

# **JOB MOTIVATION OF CHINESE CULTURAL TRAITS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR -A STUDY OF THE GOVERNMENT INSTITUTIONS AND CORPORATE ORGANIZATIONS IN TAIWAN**

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## **ABSTRACT**

This thesis tests the job motivation of Chinese cultural traits and its relationship with an organization's citizenship behavior. As regards the questionnaire survey, 266 valid questionnaires (78.89%) were returned, and governmental institutions and corporate organization in Taiwan served as subjects. The study found that: first, the relationship needs and the face needs in Chinese culture create a unique job motivation that impacts an employee's organizational citizenship behavior; Next, types of organization do not cause significant difference on the variances, but education shows significant difference on RN and OCB<sub>1</sub>(obedience), those with degrees of high school or lower are obviously lower than those with degrees of masters and bachelors, showing that the higher his degree is, the more important he thinks relationship needs and obedience of OCB are. The findings of this thesis will benefit future research related to theoretical development.

**KEYWORDS:** Job Motivation, Chinese Culture Traits, Relationship Needs, Face Needs, Organizational Citizenship Behavior

## **INTRODUCTION**

Job motivations include an individual's reasons for work (individual need), degree of effort (psychological condition), and behavior (results) (Drucker, 1954; Hsu, 2003). Job motivation has constantly been a core issue in the study of social sciences and organizational behavior (Rainey, 2000), and the lengthy history of western countries' exploration of this topic has produced an abundance of theories. In Taiwan, studies on job motivation began to appear in the 1970s, and the number of studies has grown to several hundred, but the majority are merely repeated verifications of western theories. Unfortunately, few contain new research based on local concepts (Hsu, 2003).

Western nations have developed a wealth of theories on the issue of job motivation, but the application of theories developed in the west must also consider the issue of cultural fit (Yang, 2000). Based on previous research, it can be observed that in terms of the theory of needs, western societies tend to emphasize individual independence and autonomy while Chinese societies prioritize needs such as love and a sense of belonging; when exploring motivation, Chinese culture has an inclination to treat society as a force that motivates achievement. Since western theories of job characteristics focus on jobs, they are unable to explain the numerous psychological and behavioral phenomena within Chinese organizations, which is why they must assign more weight to social inclination in the job characteristics of Chinese culture (Hsu, 2003). Therefore, the development of job motivation theory in Chinese culture should return to the basic history of job motivation, and reflect on the meaning of implied motivations in cultures to derive the critical elements of job motivation in Chinese culture.

Past studies have emphasized that Chinese culture is heavily influenced by Confucianism (Hwang, 1988); is a collective culture (Trandis, 1995); and that Chinese are relationship and society-oriented (Ho, 1991; Yang, 1993) and hold an interdependent self-construal perspective (Markus & Kitayama, 1991; Hsu, 2003). These orientations may impact the psychology and behavior of Chinese, including: a mindset that prioritizes collective or group benefits; an emphasis on returning favors (Liu, 1993, 1996, 2001); and a tendency to make decisions based on relationships; a requirement for “face” or attention to pride; an emphasis on family ethics with a respect for authority; and relation determinism (Hwang, 1988; Ho, 1991; Yang, 1993; Trandis, 1995; Markus & Kitayama, 1991; Hsu, 2003). Combining the results of past studies on the job motivation in Chinese culture, we have concluded that relationship needs (RN) and face needs (FN) are concepts unique to the Chinese. Therefore, this paper will further explore these unique concepts of job motivation in Chinese culture.

Becton & Field (2009) identified the difference in the perceptions of organizational citizenship behavior (OCB) between 393 Chinese and American employees. Analyses showed that Chinese and American employees reported similar levels of personal support and conscientious initiative in their organizations, but Chinese employees reported higher level of organization support than American employees. Chinese culture was found more close to the OCB, because it emphasizes more on collective self-discipline and commitment to moderation, stability and humanitarian. Ye (2012) studied OCB under the background of Chinese culture with a sample of 201 employees in Chinese enterprises. The results indicated that organizational values have significant and direct impact on employees’ organizational citizenship behaviors by the mediating effect of organizational identification and organizational based self esteem (OBSE). Yadav & Punia (2013) documented the empirical researches on OCB which found the effect on job satisfaction, reward, emotional intelligence, spiritual intelligence, personality, organizational justice and extra role behavior. Literature related to OCB was primarily based on the study in different organizations. Some of the studies focused on some specific sectors to examine the phenomena and relationships related to the antecedents of OCB as predictor and criterion. Some study focused on identifying the dimensions of OCB and its impact on Organizational Citizenship Behavior. The study made an attempt to test the relationship between these unique concepts of job motivation and OCB in Chinese culture

This paper proposes that job motivation in Chinese culture is unique due to the relationship needs and face needs, and organizational citizenship behavior is closer to Chinese job culture. Therefore, this paper will to understanding relationship needs and face needs, and their impact on organizational citizenship behavior in the job motivation within Chinese culture. Next, to understanding the employees of various types of organizations dose have differing individual relationship needs and face needs due to the characteristics of the diverse industries and jobs.

