

## Conference Paper

# Organizational Commitment As Intervening Variable of Intrinsic and Extrinsic Motivation to Organizational Citizenship Behavior

**Mukhodah and Desti Ranihusna**

Management, Semarang State University, Semarang, Indonesia

### Abstract

This study aims to determine the influence of intrinsic motivation and extrinsic motivation on organizational citizenship behavior with organizational commitment as intervening variable of the employees in PT. Sidomuncul Pupuk Nusantara Semarang. This research is quantitative research. The population in this research is 85 employees. Sampling in this research using saturated sampling system obtained sample size that must be used is 85 employees. Analytical methods used are instrument test (validity and reliability), classical assumption test, multiple linear regression test, and path analysis test. Data collection method using observation, interview, questionnaire, and library study. The results of this study indicate that Intrinsic and Extrinsic Motivation has positive and significant effect on Organizational Citizenship Behavior. Intrinsic and Extrinsic Motivation has positive and significant effect on Organizational Commitment. Organizational Commitment has positive and significant effect on Organizational Citizenship Behavior. Organizational Commitment can mediate the relationship between Intrinsic and Extrinsic Motivation on Organizational Citizenship Behavior through. The findings of this study implicate the researchers and the manager to increase and optimize intrinsic motivation, extrinsic motivation, and organizational commitment so that employees have a high OCB

**Keywords:** Extrinsic Motivation; Intrinsic Motivation; Organizational Citizenship Behavior ;Organizational Commitment

Corresponding Author:

Mukhodah  
 mukhodah@gmail.com

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## 1. Introduction

Human resources become a challenge for management, because management achievement will based on quality of human resources ([21]:91). Muhdar (2015: 297) stated one of strategic global of human resources management issue that attract most attention nowadays is behavior of extra role or known as OCB. A Modern organization

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need to increase OCB, because OCB is believed have positive relation with organization performance as well as organization ability to solve complex problems ([12]:115).

OCB is wished by organization because it has ability to support increasing of effectiveness of organization. Organization need every employee to possess and capable as well as increasing OCB, but not every employee aware for it.

Organ (1997:86) interpret OCB as individually behavior that have discretions effect, as indirect and explicit it have avowed by formal system award, and its behavior can increase function and effectiveness of organization aggregately.

Dash dan Pradhan (2014:19) suggest there are 5 kinds of OCB dimension, they are attribute of emphasize other people (Altruism), well mannered (Courtesy), awareness (Conscientiousness), sportive behavior (Sportsmanship), and (Civil Virtue).

Ibrahim (2014:89) research stated that there are factors can influence OCB, they are extrinsic and intrinsic motivation. Positive relationship among extrinsic and intrinsic motivation on OCB can conclude that change of extrinsic and intrinsic motivation will be followed by change of OCB functionally.

The Former research stated that intrinsic motivation could be a significant antecedent to OCB subject ([25]:358). Then extrinsic also relate with both of dimension of OCB, Individual-OCB and Organizational-OCB ([7]:28-29).

Intrinsic motivation interpreted as person action to do something interesting or something happy because it has close relation with satisfaction. Intrinsic motivation has believed can gain high quality of learning and creativity. Intrinsic motivation is a motivation that rise from inside of person without influenced by external factor ([24]:127).

([22]:56). Dimension of intrinsic motivation stated by Dysvik & Kuvaas (2010:629) suggest that there are 4, they are interesting work, prestige work, pleasing work, and meaningful work.

Extrinsic motivation interprets as a construction that relation with an individual activity to achieve some separate-able results. In side hand extrinsic motivation different with intrinsic motivation, it is according to doing simple activity to enjoy its activity, not its value.

Abdur et al. (2014:60) stated that there are 2 kinds of dimension of extrinsic motivation. They are financial incentive and non-financial incentive. Financial incentive is kind of extrinsic motivation which given to employee through salary such as bonus and incentive. Non-financial incentive is kind of extrinsic motivation which given to

employee through a avowal as well as better carrier prospect such as promotion opportunity in the future.

