
Intrinsic Motivation Mediates the Influence of Affective Commitment on OCB in Kertamulya Bumdes in West Bandung District

Hafied Noor Bagja¹, Radhi Abdul Halim Rachmat², Yoga Tantular R³

^{1,2,3} Faculty of Economics and Business, Widyatama University, Indonesia

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Corresponding Author:

Hafied Noor Bagja, Faculty of Economics and Business, Widyatama University, Indonesia

Email:

hafied.noor@widyatama.ac.id

ABSTRACT

Appropriate organizational governance will support fair management of BUM Desa so as to provide satisfaction for village communities. Fair organizational management can improve managerial performance through implementing decisions that represent interested individuals. Participation and contribution of village communities is important in managing BUM Desa, so BUM Desa really needs to implement procedural justice in the governance of its organization. This research aims to find out whether intrinsic motivation mediates the influence of affective commitment on OCB in BUMDes Kertamulya in West Bandung Regency. The data analysis method used is a descriptive verification method with multiple regression linear analysis and Sobel test. Findings prove that Commitment effectively influences motivation intrinsically but influences OCB. Study shows that internal motivation mediates the influence of individual characteristics on OCB. This finding can provide managerial considerations about antecedents of OCB.

Keywords: Commitment affective , intrinsic motivation , OCB, BUMdesa

1. INTRODUCTION

The large amount of research conducted on private sector organizations regarding procedural justice in their corporate governance management has provided an interest in seeing the implementation of procedural justice in public sector organizations, namely BUM Desa. In fact, the existence of BUMDes in Bandung Regency is less effective than in 270 villages, only 5 percent of these business entities are categorized as active (www.ayobandung.com). The significant increase in population has resulted in an imbalance in the distribution of welfare among the community, especially in rural areas. The number of villages left behind is 17,616 out of a total of 74,957 villages (www.kemendes.go.id). In order to overcome this, the government is trying to allocate

village funds based on consideration of the area of the village, the geographical location of the village, the poverty rate and the population of the village (Minister of Finance of the Republic of Indonesia, 2017). Village fund management will then be managed and regulated by the targeted village it self.

Village fund management must be able to lead to good corporate governance practices so that it can provide accountability for the budget and activities carried out. The concept of good corporate governance has several components that can be used as a reference in decision making so that this concept can be applied by villages. The position of the village as the main focus of development provides an obligation for the village government to improve the quality of its services with the principle of accountability (Nugrahaningsih , 2016). Both studies state that the implementation of the principle of accountability in village financial management must be supported by quality human resources (HR) as well as adequate facilities and infrastructure, for example the provision of information technology facilities. Optimal use of village funds is expected to spur the rate of economic growth in rural areas. Optimizing the use of village funds can be done by developing village-owned enterprises (BUMDesa) as an effort to develop the economy of village communities (Sugiarti et al., 2017)

Appropriate organizational governance will support fair management of BUMDesa so as to provide satisfaction for village communities. Fair organizational management can improve managerial performance through implementing decisions that represent interested individuals (Syah, 2013). In BUM Desa, this means that the implementation of justice causes village communities as interested parties to actively participate in the management of BUM Desa. Village community participation is important for BUMDesa because BUMDesa exists to strengthen community welfare instruments by minimizing unemployment levels in rural areas (Budiono, 2015). In relation to the implementation of justice in BUMDesa, justice in organizations is divided into three parts, namely distributive justice which is related to the allocation of resources, procedural justice which is related to justice in decision making, and interactive justice which refers to interpersonal relationships in the organization (Cropanzano et al, 2011). Based on the phenomenon that has been explained, the participation and contribution of village communities is important in the management of BUM Desa, it is very necessary for BUMDesa to implement procedural justice in the governance of its organization.

Individuals who want to advance their village with a cause because they live in the village and already have social relationships are a form of affective attachment. Supporting this understanding, affective commitment is a supporter of the creation of OCB (Benjamin, 2012). Thus, BUMDes should be developed because the employees are village residents themselves, but in his writing in Kompas, he stated that many BUMDes in Indonesia are not operating and have not contributed to village income. (Ihsanuddin, 2019). OCB behavior needs to be tested whether it appears by itself just because a person has the characteristics of a worker and because he has affective commitment or whether a mediating variable is needed. Employee motivation to advance BUMDes is proposed as a mediator of personal characteristics and commitment to generate OCB in this research. Romaiha's research found that intrinsic and extrinsic motivation were antecedents of OCB, further stating that intrinsic motivation was the strongest determinant (Romaiha et al., 2019) . Likewise, the field study confirmed the positive influence of internal motivation self-concept on OCB (Barabuto & Story, 2012). This research is important for Kertamulya BUMDes managers to understand what causes OCB in their employees .

