



How Intrinsic Motivation, Work Discipline, and Organizational Citizenship Behavior Affect Employee Performance

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ABSTRACT

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This study aims to determine the effect of intrinsic motivation, work discipline, and organizational citizenship behavior on the performance of employees of the BPJS Health in Purwodadi, Grobogan Regency. The sampling technique used a saturated sampling technique with a sample size of 79 employees. The results showed that intrinsic motivation and work discipline had a significant effect on the performance of BPJS Health employees in Purwodadi, Grobogan Regency. However, Organizational Citizenship Behavior has no effect on employee performance. Through the F test, it is known that the variables of intrinsic motivation, work discipline, and organizational citizenship behavior simultaneously affect the performance of BPJS Health employees in Purwodadi, Grobogan Regency. Meanwhile, the Adjusted R square value of 0.724 shows the influence of intrinsic motivation, work discipline, and Organizational Citizenship Behavior variables together on employee performance variables is 72.4% and the remaining 27.6% is influenced by other variables outside the proposed research model.

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1. Introduction

Globalization is a driver of the movement of human resources so that it requires organizations to focus more on handling and managing employees (Beqiri, 2019). Employees as an organizational support system are required to have superior performance quality so that they can support the achievement of organizational goals. Hossain and Hossain (2012) argues that employees as an unmatched vital organizational resource and their motivation become something important and inseparable from the organization's human resource strategy. Therefore, HR management needs a strategic and integrated approach that manages work, develops and monitors employee performance. Several ways that can be used to build employee performance include intrinsic motivation (Arifin & Lo, 2020; Ertanto et al., 2021; Febrianur et al., 2021; Nilasari et al., 2021; Yusuf, 2021), work discipline (Agrasadya, 2020; Astuti & Amalah, 2018; Budianto, 2020; Rizani & Oktafien, 2020; Surajiyo. et al., 2021; Woro et al., 2020), and Organizational Citizenship Behavior (Burhan, 2019; Chelagat. L.J. et al., 2015; Dana et al., 2018; Fitriastuti, 2018; Hidayah & Harnoto, 2018; Pranata et al., 2020).

According to Gagné (2014), Motivation is the heart of organizational behavior because the motivation attached to employees has an effect that will affect work performance and productivity (Amabile & Pratt, 2016; Cerasoli et al., 2014). However, according to Anderson et al. (2014), intrinsic motivation has a more positive impact on creativity and innovation than extrinsic motivation. Meanwhile, for the organization, employees will not have more motivation if they are not given additional rewards more than usual (Deci & Ryan, 2014). Research on employee intrinsic motivation has been conducted by several researchers with mixed results. According to Yoyok (2017) and Munyua (2020), employee performance can be influenced by



the intrinsic motivation of employees but research Suryadi and Effendi (2018) shows that employee performance is not related to the intrinsic motivation of employees.

Work discipline is the conformity of employee attitudes to existing work regulations and procedures (Surajiyo. et al., 2021). Employee work discipline will affect the way employees work for the better because there is an internalization process in the form of knowledge, attitudes, and behavior. The more disciplined an employee is the higher the employee's work productivity and the impact on their performance. Likewise, research conducted by Budianto (2020) and Rudadi and Hidajat (2019) indicates a significant influence of work discipline on employee performance. However, some studies view that work discipline has no impact on employee performance (Astria, 2018. ; Paoki et al., 2017).

Organizational Citizenship Behavior (OCB) will have an impact on the efficiency of the workgroup because it will reduce conflicts that occur so that the company focuses more on urgent problems (Chelagat. L.J. et al., 2015). Employees who have an OCB attitude can provide services to their co-workers based on personal desires without expecting anything in return so that they can achieve organizational goals and contribute more than the specified performance. This is known as OCB. An organization with employees who apply OCB principles will have a better performance than an organization with employees who do not apply OCB in carrying out their duties because they tend to be more creative (Robbins & Judge, 2013). The study by Al-Mahasneh (2015) states that there is a tendency for creativity in employees who have OCB principles so that it will build motivation at work and have an impact on the achievement of the employee's performance. However, several studies argue otherwise, namely, OCB does not affect employee performance (Agustiningasih et al., 2016; Fajrina et al., 2020; Hidayat et al., 2017).