## **LITERATURE REVIEW AND HYPOTHESES**

### **Job Motivations in Chinese Culture**

A critical psychological mechanism in individual behavior, motivations drive individual action (Porter, Bigley, & Steers, 2003; Steers & Porter, 1991); this concept is not merely a static psychological construct, but is also a dynamic process that sustains a journey towards the goal (Drucker, 1954). Scholars have defined over 140 types of motivation (Landy & Backer, 1987; Rainey, 2000), therefore when motivation is applied to the occupational field of organizational behavior, the meaning of job motivation includes a diverse and historical element (Hsu, 2003).

Chinese society is a collective culture (Traindis, 1995). Chinese people are inclined towards relationships (Ho, 1991), society (Yang, 1993, 2000), and an interdependent self-construal perspective (Markus & Kitayama, 1991; Hsu, 2003). As a result, job motivation within Chinese culture tends towards relationships and society while prioritizing collective or group benefit along with an inclination to relationship determinism (Liu, 1993, 1996, 2001; Hwang, 1988; Ho, 1991; Yang, 1993; Traindis, 1995; Markus & Kitayama, 1991). Hsu (2003) asserts that the need for relationships and face is a concept unique to Chinese culture, and this paper will use these two concepts as the constructs of this study.

### **Relationship Needs**

Relationship needs include favors and kindness that induce a feeling of obligation (Hsu, 2003). Due to the influence of collective culture, Chinese societies place an emphasis on social relations (Markus & Kitayama, 1991). Social exchange theory, as proposed by Blau (1964), claims that interaction between people should maintain a balance between giving and receiving, therefore when an individual accepts a favor, they must return the favor to maintain a relationship of mutual benefit. This concept overlaps with the concept of “bao” in Chinese culture but is not completely identical (Hsu, 2003). According to Liu (1991), the concept of “bao” in Chinese culture can be categorized as “tool bao”, “emotional bao”, and “karma bao”; social exchange theory is based on a concept similar to “tool bao” but Chinese culture also includes “emotional bao” and “karma bao”. “Emotional bao” is defined as receiving favors from others and then returning the favor, or transferring the favor to another individual in the future, such as returning a favor with a favor. “Karma bao” involves yielding and serving in a manner as soft and generous as the Earth, ensuring that employees will be stable and willing to protect the work environment and respect company discipline.

With roots in Chinese society stretching back thousands of years, the concept of “bao” refers to Buddhism, and exercises a large impact on behavior (Liu, 1991). People with a Chinese cultural background seek security, therefore they desire to fit into groups, maintain harmony, and avoid conflict in interpersonal relationships in order to match the expectations of others while emphasizing relationships (role obligation) and favors (return obligation).

### **Face Needs**

The need for face is derived from a feeling of responsibility caused by an acceptance of social standards (Hsu, 2003). Exploring the Confucian perspective towards justice, Hwang (1988, 1995) found that it differed from Western theories of justice that rely on legitimacy and fairness; Chinese societies are based on hierarchies between people and the distances in family relations, which determine the allocation principles, therefore the process of relations and allocations is a “favors and face” model. Chu (1989) asserted that the importance of “face” cannot be neglected when exploring the achievement motivations of the Chinese because both the face and the achievement motivations contain the element of social approach motivation. Yu (1993) discovered that the strength of social approach achievement motivations will be affect an individual’s desire to seek external support in their job and the inclination to conform to social standards. As a result, in Chinese culture, the individual is more desirous of receiving praise and acknowledgment from others while avoiding criticism, and values protecting face and obtaining face.

### **Organizational Citizenship Behavior**

In 1983, Bateman and Organ proposed the concept of organizational citizenship behavior (OCB) and it soon became a mainstream topic, which was adopted by many

Studies. OCB refers to employee behavior in an organization that is meaningful, but these actions do not exist as official roles. Instead, they are unofficial actions that help other individuals or organizations, therefore they are not bound by contractual obligations or are unaffected by an organization's reward and punishment systems (Organ, 1988). Many studies have shown that OCB has a positive effect on organizations and can help enhance organizational benefit, performance, and production (Podsakoff, MacKenzie, Pain & Bachrach, 2000; Lin et al., 2011); simultaneously, OCB has a positive effect on the evaluation of employee performance and recommendations for promotion (Allen & Rush, 1998; Johnson, 2001). OCB, defined as positive behavior that goes beyond the formal requirement of the job but promotes effective functioning of the organization, improves employees' task performance by freeing up resources, helps to coordinate activities between employees and uplifts coworker productivity (Organ 1988, 1997; van Dyne, Graham & Dienesch 1994; Podsakoff et al. 2000).

