

## Relation of Motivation with Organizational Citizenship Behaviour (OCB) in Company BUMN Makassar (Study at PT. Telecommunications Indonesia Area Makassar)

Muh. Akmal Ibrahim

Department of Administrative Science, Faculty of Social and Political Science, University of Hassanuddin,  
Makassar, South Sulawesi of Indonesia

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### ABSTRACT

The literature of organization behaviour already and continued investigate the importance Organizational Citizenship Behaviour (OCB) in organization of BUMN. Although there has been existed some resistances to explain that issue, nevertheless more and more facts supportive empirical idea that OCB can explain organization successfulness on a long term. On the other side, literature of OCB confesses that motivates push insider involvement OCB. This Research aims to test the relation extrinsic and intrinsic motivation with OCB in PT Telkom Indonesia of Makassar Area. Research uses quantitative approach with survey research strategy. The amount of sample is as high as 176 people are specified as base Sample Table from Barlett, Kotrlik & Higgins with the mistake level of 5%. Data is collected with questionnaire. Analysis data uses statistical analysis of line pattern recursive model that uses SPSS version 17.0. Research finding indicates that motivation which covers intrinsic factor and factor extrinsic correlates in positive with OCB. Nevertheless, operational delivery of motivation factors has not yet placed forward the dominant indicators motivation as the same manner as affirmed in two-factor theory Herzberg until its influence to OCB is not big. Intrinsic motivation factors and extrinsic, besides generate, instruct and maintain OCB in its entire dimension. This research conclusion finds as follow: 1) There is positive relation among intrinsic motivation with OCB in PT Telkom Area Makassar, and 2) There is positive relation among extrinsic motivation with OCB in PT Telkom of Makassar Area

**KEYWORDS:** Intrinsic motivation; extrinsic motivation; Organizational Citizenship Behavior (OCB)

### INTRODUCTION

Sector BUMN at this time challenge complicated that of course require positive behaviours from its member. In line with that, organizations BUMN must can to shift its member behaviour until they can implement values, preference and its economy aspiration and also social. One of solution that already explored by many researchers are Organizational Citizenship Behaviour (OCB). Literature of organization behaviour already and continued investigate the importance OCB in organization BUMN. Much supportive literatures idea is that OCB can explain organization successfulness BUMN [1].

OCB is individual behaviour that discretionary, not directly or in explicit are esteemed pass by formal reward system, and explicitly pushes effective its organization [2][3]. OCB is behaviour multidimensional, dimensions OCB covers altruism, conscientiousness, sportsmanship, courtesy and civic virtue. OCB gives advantage to public service by strengthens return values bureaucratic from the good soldier syndrome, desire to serve citizen, and strengthen ethos of public service [4]. At this time has been existed resistance in conceptualization and operationalization OCB. Nevertheless attention of researchers OCB has shifted from simply explains consequences OCB to antecedents OCB. Antecedent OCB that means antecedents factor OCB. Antecedents that already explored in literature OCB covers factor are attitudinal, dispositional, motivational, and contextual [5]. Literature OCB early emphasize at factor attitudinal and dispositional whereas literature recent OCB emphasize at motivational factor and contextual. In-sufficet that found in literature recent OCB is lack of analytic framework that integrate antecedents contextual, dispositional, motivational, and contextual

This research investigates relation among motivation and OCB. Motivation refers to things that instruct, strengthen and maintain behaviour [6]. Though literature confesses that OCB is behaviour that base on motif [3][7]. Motivation theory that covered in research this is the theory of two-factor motivation from Herzberg [8]. Motivation theory Herzberg states that there is two groups need in work situation, namely: dissatisfies factor, and satisfiers' factor. Dissatisfies factor is a couple of condition extrinsic, job context, causative dissatisfy among employees if there is no this condition. If this condition, then this condition needn't motivates employees. Factor satisfiers are a couple of condition intrinsic, job satisfaction that if existed in job will move strong motivational level that can produce good job achievement [8]. Questions that investigated in this research are: (1) Are there any relation among intrinsic motivation and OCB?, (2) Are there any relation

\*Corresponding Author: Muh. Akmal Ibrahim, Department of Administrative Science, Faculty of Social and Political Science, University of Hassanuddin, Makassar, South Sulawesi of Indonesia. Email: [akmal..stitek.bd@gmail.com](mailto:akmal..stitek.bd@gmail.com)

among extrinsic motivation and OCB ?.In line with questions that investigated in this research as the same manner as mentioned above, then target of this research is to analyse: (1) Relation among intrinsic motivation and OCB; (2) Relation among motivation extrinsic and OCB. This condition is drawn in framework as in Figure 1.