Ibrahim and Aslinda (2014:119) research suggested that organizational commitment have mediation role among influence of intrinsic and extrinsic motivation on employee OCB. In addition Khan dan Rashid (2012:350) also suggested that organizational commitment have mediation role among influence of intrinsic and extrinsic motivation on employee OCB partially.

Employee who showed higher organizational commitment will contribute to organization with higher level of OCB.

Aisyah and Wartini (2016:238) research showed result that organizational commitment owned by employee showed they seems feel pleasant with their work in organization, employee pretended as if organization could fulfill their necessary therefore they have a wish to keep join in the organization and employee loyalty to organization therefore will rise employee OCB.

Organizational commitment is a psychology circumstance that characterize relation between employee and organization and it have implication on employee decision to continue or stop their membership in organization ([16]:67). Employee who has high organizational commitment means that employee can do their work function without asking help to someone else. High organizational commitment employee affords to show optimum performance. Then they can give valuable contribution for organization. ([8]:110).

Jaros (2007:7) stated there are 3 dimension of organizational commitment. They are Affective Commitment, Continuance Commitment, and Normative Commitment.

The problem is research gap on relationship between intrinsic motivation and OCB. Ibrahim (2014:99) and Zabielske *et al* (2015:358) research showed that intrinsic motivation have possitive effect and significant on OCB. On the other hand Christophersen *et al.* (2015:135-136) stated that intrinsic motivation do not predict OCB. Effect of intrinsic motivation on OCB is very low, therefore hypothesis is rejected.

Research gap also found in effect of intrinsic motivation on organizational commitment. Choong *et al.*, (2011: 98-99) and Kalhorro *et al.*, (2017: 126) research showed that intrinsic motivation have possitive significant relation with organizational commitment. In addition Hayati dan Caniago, (2012:275) stated that intrinsic motivation have negative effect on organizational commitment.

In this research, PT. Sidomuncul Pupuk Nusantara Semarang is used as research object. PT. Sidomuncul Semarang is one subsidiary company of PT. Industri Jamu dan

Farmasi Sidomuncul which producing organic fertilizer. According to early observation through interview with HRD of PT Sidomuncul Pupuk Nusantara, we got that employees of PT Sidomuncul Pupuk Nusantara still have relative standard awareness on time punctuation, discipline, and obedience on firm rules. It is opposite with one of OCB dimension, *Conscientiousness*.

Strengthen with result of early study, it known that employees who want to give attention to other fare than themselves have few number. Employees still complain when condition in workplace is not fine. Employees who active in firm will give a suggestion based on their preference in meeting to ensure that the meeting run properly is still having few numbers. And there are some employees who take extra rest time. Along with result of these studies, we can conclude that there is still problem of OCB. Employees of PT. Sidomuncul Pupuk Nusantara Semarang classified have less level of OCB.

According to research background, then the aim of this research is to know: (1) Influence of intrinsic motivation on OCB of PT. Sidomuncul Pupuk Nusantara Semarang employees. (2) Influence of extrinsic motivation on OCB of PT. Sidomuncul Pupuk Nusantara Semarang employees. (3) Influence of intrinsic motivation on organizational commitment of PT. Sidomuncul Pupuk Nusantara Semarang employees. (4) Influence of extrinsic motivation on organizational commitment of PT. Sidomuncul Pupuk Nusantara Semarang employees. (5) Influence of organizational commitment on OCB of PT. Sidomuncul Pupuk Nusantara Semarang employees. (6) Organizational commitment as mediator to influence of intrinsic motivation on OCB of PT. Sidomuncul Pupuk Nusantara Semarang employees. (7) Organizational commitment as mediator to influence of extrinsic motivation on OCB of PT. Sidomuncul Pupuk Nusantara Semarang employees.

## 2. Method

Population in this research is all employees of PT. Pupuk Nusantara Semarang. There are 85 employees and all of them used as sample. Sample has collected by surfeited sampling method. Surfeited sampling method is a method that use when all of population use as sample ([23]:124).