Farh et al. (1997) utilized the surveys of Organ (1988) on the 5 facets of OCB and Podsakoff, MacKenzie, Moorman, and Fetter (1990) to develop an OCB scale tailored for the Chinese; the 5 facets in the structure included acknowledging the organization, assisting colleagues, responsible behavior, harmonious interpersonal relationships, and protecting organizational resources. Podsakoff et al. (2000) defined the 7 facets of OCB: altruism, sportsmanship, supporting the organization, organizational obedience, initiative, civility, and individual growth. The main differences are individual growth and initiative: the former refers to an employee's use of additional time to participate in employee training or taking the initiative to participate in training outside of the job to improve individual ability; initiative refers to volunteering to assist colleagues or supervisors.

Prior research indicates that employees engage in OCB because of prosocial values, organizational concern, and impression management motives (Takeuchi, Bolino & Lin, 2015). Rioux and Penner (2001) identified three key motives that account for OCB: Prosocial values motives describe an employee's desire to help and connect with others; organizational concern motives describe an employee's desire to help and be fully involved with the organization; and impression management motives describe an employee's desire to be seen positively and to avoid being seen negatively (Takeuchi, Bolino & Lin, 2015).

Organizational Citizenship Behavior (OCB) is also an employee's display of aggressive initiative, and scholars assert that the characteristics of active citizenship syndrome are similar to OCB. Graham (1991) defined active citizenship syndrome to include: 1) organizational obedience: the employees' willingness to accept an organization's fair regulations in terms of restriction, work standards, and labor policies; 2) organizational loyalty: the employees' acknowledgment of an organization and willingness to support the organization when it faces threats in order to maintain the organization's reputation, or even work with others to improve organizational performance; 3) organizational participation: the willingness of employees to take the initiative to participate in events or meetings held by the organization and to share information with others. This paper refers to Graham's (1991) proposed concepts during the analysis of OCB.

### **The Relationship of Variables and the Hypotheses**

Job motivation within Chinese culture has a tendency towards relationships and society, prioritizes collective or group benefits, and is inclined towards relation determinism (Liu, 1993, 1996, 2001; Hwang, 1988; Ho, 1991; Yang, 1993; Traindis, 1995; Markus & Kitayama, 1991; Hsu, 2003), which stimulate an individual to surpass the standards of his or her role in the development of organizational citizenship behavior. Western scholars largely assert that the elements which

generate the driven within job motivation include extra work (Patchen, Pelz, & Allen, 1965), team attitude and organizational acknowledgment (Landy & Guion, 1970), and all of these elements are the general presentation of organizational citizenship behavior. Therefore, this paper has selected organizational citizenship behavior as the study's result variable because it is the most similar to the job motivations within Chinese culture.

Individual job motivation within Chinese culture values the satisfaction of the relationship needs of interpersonal networks that lean towards seeking security and harmony with the group; next, individual relationship needs tend to be satisfied through the maintenance of harmonious relations with supervisors, colleagues, and related staff in order to avoid conflict and to meet the expectations of others; when an individual seeks to satisfy his or her relationship needs, the sensory scope emphasizes favors (role obligations) and emotions (returning obligations) (Liu, 1993, 1996, 2001; Hwang, 1988; Hsu, 2003). In other words, employees with a Chinese cultural background are more willing to be subjected to fair restrictions, work standards, and labor policy regulations established by the company, and hope to meld into an organization in order to have a sense of belonging (Markus & Kitayama, 1991; Hsu, 2003) and to obtain job security; next, employees are more willing to stand with an organization and face threats to protect an organization's reputation, and even work with others to increase overall performance; also, employees are willing to take the initiative to participate in events or meetings, and to share information with others while professing loyalty to the organization and their supervisors. Therefore, this paper believes that the relationship needs in Chinese culture are beneficial in increasing the OCB of an organization's employees and are beneficial to obedience(OCB<sub>1</sub>), loyalty(OCB<sub>2</sub>), and participation(OCB<sub>3</sub>) within an organization; the hypotheses below are according to the above:

- **Hypothesis 1:** The strength of an employee's relationship needs towards an organization is beneficial in increasing employee OCB.
- **Hypothesis 1a:** The strength of an employee's relationship needs towards an organization is beneficial in encouraging employee's obedience.
- **Hypothesis 1b:** The strength of an employee's relationship needs towards an organization is beneficial in increasing employee's loyalty.
- **Hypothesis 1c:** The strength of an employee's relationship needs towards an organization is beneficial in increasing an employee's participation.