Based on this, the aim of this research is to find out whether intrinsic motivation mediates the influence of affective commitment on OCB at BUMDes Kertamulya in West Bandung Regency.

2. LITERATURE REVIEW

The Concept of *Organizational Citizenship Behaviors*

Organizational Citizenship Behavior (OCB) is an action carried out by members of an organization that exceeds the formal requirements of their job (Fajana et al, 2011). Meanwhile, OCB is discretionary behavior that contributes to the psychological and social environment of the workplace (Robbins & Judge , 2015) . This means that citizenship behavior in an organization is not part of the job description that has been assigned to each individual but is an extra behavior from individuals in helping each other on a voluntary or non-coercive basis. Extra roles carried out by individuals in organizations never expect rewards or appreciation from the organization. There are five dimensions of OCB, namely: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue .

Affective Commitment

Employee affective commitment is defined as an employee's attitude of loyalty towards their organization so that the organization continues to develop and employees can also excel in achieving a higher career (Lee & Kim, 2013) . Affective commitment occurs when employees feel they have an emotional bond with the organization in the form of feeling happy to be in the organization and having the important meaning of being part of the organization (Mulyadi et al . , 2019). Employees must have dedication and be able to work together well so that the organization continues to progress, apart from that Organizations must also control what employees need to remain committed to the company (Munajah & Purba , 2018) .

Motivation

Motivation is an understanding of the process of initiating, directing, and supporting one's own voluntary actions, which answers the question "why do people volunteer?" and "what underpins voluntary aid?" (Bang & Reio , 2013) . A large number of studies show that personal motives play an important role in volunteerism (Puspitasari, 2019) Intrinsic motivation is the drive that exists within an individual to do something useful to achieve the desired goal (Oren et al , 2013) . Motivation is a set of energetic forces that arise within individuals themselves which are influenced by their environment to initiate work-related behavior, and to determine the intensity and duration (Kurniawan & Hutami , 2019) . Providing high rewards and recognition to employees will be able to increase employee work engagement and OCB. Reward management needs to be carried out at the business level operating in the SME sector because in general SMEs experience limitations compared to large companies (Drake et al . , 2007). Developing employee motivation is one way to promote higher performance for employees to produce increased quality .

Development Hypothesis

Jaros (2007) defines affective commitment as an employee's emotional attachment to the organization that arises from the individual to remain in the organization. Employees who have commitment will try to fulfill their personal needs through efforts to improve the organization so that it achieves the goals that must be met. Murgianto, Sulasmi, & Suhermin (2016) found that commitment has a positive effect on motivation. In the field of education, commitment was also found to have a positive effect on the motivation of

education staff (Farida, Iqbal, & Kurniasih, 2016), and Safrizal (2014) also found the same thing in other fields.

H 1 : Affective commitment has a positive effect on intrinsic motivation.

3. RESEARCH METHOD

This research uses a conclusive causality research design. Causality research is a useful approach to prove the existence of a cause and effect relationship due to the influence that arises between independent variables and is useful for determining the relationship between independent variables and the influence they will cause (Sugiyono, 2020) . The data source itself uses primary data and data collection techniques by means of questionnaires distributed online or offline. This research used all employees of BUMDes Kertamulya in West Bandung Regency with a total of 8 2 Employees as a population. Sampling used the saturated sample method so that the research sample was as large as the population, namely 8 2 employees. The data analysis method uses multiple linear regression analysis and the Sobel test.

Table 1. Research Variable Indicators

Variable	Indicator
Affective Commitment (Allen & Meyer, 1990)	<ol style="list-style-type: none"> 1. Loyalty 2. Not quite enough answer 3. Emotional 4. Trust And reception
Intrinsic Motivation (Hamzah, 2009)	<ol style="list-style-type: none"> 1. Need Appreciation 2. Need Challenge Task 3. Need Work more Good 4. Need Work The same 5. Need For involved important in organization 6. Need connection Good with work colleague 7. Need For follow process taking decision 8. Need give instruction 9. Need For lead
<i>Organization Citizenship Behaviour</i> (Organ & Ryan, 1995)	<ol style="list-style-type: none"> 1. <i>Sportsmanship</i> 2. <i>Courtesy</i> 3. <i>Altrusim</i> 4. <i>Civic Virtue</i>