Questionnaire method was used as data collecting method. Questionnaire is data collecting method by giving written question to respond and asks them to answer it. ([23]:124). We used Likert scale as question's attribute with 1-5 intervals. Variables

in this research include intrinsic motivation, extrinsic motivation, and organizational commitment as independent variable as well as OCB as dependent variable.

Instrument feasibility test that used in this research is validity test and reliability test. In other hand classical assumption test which used in this research is normality test, multicollinearity test, heteroscedasticity test and autocolleration test. Double Linear regression analysis test and hypothesis test through partial test and path analysis by used *SPSS for Windows version 21*.

### 3. Result and Discussion

According to scatter of question, We got that respondent character in this research conclude: a) gender, 68% of male and 32% of female; b) age, 21 years old dominated, its 83 people, and 2 people are under 21 years old; c) recent education, senior high school as majority data, it is 53%; d) work period, most of respondent have worked for 1-6 years, it is 74 people and 11 else have worked for 7-10 years.

#### 3.1. Validity and reliability test

Result of validity test did to question items that have 54 items, where intrinsic motivation variable consist by 7 question items, extrinsic motivation consist by 9 items, organizational commitment consist by 16, and OCB consist by 22 question items. Total respondent in validity test are 30 respondents then  $r$  table (0,361) which get from 95% belief level or 5% significant level.

Validity test of this research did by comparing  $r$  count value that higher than  $r$  table (0,361). If  $r$  count bigger than  $t$  table, then item of expression in this research is valid. Data processing used SPSS 21 version program. Result of validity test on intrinsic motivation, extrinsic motivation, organizational commitment, and OCB that have total 54 items of expression is valid with significance level is less than 0,005 and  $r$  count value higher than  $r$  table (0,361).

Result of reliability test in this test show that intrinsic motivation, extrinsic motivation, organizational commitment, and OCB have croanbach alpha value  $> 0,70$ . Then all instruments of this research can decelerate as reliable.

### 3.2. Classical assumption test

Normality test aim to evaluate regression model in this research have residual variable or not ([9]:154). To test a data has normal distribution or not we can use normal p-plot graphic. Result of p-plot test showed that all data scatter around diagonal line and follow diagonal line direction, and then data can conclude distributed normally.

Another statistic test that can use to test residual normality is non-parametric *Kolmogorov-Smirnov (K-S)* statistic test. If *Kolmogorov-Smirnov* value higher than  $\alpha = 0,05$ , it showed that data have normal distribution. Normality test that used *Kolmogorov-Smirnov* showed that value of *Kolmogorov-Smirnov* is 1,157 and value of Asymp. Sig (2-tailed) is 0,138 with more than 5% probability, then we can conclude that data in this research have normal distribution.

Multicollinearity test aim to evaluate regression model what if found correlation between independent and depended variable (independent) ([9]: 105). Ideal Regression model supposed to there are no correlation between them. According to multicollinearity test we had by SPSS ver. 21. We got result that all of variable research has tolerance value more than ( $>$ ) 0,1 and VIF value less than ( $<$ ) 10. So we can conclude that there is not multicollinearity in this regression model.

Heteroscedasticity test aim to evaluate regression model occur a difference variance from one research residual to other else or not. If it unchanged then it call homocedasticity and if not it call heteroscedasticity ([9]: 139). According to heteroscedasticity test result showed on illustration 1, it showed that there is not clear pattern and dots scatter on and it is under number 0 on Y pivot. From illustration 1, we can conclude that data free from heterocedasticity.

Autocorrelation test aim to evaluate linear regression model has correlation between two different disturbing errors in t period with t-1 (before). If there is correlation, it means autocorrelation problem ([9]: 110). Its autocorrelation test had result that Durbin Watson that use 5% significance for 85 sample and 2 independent variables is  $(k=2) > Du$  dan  $< 4-Du$ , so we can conclude that there is no positive or negative autocorrelation. It means there is no autocorrelation.