The individual job motivations within Chinese culture emphasize an individual's face (Liu, 1993, 1996, 2001; Hwang, 1988), and a sense of responsibility towards events, which are derived from a concern for social standards (Hsu, 2003). In other words, the individual in Chinese culture is more expectant of receiving praise and acknowledgment from others, and avoiding criticism because employees working in an organization are more willing to accept an organization's fair restrictions, work standards, labor policies, and other regulations; employees have an inclination to take the initiative to obtain acknowledgment from others and to protect their own face in order to meet the expectations of supervisors, colleagues, and related staff; in order for employees to meet the expectations of others and society's standards, they must perform well at their own jobs and be willing to share the burden of extra work (Patchen, Pelz, & Allen, 1965) and assist others. Therefore, this paper asserts that the face needs of Chinese culture are beneficial in increasing employee OCB and the obedience(OCB<sub>1</sub>), loyalty(OCB<sub>2</sub>), and participation(OCB<sub>3</sub>) of employees; the hypotheses below are according to the

above:

- *Hypothesis 2*: The strength of an employee's face needs is beneficial in increasing the employee's OCB.
- *Hypothesis 2a*: The strength of an employee's face needs is beneficial to an employee's obedience.
- *Hypothesis 2b*: The strength of an employee's face needs is beneficial to an employee's loyalty.
- *Hypothesis 2c*: The strength of an employee's face needs is beneficial to an employee's participation.

## METHODS

### Research Framework

Based On The Above Hypotheses, The Research Construct Of This Thesis Is Shown As Figure 1.

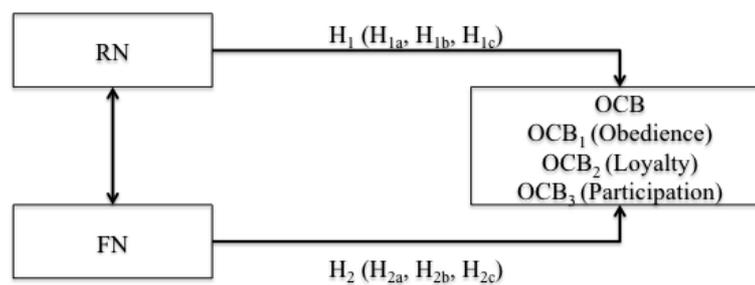


Figure 1: Research Framework

### Questionnaire Design and survey

As regards the questionnaire survey, 360 questionnaires were sent, and governmental institutions and corporate organization in Taiwan served as subjects. Nine companies from the government, technology corporations, and traditional industry companies (three from each) were chosen and on-site interviews were conducted; 40 surveys were passed out at each company for a total of 360 surveys; 266 effective surveys were collected (79.89%).

The questionnaires were designed primarily to survey the relationship between the job motivation of Chinese cultural traits and their relationship with an organization's citizenship behavior. This paper was structured around the themes of relationship needs, face need and organizational citizenship behavior. The scope of relationship needs is favors and kindness that induce a feeling of obligation (Hsu, 2003). People with a Chinese cultural background seek to fit into groups, maintain harmony, and avoid conflict in interpersonal relationships in order to match the expectations of others while emphasizing relationships (role obligation) and favors (return obligation). The relationship needs section was designed with 8 questions that deal with harmony, honesty, action and speech, popularity, the establishment of trust, cooperation, mutual trust, and interaction relationships; The need for face is derived from a responsibility towards situations due to social standards (Hsu, 2003). Therefore, in terms of Chinese culture, the individual is more expectant of receiving praise and acknowledgment from others while avoiding criticism; there is an inclination to protect an individual's face and to obtain face in order to meet the expectations of others and society's standards. The face needs section was designed with 8 questions that examine exceptional performance, role model, meeting targets, achieving goals, satisfying the needs of partners, receiving praise, receiving recommendation, and pride.

Graham (1991) defined active citizenship syndrome to include: organizational obedience, organizational loyalty and organizational participation. This paper refers to Graham’s (1991) proposed concepts during the analysis of OCB. OCB was categorized into obedience(OCB<sub>1</sub>), loyalty(OCB<sub>2</sub>), and participation(OCB<sub>3</sub>). The obedience section was designed with 4 questions that deal with abiding by the organization's regulations, listening to the commands of supervisors, completing delegated tasks, and willingness to accept emergency tasks; the loyalty section was designed with 5 questions which examine taking the initiative to solve problems, protecting the organization's reputation, concern for the organization's development, pride in the organization, and taking the initiative to help colleagues; the participation section was designed with 4 questions which cover taking the initiative to participate in the organization's events, take part in the organization's projects, participate in organizational innovation, and share related knowledge. The questionnaire employed for the thesis was designed in reference to the above-mentioned literature and the five-point Likert scale was adopted as the measurement for the items.