The flow diagram in this research is:

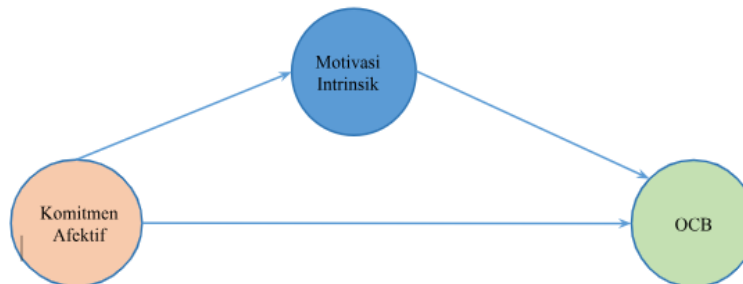


Figure 1 . Research Model

Results and Discussion

Validity test items are said to be valid if the calculated r value is $\geq r$ table (0.1829). Pearson correlation testing produces r calculated affective commitment (0.273 to 0.642), intrinsic motivation (0.246 to 0.457), and OCB (0.228 to 0.476) > 0.1829 or valid. Cronbach's Alpha Based on Standardized Items, affective commitment (0.746), intrinsic motivation (0.673), and OCB (0.676) > 0.6 or reliable instrument.

Table 2. Respondent Characteristics

	Characteristics	Frequency	Percent
Type Sex	Man	51	62.2
	Woman	31	37.8
Age	Not enough from 20 Year	4	4.9
	20 Year - 30 years	32	39.0
	31 Year – 40 Years	14	17.1
	41 Year – 50 Year	24	29.3
	On 50 years	8	9.8
Education	Elementary School/Equivalent	12	14.6
	junior high school/ Equal	28	34.1
	high school/ Equal	30	36.6
	S1/S2/S3	12	14.6
Need creativity tall	Yes	66	80.5
	Enough Need	14	17.1
	No	2	2,4

Respondent characteristics showed that the majority of respondents were men (62.2%). Based on age, the majority of respondents were 20-30 years old (39.0%), while according to education level the majority were high school graduates/equivalent (36.6%). As many as 80.5% of respondents stated that their work required high creativity, and only 2% said that high creativity was not required.

Table 3. Classical Assumptions

Model	Variable		Normalit y	Heteroscedasticity		Multicollinearity	
	Free	Bound	Asymp . Sig.	<i>t.</i>	<i>Sig.</i>	<i>Toll.</i>	<i>VIF</i>
1	KA	MI	0.75	-1,225	0.232	0.990	1,01 0
2	KA	OCB	0.200	-0.610	0.548	0.909	1,10 0
	MI			-0.613	0.546	0.568	1,76 0

The Kolmogorov-Smirnov Z test result for the first regression model was 0.157 with Asymp.sig. (2-tailed) 0.75, while the second regression model produces a KS Z of 0.098 with Asymp.sig. (2-tailed) 0.200 > 0.05 meaning that the residual data from both regression models is normally distributed. The results of the Glejser test for the first and second regression models in Table 3 show that the t value has significance > 0.05 , meaning

that there is no heteroscedasticity in the two regression models. Likewise, the results of the multicollinearity test in Table 3 have a tolerance < 0.10 and VIF < 10, which means that multicollinearity does not occur.

Table 4. Hypothesis Testing

Hypothesis	Variable		Stand. Coeff Beta	t	Sig.	Adj. R Square
	Free	Bound				
H ₁	KA	MI	0.225	1,485	0.150	0.386
H ₂	KA	OCB	0.419	4,831	0,000	0.815
H ₃	MI	OCB	0.807	7,353	0,000	

The first regression by testing H1 obtained a tt value of affective commitment (1.485) with a p value of $0.150/2=0.075 >0.05$ or H2 was rejected. In the second regression test, the affective commitment t value was obtained (4.831) with $p \ 0.000/2=0.000 <0.005$ or H 2 was accepted; intrinsic motivation (7.353) with $p \ 0.000/2= 0.000 <0.05$ or H5 is accepted.