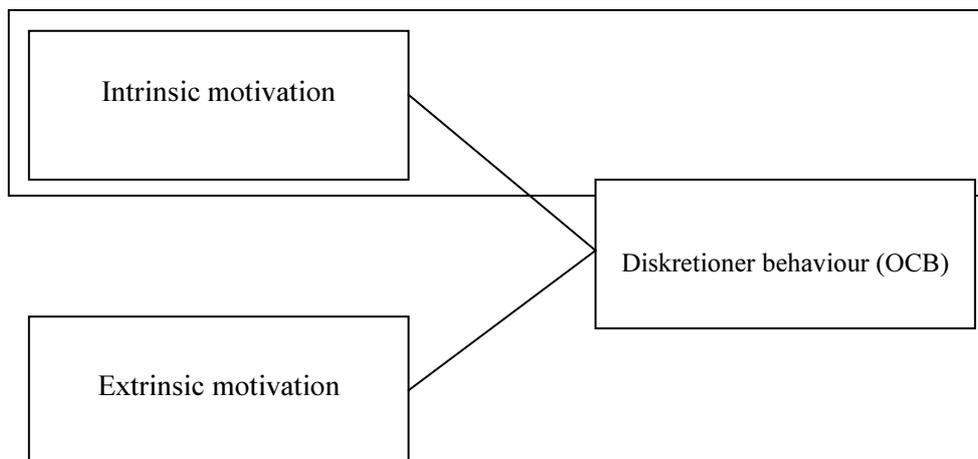


Figure 1 Framework of research

## MATERIALS AND METHODS

This Research takes location in PT Telkom Area Makassar. PT Telkom Makassar is organization BUMN, whereas BUMN is public sector [9]. OCB in organization BUMN is one aspect of organization behaviour study, whereas behaviour of public sector organization is one of area of public administrative science study.

This Research uses quantitative approach of research methodologies with deductive procedure. Research left from proposition theoretical then developed formal hypothesis to test pass by study empirical. Strategy as used in this research is the survey, namely applying questioner to a number of samples responder that selected from a number of populations [10].

Population of this research are 593 employees PT Telkom Makassar that is distributed in 18 activity units. Sample of research are 176 employees that taken away from 6 activity units. Determination sample activity unit uses technique cluster sampling whereas determination sample employees uses random sampling. Quantity sample employees follow the scents tables sample [11] with mistake level 5%.

Questionnaire that used to collect data loads question is closed follow scale construction Likert with 5 points. Questionnaire are distributed and reassembled direct from responder. Questioner is beforehand tested before applied. Testing of research instrument covers testing reliabilities and validity testing. Testing reliabilities uses Alpha Cronbach with minimum criterion 0.70 as the same manner as affirmed by Hair et al. in [10], whereas validity testing uses Pearson product moment correlation with minimum criterion 0.30 as the same manner as suggested [12]. All items that used to measure variables in model this research are reliabel because Alpha Cronbach that obtained bigger than criterion. Hereinafter, all items to measure intrinsic motivation variable, extrinsic motivation and OCB is valid because have correlation value above minimum criterion as high as 0.30.

Data processing uses facility statistical package for social sciences (SPSS for Windows version 17.0). To test significance, direction and association degree among independent variables and variable dependent is used description statistic test Kendall's Tau b. Kendall's Tau measures relation strength from tabulation traverse (crosstab) namely test relation two or more variable with data ordinal and big sample for data non-normal. Kendall's Tau (with symbol  $\tau$ ) used as a statistic test to test hypothesis zero about zero correlation. Kendall's Tau hindered from -1 till +1 ( $-1 < x < +1$ ) where absolute value Tau indicates relation strength among two variables. Statistic Hypothesis of examinee is formulated as follows:

Ho:  $\tau = 0$  (X and Y uncomfortable, or, X and Y independent).

Ha:  $\tau \neq 0$  (X and Y correlate, or, X and Y dependent).

To make decision about significance statistic from hypothesis testing need level significance testing (Alpha). Lavrakas [13] state that in practice research survey, value most commonly Alpha are used is 0.01, 0.05 and 0.10, that each of them represent opportunity 1%, 5% and 10% from the happening of Error Type I [13]. If p-value from testing is equal or less than level Alpha that selected referred then statistically is significant, rest not significant.

