.

Alternative Hypothesis 7

Table 14: The relationship between lack of motivation and organizational civic behavior

Meaning level	Amount	Pierson coefficient
0.000	260	-0.29

According to table 14, because the meaning of Pierson exam was less than 0.05 ($\text{sig} < 0.05$), therefore there is direct significant relationship between two variables of lack of motivation and organizational civic behavior. It means that the more the lack of motivation, the worst the organizational civic behavior. Therefore this hypothesis is approved.

Alternative Hypothesis 8

Table 15: The relationship between external regulation and organizational civic behavior

Meaning level	Amount	Pierson coefficient
0.17	260	0.84

According to table 15, because the meaning level of Pierson exam was more than 0/05 ($\text{sig} > 0/05$), therefore there is no significant relationship between two variables of external regulation and organizational civic behavior. So this hypothesis is rejected.

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Alternative Hypothesis 9

Table 16: The relationship between interjected regulation and organizational civic behavior

Meaning level	Amount	Pierson coefficient
0.00	260	0.16

According to table 16, because the meaning of Pierson exam was less than 0.05 ($\text{sig} < 0.05$), therefore there is direct significant relationship between two variables of interjected regulation and organizational civic behavior. It means that the more the interjected regulation, the better the organizational civic behavior. Therefore this hypothesis is approved.

Alternative Hypothesis 10

Table 17: The relationship between self-determination regulation and organizational civic behavior

Meaning level	Amount	Pierson coefficient
0.81	260	0.01

According to table 17, because the meaning level of Pierson exam was more than 0.05 ($\text{sig} > 0.05$), therefore there is no significant relationship between two variables of self-determination regulation and organizational civic behavior. So this hypothesis is rejected.

Alternative Hypothesis 11

Table 18: The relationship between integrated regulation and organizational civic behavior

Meaning level	Amount	Pierson coefficient
0.02	260	0.13

According to table 18, because the meaning of Pierson exam was less than 0/05 ($\text{sig} < 0/05$), therefore there is direct significant relationship between two variables of integrated regulation and organizational civic behavior. It means that the more the integrated regulation, the better the organizational civic behavior. Therefore this hypothesis is approved.

Alternative Hypothesis 12

Table 19: The relationship between intrinsic motivation and organizational civic behavior

Meaning level	Amount	Pierson coefficient
0.23	260	-0.07

According to table 19 because the meaning level of Pierson exam was more than 0.05 ($\text{sig} > 0.05$), therefore there is no significant relationship between two variables of intrinsic regulation and organizational civic behavior. So this hypothesis is rejected.

RESULTS AND DISCUSSION

Main Hypothesis Number 1

This hypothesis is about the relationship between six dimensions of work motivation of self-determination with work performance between employees of maintenance administration of Gachsaran Oil and Gas Operation Company. For testing the relationship between two mentioned variables based on the type of variable, we have used Pierson correlational coefficient. The data showed a relationship between two variables. It means that the more the six dimensions of work motivation of self-

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determination, the better the work performance. It means that ($\text{sig}<0.05$) is meaningful in 5 percent level, so hypothesis is approved.

Main Hypothesis Number 2

This hypothesis is about the relationship between six dimensions of work motivation of self-determination with organizational civic behavior between employees of maintenance administration of Gachsaran Oil and Gas Operation Company. For testing the relationship between two mentioned variables based on the type of variable, we have used Pierson correlational coefficient. The data showed no relationship between two variables. It means that ($\text{sig}<0.05$) is not meaningful in 5 percent level, so hypothesis is rejected.

Main Hypothesis Number 3

According to tables 4 and 5 it is obvious that 27.7 percent of changes in work performance of employees are caused by interjected regulation, 7.8 percent by external regulation and 32.7 percent by self-determination regulation. Totally interjected regulation, external and self-determination are causing 68.2 percent of changes of work performance in employees, but variable of lack of motivation, integrated regulation and intrinsic motivation do not significantly affect employees' work performance.

Main Hypothesis Number 4

According to tables 6 and 7, it is obvious that 8.5 percent of changes in employees' organizational civic behavior is due to lack of motivation, 5.8 percent is due to external regulations and 9.9 percent is due to self-determination regulation. Totally lack of motivation, external regulation and self-determination cause 24.2 percent of changes in employees' organizational civic behavior, but variables of interjected regulation, integrated regulation and intrinsic motivation do not cause changes in organizational civic behavior.

Alternative Hypothesis 1

According to table 8, this hypothesis is concerned with the relationship between lack of motivation and employees' work performance. The data showed that there is no relationship between two variables. It means that ($\text{sig}<0.05$) is not meaningful in 5 percent level, so hypothesis is rejected.