### 3.3. Hypothesis test

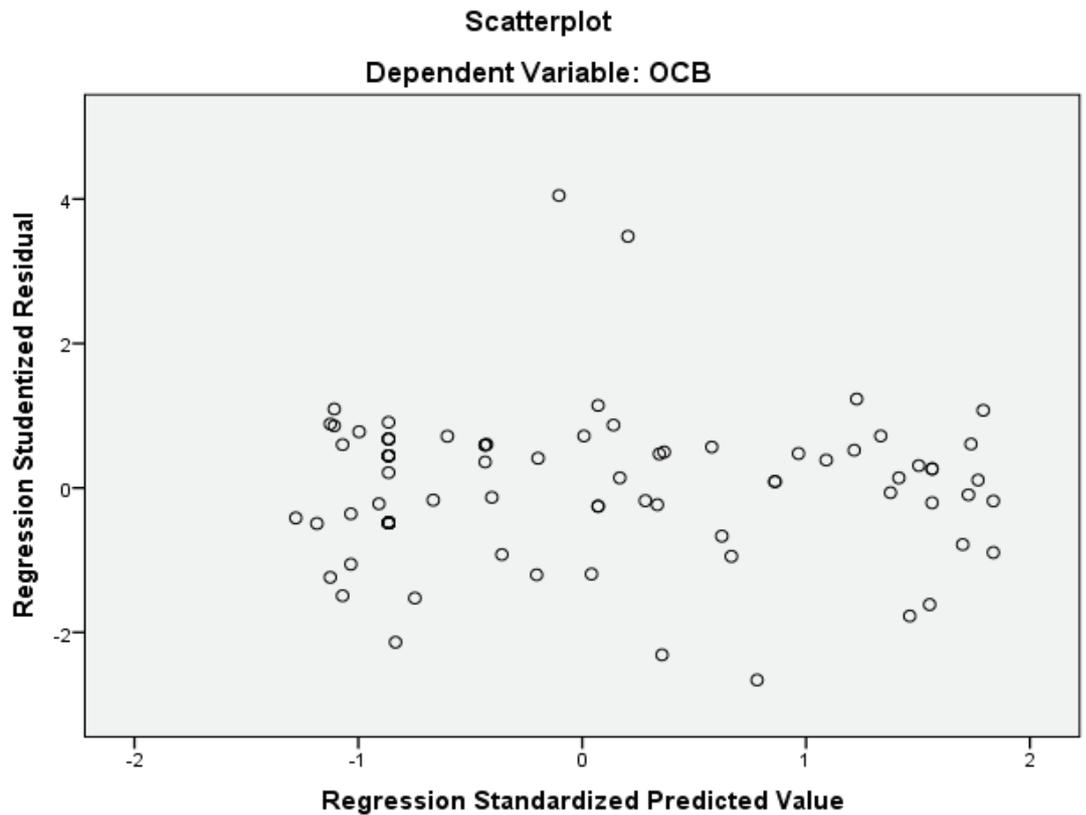


Figure 1: Graphic Scatterplot.

TABLE 1: T-test table, influence of intrinsic motivation, and extrinsic motivation on OCB.

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	54,443	4,210		12,933	,000
	MI	,651	,221	,366	2,938	,004
	ME	,374	,173	,270	2,165	,033

a. Dependent Variable: OCB Resources: Primer data processed in 2018

### 3.3.1. Individual parametric test (t-Test)

Significance test aim to figure the intrinsic motivation effect on OCB. According to table 1, we know that t count of independent variable or intrinsic motivation is 2,938 with  $0,004 < 0,05$  significance, we conclude

There is effect of intrinsic motivation on OCB. It define **H1** that identifying “intrinsic motivation effect on OCB” **has accepted**.

Significance test aim to know extrinsic motivation effect on OCB. According to table 1, we know that t count of independent variable or extrinsic motivation is 2,165 with  $0,033 < 0,05$  significance, we conclude

There is effect of extrinsic motivation on OCB. It define **H<sub>2</sub>** that identifying “extrinsic motivation effect on OCB” **has accepted**.

TABLE 2: T-test table, influence of intrinsic motivation, and extrinsic motivation on organizational commitment.