**Reliability, Validity and Model Fitness**

SEM is a confirmatory analysis approach and the basis of SEM is Confirmatory Factor Analysis (CFA). Each CFA is part of a collection that is the basis of SEM; if CFA lacks reliability and validity, so will SEM. When the fitness among models is weak, the significance and direction of all of the paths might be false, so CFA is the first step in SEM.

When SEM is employed to validate theoretical models, good model fitness (Byrne, 2013) is essential. The better the fitness is, the closer the model is to the sample. To reach this goal, researchers should consult the relevant statistical indexes provided by SEM. Referring to views from Schreiber (2008), McDonald and Ho (2002), Boomsma (2000), Jackson, Gillaspay and Purc-Stephenson (2009), Hoyle and Panter (1995), Schreiber, Nora, Stage, Barlow and King (2006), Chang (2011) selects several indexes to evaluate the fitness of the overall models, including  $\chi^2$  test, the ratio between  $\chi^2$  and freedom, the goodness of fit index (GFI), the adjusted-goodness-of-fit index (AGFI), and the Root Mean Square Error of Approximation (RMSEA) (Torkzadeh, Koufteros & Pflughoeft, 2003)

**Table 1: Confirmatory Factor Analysis (CFA)**

Variables	Indexes	Model Parameter Estimates				Convergent Validity			Model Fit Indexes					
		Non-S.M.W.	S.D	T-Value	P	S.M.W.	C.R.	AVE	X2	DF	X <sup>2</sup> /DF	GFI	AGFI	RMS EA
RN	RN1	1.00				0.73	0.92	0.61	83.15	20	4.16	0.93	0.88	0.11
	RN2	1.16	0.09	12.70	**	0.79								
	RN3	1.20	0.11	11.17	**	0.70								
	RN4	1.22	0.09	13.59	**	0.84								
	RN5	1.18	0.10	12.44	**	0.77								
	RN6	1.24	0.09	14.03	**	0.86								
	RN7	1.22	0.09	13.40	**	0.83								

	0.62	0.4 2	0.1 0	11.1 7	** *	0.7 0										
FN						0.7 2	0.9 1	0.56	86.4 1	20	4.32	0.9 3	0.87	0.1 1		
			0.1 0	10.6 0	** *	0.6 8										
			0.0 9	10.9 2	** *	0.7 0										
	FN4	1.0 9	0.0 9	11.5 2	** *	0.7 4										
	FN5	1.3 8	0.1 0	13.3 7	** *	0.8 5										
	FN6	1.2 7	0.1 1	11.9 6	** *	0.7 6										
	FN7	1.1 0	0.0 9	11.6 7	** *	0.7 4										
	FN8	1.1 4	0.1 0	11.9 9	** *	0.7 7										
OC B <sub>1</sub>	OCB <sub>1</sub> - 1	1.0 0				0.8 4	0.8 6	0.62	0.42	2	0.21	0.9 9	0.99	0.0 0		
	OCB <sub>1</sub> - 2	1.0 1	0.0 6	15.6 9	** *	0.8 7										
	OCB <sub>1</sub> - 3	0.9 0	0.0 6	14.1 5	** *	0.7 8										
	OCB <sub>1</sub> - 4	0.8 7	0.0 8	10.6 4	** *	0.6 3										
OC B <sub>2</sub>	OCB <sub>2</sub> - 1	1.0 0				0.8 3	0.8 5	0.58	0.13	2	0.01	1.0 0	1.00	0.0 0		
	OCB <sub>2</sub> - 2	0.8 5	0.0 6	13.3 4	** *	0.8 0										
	OCB <sub>2</sub> - 3	0.8 5	0.0 7	12.7 8	** *	0.7 6										
	OCB <sub>2</sub> - 4	0.6 8	0.0 6	10.5 6	** *	0.6 5										
OC B <sub>3</sub>	OCB <sub>3</sub> - 1	1.0 0				0.8 2	0.8 9	0.67	3.68	2	1.84	0.9 9	0.97	0.0 6		
	OCB <sub>3</sub> - 2	0.9 7	0.0 6	15.7 3	** *	0.8 6										
	OCB <sub>3</sub> - 3	1.0 2	0.0 7	15.3 1	** *	0.8 4										
	OCB <sub>3</sub> - 4	0.8 2	0.0 6	12.9 9	** *	0.7 4										