Alternative Hypothesis 2

According to table 9, this hypothesis is concerned with the relationship between external regulation and employees' work performance. The data showed that there is relationship between two variables. It means that the more the intrinsic regulation, the better the work performance. It means that ($\text{sig}<0.05$) is meaningful in 5 percent level, so hypothesis is approved.

Alternative Hypothesis 3

According to table 10, this hypothesis is concerned with the relationship between interjected regulation and employees' work performance. The data showed that there is relationship between two variables. It means that the more the interjected regulation, the better the work performance. It means that ($\text{sig}<0.05$) is meaningful in 5 percent level, so hypothesis is approved.

Alternative Hypothesis 4

According to table 11, this hypothesis is concerned with the relationship between self-determination regulation and employees' work performance. The data showed that there is no relationship between two variables. It means that ($\text{sig}>0.05$) is not meaningful in 5 percent level, so hypothesis is rejected.

Alternative Hypothesis 5

According to table 12, this hypothesis is concerned with the relationship between integrated regulation and employees' work performance. The data showed that there is relationship between two variables. It means that the more the integrated regulation, the better the work performance. It means that ($\text{sig}<0.05$) is meaningful in 5 percent level, so hypothesis is approved.

Alternative Hypothesis 6

According to table 13, this hypothesis is concerned with the relationship between intrinsic regulation and employees' work performance. The data showed that there is no relationship between two variables. It means that ($\text{sig}>0.05$) is not meaningful in 5 percent level, so hypothesis is rejected.

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Alternative Hypothesis 7

According to table 14, this hypothesis is concerned with the relationship between lack of motivation and employees` organizational civic behavior. The data showed that there is relationship between two variables. It means that the more the lack of motivation, the worse the employees` organizational civic behavior. It means that ($\text{sig} < 0.05$) is meaningful in 5 percent level, so hypothesis is approved.

Alternative Hypothesis 8

According to table 15, this hypothesis is concerned with the relationship between external regulation and employees` organizational civic behavior. The data showed that there is no relationship between two variables. It means that ($\text{sig} > 0.05$) is not meaningful in 5 percent level, so hypothesis is rejected.

Alternative Hypothesis 9

According to table 16, this hypothesis is concerned with the relationship between interjected regulation and employees` organizational civic behavior. The data showed that there is relationship between two variables. It means that the more the interjected regulation, the better the organizational civic behavior. It means that ($\text{sig} < 0.05$) is meaningful in 5 percent level, so hypothesis is approved.

Alternative Hypothesis 10

According to table 17, this hypothesis is concerned with the relationship between self-determination regulation and employees` organizational civic behavior. The data showed that there is no relationship between two variables. It means that ($\text{sig} > 0.05$) is not meaningful in 5 percent level, so hypothesis is rejected.

Alternative Hypothesis 11

According to table 18, this hypothesis is concerned with the relationship between integrated regulation and employees` organizational civic behavior. The data showed that there is relationship between two variables. It means that the more the integrated regulation, the better the organizational civic behavior. It means that ($\text{sig} < 0.05$) is meaningful in 5 percent level, so hypothesis is approved.

Alternative Hypothesis 12

According to table 19, this hypothesis is concerned with the relationship between intrinsic motivation and employees` organizational civic behavior. The data showed that there is no relationship between two variables. It means that ($\text{sig} > 0.05$) is not meaningful in 5 percent level, so hypothesis is rejected.

Suggestions

- 1- It is suggested for organizational managers to distribute their employees` duties based on their favorites, abilities and specialties or use a partnership management, try to satisfy employees` with their material and psychological needs, create free job environment without any threatening or delegation of authority, create all aspect communication in organization and make employees to participate in defining organizational goals and value in order to boost their motivation and increase efficiency and productivity of organization.
- 2- Organizational managers are hereby suggested to make employees` duties more challenging and increase employees` motivation.
- 3- In order to increase employees` work satisfaction, it is suggested for managers to define the value of each duty in order to inform employees about the value of their duties and role in organizational performance. This will increase employees` duty value and it will make them more motivated, diverse, satisfied, joyful etc.
- 4- If organization pay more attention to personal features of employees and prepare an environment for employees in whom they feel more obligations to organization, the foundation for employees` better work performance and better productivity will be prepared.
- 5- Encouraging employees to work better and creating motivation in them are some organizational strategies which are usually based on hierarchy. Therefore correct assessment of employees` abilities and skills in every working levels and continuing analysis of employees` performance is necessary for every organization is a special working period.

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