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	15,666	5,343		2,932	,004
	MI	,921	,281	,401	3,276	,002
	ME	,453	,219	,253	2,067	,042

a. Dependent Variable: KO  
Resources: Primer data processed in 2018

Significance test aim to know intrinsic motivation effect on organizational motivation. According to table 2, we know that t count of independent variable or intrinsic motivation is 3,276 with  $0,002 < 0,05$  significance, we conclude that there is effect of intrinsic motivation on organizational commitment. It means **H<sub>3</sub>** identifying “intrinsic motivation effect on organizational commitment” **has accepted**.

Significance test aim to know intrinsic motivation effect on organizational motivation. According to table 2, we know that t count of Independent variable or extrinsic motivation is 2,067 with  $0,042 < 0,05$  significance, we conclude that there is effect of extrinsic motivation on organizational commitment. It means **H<sub>4</sub>** identifying “extrinsic motivation effect on organizational commitment” **has accepted**.

TABLE 3: T-test table, influence of organizational commitment on OCB.

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	63,594	3,985		15,959	,000
	KO	,350	,076	,453	4,623	,000

a. Dependent Variable: OCB  
Resources: Primer data processed in 2018

Significance test aim to know organizational commitment effects on OCB. According to table 3, we know that t count of independent variable or organizational commitment

is 4,623 with  $0,000 < 0,05$  significance, we conclude that there is effect of organizational commitment on OCB. It means **H5** identifying "organizational commitment effects on OCB" **has accepted**.

### 3.3.2. Path analysis test

TABLE 4: T-test table, intrinsic motivation, extrinsic motivation, and organizational commitment effect on OCB.

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	52,576	4,401		11,947	,000
	MI	,541	,234	,304	2,310	,023
	ME	,320	,176	,231	1,816	,073
	KO	,119	,087	,154	1,377	,172

a. Dependent Variable: OCB

Sumber: Data primer diolah 2018

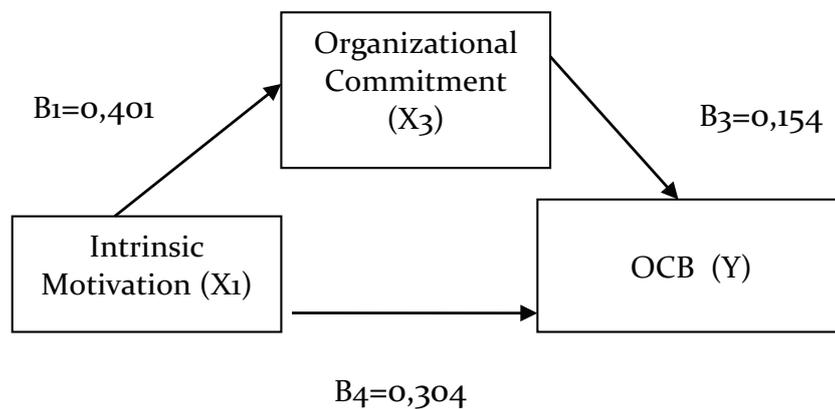
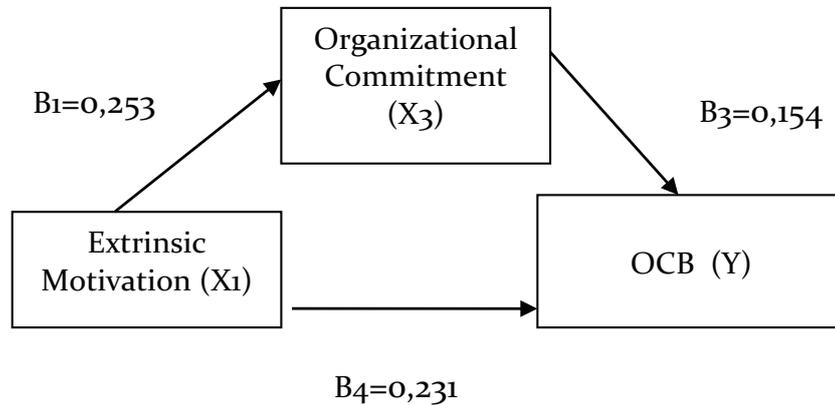


Figure 2: Path Analysis, Intrinsic motivation effect on OCB through Organizational Commitment.