**Note:** \*\*\*P<0.001; RN: relationship needs; FN: face needs; OCB<sub>1</sub>: organizational citizenship behavior (obedience); OCB<sub>2</sub>: organizational citizenship behavior (loyalty); OCB<sub>3</sub>: organizational citizenship behavior (participation)

CFA on dimensions is shown in Table 1. To meet convergent validity, the dimension should be qualified according to the following criteria (Hair, Jr., Anderson, Tatham, & Black, 2009): a. the measurement weight of the factor should be larger than 0.7; b. the composite reliability should be larger than or equal to 0.7; c. the average variance extracted (AVE) should be larger than 0.5. As shown in Table 3, the measurement weight of the factor for each item is between 0.63 and 0.95, which is acceptable (Nunnally, 1978); the CR of the items is between 0.78 and 0.92, all larger than 0.7; AVE is between 0.52 and 0.73, therefore all are larger than 0.5, which demonstrates that all of the variance dimensions possess a good convergent validity.

Regarding model fitness, Chang (2011) suggests conducting an evaluation via the ratio between  $\chi^2$  and freedom, GFI, AGFI and RMSEA. Looking at the ratio between  $\chi^2$  and freedom, Table 1 demonstrates that it is 4.16 on RN, 4.32 on FN, 0.21 on OCB<sub>1</sub>, 0.01 on OCB<sub>2</sub> and 1.84 on OCB<sub>3</sub>, which are acceptable fitness according to Schumacker and Lomax's (2004) assertion that the ratio should be smaller than 5; regarding GFI, it is 0.93 on RN, 0.93 on FN, 0.99 on OCB<sub>1</sub>, 1.00 on OCB<sub>2</sub> and 0.99 on OCB<sub>3</sub>, catering to the ideal criteria, which is larger than 0.9; looking at AGFI, it is 0.88 on RN, 0.87 on FN, 0.99 on OCB<sub>1</sub>, 1.00 on OCB<sub>2</sub> and 0.97 on OCB<sub>3</sub>; the ratio on RN, FN cater to the suggestion of MacCallum and Hong (1997) that it can be slightly loosened to 0.8; another three match the ideal criteria, which is larger than 0.9; regarding RMSEA, it is 0.11 on RN, 0.11 on FN, 0.00 on OCB<sub>1</sub>, 0.00 on OCB<sub>2</sub> and 0.06 on OCB<sub>3</sub>, catering to the suggestion of Schumacker and Lomax (2004) that RMSEA should be no larger than 0.5, which indicates a good fitness for the model. In a word, all of the models on the dimensions fit well in the thesis.

## RESULTS

### Analysis on Sample Features and Means

266 valid questionnaires were returned, which is an effective response rate of 79.89%. Among them, male participants make up 39.5% and female 60.5%; their ages range from 21 to 30, taking up 39.8%, followed by the group from 31 to 40 or 41 to 50, taking up 28.6%, and 20.7%; regarding education, college graduates form the majority, with the highest percentage, 72.2%, followed by individuals with a master's degree with 26.3%; as regards years of service, those between 2 and 5 are the majority, with the highest percentage, 45.1%, next are those from 6 to 15, 39% and then separately, those over 15, with a percentage of 15.8%; as to the type of organization, companies in traditional industries make up the percentage of 45.5%, followed by governmental institutions, 29.7%, and then tech companies, 24.8%.

Observed from the means in Table 2, the participants' identity on RN (M=4.47), FN (M=4.29), OCB<sub>1</sub> (M=4.29), OCB<sub>2</sub> (M=4.19) OCB<sub>3</sub> (M=4.11), which are all larger than the median in a five-point Likert scale, demonstrates that the participants are highly identified with the Chinese cultural trait of job motivation and its relationship with an organization's citizenship behavior by the thesis.

**Table 2: Statistic on Means**

Variables	N	Mean	S.D
RN	266	4.47	0.52
FN	266	4.29	0.53
OCB <sub>1</sub>	266	4.29	0.59
OCB <sub>2</sub>	266	4.19	0.57
OCB <sub>3</sub>	266	4.11	0.66

Note: RN: relationship needs; FN: face needs; OCB<sub>1</sub>: organizational citizenship behavior(obedience);

OCB<sub>2</sub>: organizational citizenship behavior(loyalty); OCB<sub>3</sub>: organizational citizenship

Behavior (participation)

### Analysis on Variances

Conduct t-test or variance test between population statistic variables and other variables and then conduct Scheffe's test. Analysis in Table 3 shows that gender, age, years of service and types of organization do not cause significant difference on the variances. When it is in the cases of  $p < 0.001$ ,  $p < 0.01$  and  $P < 0.05$ , education shows significant difference

on four variances, RN, OCB<sub>1</sub>, OCB<sub>2</sub> and OCB<sub>3</sub>. After further Scheffe's test, it shows that education does not show significant difference on OCB<sub>2</sub> and OCB<sub>3</sub>, while as to the identity on RN and OCB<sub>1</sub>, those with degrees of high school or lower are obviously lower than those with degrees of masters and bachelors, showing that the higher his degree is, the more important he thinks relationship needs and obedience of OCB<sub>1</sub> are.