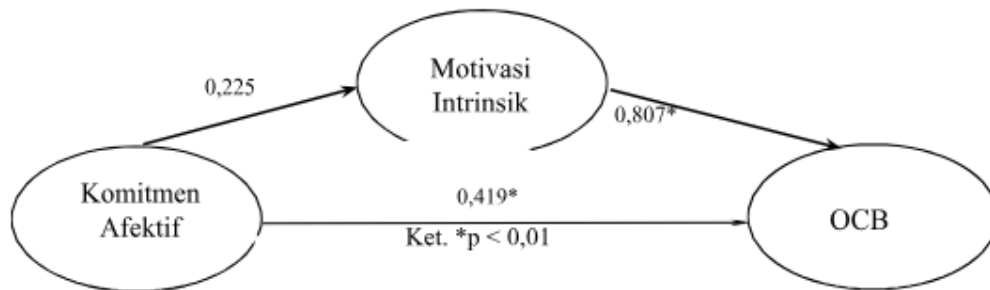


Figure 2 Research Model

The influence of individual characteristics and affective commitment on intrinsic motivation has an adjusted R square of 0.386 (38.6%), the remaining 61.4% is due to variables not included in this study (Table 4). The influence of individual characteristics, affective commitment and intrinsic motivation on OCB has an adjusted R square value of 0.815 (81.5%), the remaining 18.5% is due to other variables not tested in this study.

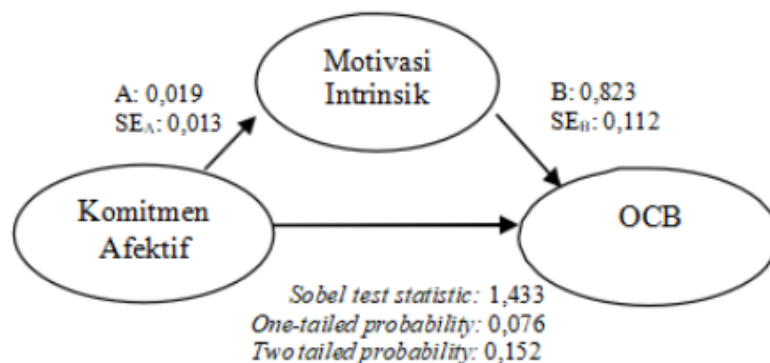


Figure 3 H2 Test Results

4. RESULTS AND ANALYSIS

Hypothesis testing shows that there is no positive influence of affective commitment on intrinsic motivation in employees of BUMDes Kertamulya Bandung

Regency . This research is not in line with Farida et al., (2016) and Safrisal (2014) who found a positive and significant influence of affective commitment on intrinsic motivation. Martin-Cruz's (2015) research actually shows the opposite direction where intrinsic motivation influences affective commitment, as does Yundong (2015), this needs to be tested further in future research. Rejection of this hypothesis automatically results in rejection of the hypothesis that intrinsic motivation does not mediate the influence of affective commitment on OCB. It is suspected that work that is not in accordance with individual skills and/or strategic goals that are not clearly understood can be the cause of employee affective commitment not giving rise to internal motivation.

Testing the second hypothesis shows that affective commitment has a positive effect on employee OCB. This finding supports the findings of Allen, Evans, & White (2011) and Grego-Planer (2019). Affective commitment occurs when employees feel part of the organization, have an emotional bond, have feelings of happiness in the organization, and have importance in the organization. Employees who are committed will show sportsmanship (attention) and altruism (helpful behavior) to the organization. The attitude of employee commitment can be formed from organizational support given to employees, organizational attention can take the form of providing job training and rewards for employee dedication. Testing the third hypothesis shows that there is a positive and significant influence of intrinsic motivation on OCB of employees of BUMDes Kertamulya, Bandung Regency . Employees who have high intrinsic motivation will have the energy within themselves to like work which forms an OCB attitude. The form of employee OCB attitudes will have a significant impact in increasing organizational effectiveness. This finding is in accordance with previous research from Part (2010) and Ibrahim & Aslinda (2015).

5. CONCLUSION

The research findings stated that affective commitment was found to have no effect on internal motivation but instead had a positive effect on OCB. The positive influence of internal motivation on OCB means that internal motivation is not a mediator between affective commitment and OCB in BUMDes Kertamulya, Bandung Regency .

Managers of BUMDes Kertamulya Bandung Regency need to develop internal motivation through appreciation, challenging tasks, cooperation, involving employees in decision making, and clear direction. Internal motivation can trigger OCB with employees rarely complaining, actively participating in the organization, being ready to help others, and alleviating other employees' work problems. Employees with high OCB are willing to carry out tasks outside their responsibilities or unit without linking it to wages. This is also important because it is voluntary cross-functional training. Affective commitment needs to be encouraged through instilling loyalty and responsibility as well as emotional ties and trust in work. Further research can develop by linking OCB with job satisfaction and loyalty.

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