Indirect effect of intrinsic motivation on OCB through Organizational Commitment can be known by multiplying path coefficient from intrinsic motivation ( $B_1$ ) with organizational commitment ( $B_3$ ), it is  $0,401 \times 0,154 = 0,061$ . Total value effect of path coefficient that got from multiplying direct and indirect effect is  $b_4 + (b_1 \times b_3) = 0,304 + 0,061 = 0,365$ . Can be known based on its calculation that total of direct is 0,365 while path coefficient of indirect effect is 0,304. Total of indirect coefficient path > direct

coefficient path. It means that **H6** that declare "intrinsic motivation influence on OCB through Organizational Commitment **has accepted**."



**Figure 3:** Path Analysis, Extrinsic motivation effect on OCB through Organizational Commitment.

Indirect effect of extrinsic motivation on OCB through Organizational Commitment can be known by multiplying path coefficient from extrinsic motivation ( $B_2$ ) with organizational commitment ( $B_3$ ), it is  $0,253 + 0,0154 = 0,039$ . Total value effect of path coefficient that got from mutliplying direct and indirect effect is  $b_4+(b_1 \times b_3) = 0,231 + 0,039 = 0,270$ . Can be known based on its calculation that total of direct effect is 0,270 while path coefficient of indirect effect is 0,304. Total of indiricet coefficient path > direct coefficient path. It means that **H7** that declare "extrinsic motivation influence on OCB through Organizational Commitment **has accepted**."

According to these data analysis, it can be known that intrinsic motivation has direct positive effect and significant on employee's OCB. This result congruent with Zabielske et al. (2015:358) research that show intrinsic motivation become significant antecedent to OCB.

According to these data analysis,, it can be known that extrinsic motivation has direct possitive and significant effect on OCB. It congruen with Ibrahim (2014:99) research that show, there is positive and signifikan relation between extrinsic motivation variable with OCB.

According to these data analysis,, it can be known that intrinsic motivation has direct possitive and significant effect on organizational commitment. It congruen with Choong (2011:97-98) research that show, there is positive and signifikan relation between intrinsic motivation variable with organizational commitment.

According to these data analysis,, it can be known that extrinsic motivation has direct possitive and significant effect on organizational commitment. It congruen with Kalhoro et al. (2017:126-127) research that show, there is positive and signifikan relation between extrinsic motivation variable with organizational commitment.

According to these data analysis,, it can be known that organizational commitment has direct positive and significant effect on OCB. It congruen with Ortiz et al. (2015:101) research that show, there is positive and signifikan relation between extrinsic motivation variable with OCB.

According to path analysis between intrinsic motivation and OCB which have mediated with organizational commitment. It show that intrinsic motivation have indirect positif and significant effect on OCB through Organizational Commite as intervening variable, and it has indirect value, 0,365. It higher than the direct effect itself, 0,304. This result also supported by its former research that stated organizational commitment has mediator role in intrinsic effect on OCB ([12]:118).

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#### 4. Conclusion and Recomendation

Intrinsic and extrinsic motivation have positive and significant on employee's OCB. Intrinsic and extrinsic motivation have positive and significant on organizational commitment. Organizational commitment has positive and significant on OCB. Organizational commitment is proven as mediator to Intrinsic and extrinsic motivation effect on OCB.

In the next research, we hope that object can be expanded by use more sample. The future research may use non manufacture firm as its research object, then research of this topic can be generated. Research expansion can be conducted by increase new variables which can be mediator variable to intrinsic and extrinsic motivation effect on employee's OCB. The future research also can replace other variable which have relation with human resources manajemen to test this research consistency.

Board Manajemen of PT. Sidomuncul pupuk Nusantara Semarang suppose to create interesting, pleasant, valuable and boasting job variance as well as give interesting incentif such as money gift, bonuses, increase of salaries, and job promotion. They will increase employees's unity and loyalty to its firm. Then OCB will increase too.

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