**Table 3: Analysis on Variances**

Items		RN	FN	OCB <sub>1</sub>	OCB <sub>2</sub>	OCB <sub>3</sub>	Posthoc Comparisons
Gender	T	-0.31	0.57	-0.22	-0.4	0.19	-
Age	F	1.45	1.46	1.35	1.54	1.92	-
Education	F	5.43**	2.35	6.2***	3.01*	2.75*	RN:1<3、1<4; OCB1:1<3、1<4
Years of service	F	0.6	0.34	1.03	0.48	0.49	-
Type of organization	F	1.88	0.22	0.68	0.34	0.35	-

Note: \*\*\*P<0.001; \*\*P<0.01; \*P<0.05. RN: relationship needs; FN: face needs; OCB<sub>1</sub>: organizational citizenship behavior (obedience); OCB<sub>2</sub>: organizational citizenship behavior (loyalty); OCB<sub>3</sub>: organizational citizenship Behavior (participation)

### Correlation Analysis

This thesis uses the Pearson product-moment correlation coefficient to test the correlation among the variables. The Pearson product-moment correlation coefficient should be between 1 and -1. If the coefficient is positive, the correlation between the variables is positive. If the coefficient is negative, the correlation between the variables is negative. If the absolute value of the correlation coefficient is higher than 0.8, the relationship between the variables is perfectly correlated. If the coefficient is between 0.7 and 0.8, the relationship between the variables is highly correlated. If the coefficient is between 0.3 and 0.7, the relationship between the variables is moderately correlated. If the value is smaller than 0.3, the relationship between the variables is slightly correlated (Deng, 2004). The correlation coefficient in this thesis is between 0.53 and 0.80, all of the correlations between different variables are smaller than 0.8, therefore this study concludes that the variables do not have a linear relationship. The results of the analysis are shown in Table 4.

**Table 4: Correlation Analysis**

Variables	RN	FN	OCB <sub>1</sub>	OCB <sub>2</sub>	OCB <sub>3</sub>
RN	1				
FN	0.67***	1			
OCB <sub>1</sub>	0.67***	0.71***	1		
OCB <sub>2</sub>	0.61***	0.68***	0.74***	1	
OCB <sub>3</sub>	0.54***	0.68***	0.69***	0.8***	1

Note: \*\*\*P<0.001; RN: relationship needs; FN: face needs; OCB<sub>1</sub>: organizational citizenship behavior (Obedience); OCB<sub>2</sub>: organizational citizenship behavior (loyalty); OCB<sub>3</sub>: organizational Citizenship Behavior (Participation)

**Hypotheses Test**

In this study, regression tests were carried out. As shown in table 5, the results suggest that in  $P < 0.001$ , the RN had a significant effect on the  $OCB_1$  with a variance of 0.67, t-value is 14.52,  $H_{1a}$  is correct; the RN had a significant effect on the  $OCB_2$  with a variance of 0.61, t-value is 12.35,  $H_{1b}$  is correct; and the RN had a significant effect on the  $OCB_3$  with a variance of 0.54, t-value is 10.51,  $H_{1c}$  is correct. In other words,  $H_1$  is correct. Therefore, the strength of an employee's relationship needs towards an organization is beneficial increasing employee OCB; increasing the employees' willingness to subject themselves to an organization's established fair restrictions, work standards, labor policies, and related regulations ( $OCB_1$ ); increasing employee loyalty, which encourages them to support the organization when it faces threats ( $OCB_2$ ); and increasing the employees' willingness to take the initiative to participate in the organization's events and willingness to share the burden of extra work and to assist others in the organization ( $OCB_3$ ).