**RESULTS AND DISCUSSION**

Testing of research hypotheses has been raised by using facility SPSS version 17.0 produce coefficient output Kendall Tau-b and significance as the same manner as presented as follows:

1. Hypothesis 1 are accepted at Alpha 0.01.
2. Hypothesis 2 are accepted at Alpha 0.01

Table 1 Analysis of Kendall's Tau-b from Hypothesis 1 up to 7

Hypothesis	Not Valid Cases	Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
1) Intrinsic motivation and OCB	176	.351	.065	4.391	.000*)
2) Extrinsic Motovation and OCB	176	.335	.064	4.287	.000*)

Explanation: \*) Significant at level 0.00  
 \*\*) Significant at level 0.10  
 \*\*\*) No significant up to level 0.10

Literature Overview indicates that OCB have motif. Literature Overview also indicates that factor that push employees to produce achievement is intrinsic motivation, not factor extrinsic [8][6][15][16][17][18][19][20]. On the other side, study result from Teck-Hong & Waheed in [21] state that extrinsic factor (hygiene) can be more dominant cause satisfaction rather than motivator factor if employees have love for money. This condition gives strong evidence that employees can experience of motivation either from intrinsic factor or extrinsic factor. Result of study from Teck-Hong & Waheed in parallel also with study result from Amabile *et al.*[22] that find that either student in university or employees can experience of motivation from intrinsic factor or extrinsic.

Result of this research indicates that intrinsic motivation correlates in positive with OCB. Kendall's Tau-b as high as .351 and Approx. Sig. as high as .000 meant that relation among intrinsic motivation variable and variable OCB is positive and significant and pertained "quite strong". Hypothesis that state that intrinsic motivation correlates in significant with OCB in PT Telkom Area Makassar is are accepted.

Positive and significant Relation among intrinsic motivation variable and variable OCB contain meaning that changes at intrinsic motivation will be followed functionally and change at variable OCB employees in PT Telkom Makassar. Positive relation and significant is also meant that both variables are dependent, variable OCB depend on intrinsic motivation variable: improvement at intrinsic motivation variable will influence improvement at variable OCB; conversely degradation at intrinsic motivation variable will influence degradation at variable OCB.

Theory of two-factor motivation Herzberg states that factors extrinsic not motivate behaviour. This extrinsic factors only motivates at low level, namely maintain inexistence dissatisfaction employees. Result of this research indicates that extrinsic motivation correlates in positive with variable OCB. This condition are shown with Kendall's Tau-b as high as .335 and Approx. Sig. as high as .000. Relation between extrinsic motivation and OCB is positive and significant at level 0.000 whereas its relation strength is quite strong. Hypothesis that state that extrinsic motivation relates to OCB employees in PT Telkom Makassar is accepted.

Positive relation among extrinsic motivation and OCB contains meaning that changes at extrinsic motivation will be followed functionally and change at variable OCB employees in PT Telkom Makassar. Positive relation and significant is also meant that both variables are dependent, variable OCB depend on extrinsic motivation variable: improvement at extrinsic motivation variable will influence improvement at variable OCB, conversely degradation at extrinsic motivation variable will influence degradation at variable OCB.

Relation Strength among extrinsic motivation and OCB statistically is the same and relation strength among intrinsic motivation and OCB, namely it is at category quite strong. Finding is referred, namely extrinsic motivation relates to OCB at level in common strong with intrinsic variable, in principle argue proposition of motivation theory Herzberg. As the same manner as has been mentioned, proposition of motivation theory Herzberg states that factor extrinsic not motivates employees but only cause inexistence dissatisfaction employees [8][6][15][16][17][18][19][20]. Result of research in PT Telkom Makassar indicates that extrinsic motivation correlates in positive and significant with OCB with relation that pertained strength quite strong.

**CONCLUSION**

1. There is positive relation among intrinsic motivation and OCB in PT Telkom Area Makassar.
2. There is positive relation among extrinsic motivation and OCB in PT Telkom Area Makassar.

## IMPLICATION

This Research is masterpiece exponent writes about intrinsic motivation relation and extrinsic motivation with behaviour discretionary (OCB) at organization BUMN in Indonesia. Model of this research that discretionary for large scale organization BUMN can easily modified to be used in setting large scale organization other. This Way of study execution opens new opportunity to all researcher to comprehend on a more good how motivation factors is referred relate to behaviour discretionary (OCB). Study forwards must exploit approach wealth qualitative to dig information more circumstantial to explain phenomenon is referred.

This Research also is exponent the usage of statistic test that correctness hit intrinsic motivation relation and extrinsic motivation with behaviour discretionary (OCB). In much literatures found applying of linear regression statistic test, band analysis and equation modelling structural for topic referred whereas design questionnaire follows scale construction Likert for level measurement ordinal. Forwards, researches about OCB that measured at scale ordinal must apply statistic test Kendall's Tau-b that designed to measure association strength from tabulation traverse (crosstab).

Implication from this research findings for professional practice provides to managers in public of organization a model that can help in repair behaviour discretionary (OCB) in organization BUMN that orientation profit. Managers that wish improve behaviour discretionary (OCB) its employees not only focus at intrinsic motivation as the same manner as look in employees demand in various of BUMNs but also must concerned about extrinsic motivation as the same manner as conceptualized by Herzberg.

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