**Table 5:  $H_{1a}$ ,  $H_{1b}$  and  $H_{1c}$  Test**

Variable	$OCB_1$		$OCB_2$		$OCB_3$	
	B	T	B	T	B	T
RN	0.67	14.52	0.61	12.35	0.54	10.51
$R^2$	0.44		0.37		0.3	
$\Delta R^2$	0.44		0.36		0.29	
F	210.88***		152.49***		110.54***	

Note: \*\*\* $P < 0.001$ ; RN: relationship needs;  $OCB_1$ : organizational citizenship behavior (obedience);

$OCB_2$ : organizational citizenship behavior (loyalty);  $OCB_3$ : organizational citizenship Behavior (participation)

As shown in table 6, the results suggested that in  $P < 0.001$ , the FN had a significant effect on the  $OCB_1$  with a variance of 0.71, t-value is 16.59,  $H_{2a}$  is correct; the FN had a significant effect on the  $OCB_2$  with a variance of 0.68, t-value is 15.05,  $H_{2b}$  is correct; and the FN had a significant effect on the  $OCB_3$  with a variance of 0.68, t-value is 14.90,  $H_{2c}$  is correct. In other words,  $H_2$  is correct. Therefore, the strength of an employee's face needs is beneficial increasing the employee's OCB; an employee's willingness to be subject to an organization's fair restrictions, work standards, labor policies, and related regulations ( $OCB_1$ ); an employee's loyalty towards an organization, desire to work positively and to obtain the acknowledgment of others and protect an individual's face ( $OCB_2$ ), and encourage him or her to meet the expectations of others and society's standards to complete his or her own work and be willing to share the burden of extra work and assist others ( $OCB_3$ ).

**Table 6:  $H_{2a}$ ,  $H_{2b}$  and  $H_{2c}$  Test**

Variable	$OCB_1$		$OCB_2$		$OCB_3$	
	B	T	B	T	B	T
FN	0.71	16.59	0.68	15.05	0.68	14.9
$R^2$	0.51		0.46		0.46	
$\Delta R^2$	0.50		0.45		0.45	
F	275.29***		226.55***		221.93***	

Note: \*\*\* $P < 0.001$ ; FN: face needs;  $OCB_1$ : organizational citizenship behavior (obedience);

OCB<sub>2</sub>: organizational citizenship behavior (loyalty); OCB<sub>3</sub>: organizational citizenship  
Behavior (participation)

## CONCLUSIONS

Several conclusions can be obtained based on the above-mentioned analyses. First, there is a positive correlation between job motivation and behavior in the government, tech companies, and companies in traditional industries in the 3 aspects of relationship needs, face need and OCB, which is highly identified by the participants. This conclusion fits well with the views of past studies, which have emphasized that Chinese culture is a collective culture (Traindis, 1995), and that Chinese are relationship and society-oriented (Ho, 1991; Yang, 1993) and hold an interdependent self-construal perspective (Markus & Kitayama, 1991; Hsu, 2003).

Second, RN has a significant influence on OCB. This conclusion fits well with the views that individual job motivation within Chinese culture values the satisfaction of the relationship needs of interpersonal networks that lean towards seeking security and harmony with the group; next, individual relationship needs tend to be satisfied through the maintenance of harmonious relations with supervisors, colleagues, and related staff in order to avoid conflict and to meet the expectations of others; when an individual seeks to satisfy his or her relationship needs, the sensory scope emphasizes favors (role obligations) and emotions (returning obligations) (Liu, 1993, 1996, 2001; Hwang, 1988; Hsu, 2003). Therefore, the stronger the relationship needs of employees in differing organizations in Chinese culture, the more beneficial it is in increasing an employee's OCB.

Third, FN has a noticeable influence on OCB. This conclusion fits well with the views that the individual job motivation in Chinese culture emphasizes an individual's face (Liu, 1993, 1996, 2001; Hwang, 1988), and that a sense of responsibility towards events is derived from a concern for social standards (Hsu, 2003). Therefore, the stronger the face needs of employees in differing organizations in Chinese culture, the more beneficial it is in increasing an employee's OCB.

Simultaneously, the study has found that the possible critical variables that impact the job motivation and behavior of employees in Chinese culture are employee education level. Education shows significant difference on four variances, RN, OCB<sub>1</sub>(obedience), OCB<sub>2</sub>(loyalty) and OCB<sub>3</sub>(participation). After further Scheffe's test, it shows that education does not show significant difference on OCB<sub>2</sub> and OCB<sub>3</sub>, while as to the identity on RN and OCB<sub>1</sub>, those with degrees of high school or lower are obviously lower than those with degrees of masters and bachelors, showing that the higher his degree is, the more important he thinks relationship needs and obedience of OCB are. Moreover, the increase in the education level of Chinese society and the influence of western technology and information has begun a shift in work attitude among the younger generation.

As this study only chose 9 governmental institutions or companies in Taiwan for investigation, the inference of the study results is limited and must be expanded upon by future researchers. Furthermore, as the number of job motivation management concepts in Chinese culture proliferate, subsequent studies can be designed according to this hypothesis and establish variables and models to conduct objective quantitative studies to supplement the shortcomings of the existing research methods.

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