2. Methods

2.1 Population and Sample

The population as the area to be studied includes all employees of the BPJS Health in Purwodadi City, Grobogan Regency, Central Java. The sampling technique used was a saturated sampling technique with a total sample of 79 employees. The data source used is primary data. In this study, data from respondents will be collected using a questionnaire.

2.2 Operational Definition and Measurement of Variables

The measurement of the variables in this study used a research instrument with 5 Likert scales. Intrinsic motivation is a motivation that comes from a person himself without being stimulated from outside (Rahman, 2016). Intrinsic motivation will be measured by 5 indicators adopted from Suryadi and Effendi (2018). Work discipline is a communication tool for leaders and employees to form employee compliance consciously and voluntarily to applicable rules and norms. (Astria, 2018.). Five indicators can be used for work discipline according to Astria (2018.). Organizational Citizenship Behavior (OCB) is individual initiative behavior that is not related to the organization's reward system but can have an impact on organizational effectiveness (Organ et al., 2006). OCB will be measured by 5 indicators adopted from Dana et al. (2018). Employee performance is the result of individual achievement in their work based on competence, experience, perseverance, and time sacrifice (Hasibuan, 2012). According to Rudadi and Hidajat (2019) There are five indicators used to assess employee performance which will later be adopted to measure employee performance in this study.

2.3 Data Analysis

The data analysis methods used include the analysis of (1) data quality, namely validity and reliability tests, (2) classical assumption tests, (3) model fit tests, and (4) multiple linear regression tests. The analysis tool that will be used is SPSS 24.

3. Results And Analysis

3.1 Data Quality Test

All variable instruments have a calculated r-value greater than the r table (0.2213) so that the data used is valid to measure the variables studied. As for the reliability test, it shows that each variable used has a

Cronbach alpha value above 0.6, meaning that the items in each of these variables are worthy as a measuring tool.

3.2 Classic Assumption Test

Normality test with SPSS describes the value of the points following the diagonal line. This means that the data to be used for hypothesis testing has been normally distributed. In the multicollinearity test (table 1) the results of the VIF (Variance Inflation Factor) value of all independent variables (intrinsic motivation of 5.146, work discipline of 5.334, and Organizational Citizenship Behavior of 1.121) in this study were smaller than 10.0. Meanwhile, the Tolerance value of all independent variables (intrinsic motivation of 0.194, work discipline of 0.187, and Organizational Citizenship Behavior of 0.892) is more than 0.10 which means that for the three independent variables there are no symptoms of multicollinearity.

Table 1.
Multicollinearity Test Results

Variable	Tolerance	VIF
Intrinsic Motivation	0,194	5,146
Work Discipline	0,187	5,334
Organizational Citizenship Behavior (OCB)	0,892	1,121

Source: Data Processed, 2021

Table 2 shows the results of the heteroscedasticity test with a significance value of the intrinsic motivation variable of $0.507 > 0.05$, work discipline of $0.966 > 0.05$ and Organizational Citizenship Behavior of $0.482 > 0.05$ which indicates all the significance values of the independent variables are more than 0.05 means that there is no heteroscedasticity.

Table 2.
Heteroscedasticity Test Results

Variable	Sig.
Intrinsic Motivation	0,507
Work Discipline	0,966
Organizational Citizenship Behavior (OCB)	0,482

Source: Data Processed, 2021

3.3 Model Fit Test

The F test shows the significance value for the effect of intrinsic motivation, work discipline, and Organizational Citizenship Behavior simultaneously on employee performance is $0.000 < 0.05$ and F-count $69.167 > F\text{-table} (2.73)$ so that directly intrinsic motivation, work discipline, and Organizational Citizenship Behavior simultaneously have a significant effect on employee performance at BPJS Health in Purwodadi. It also shows that the model proposed in the study is feasible to be used to answer the research hypothesis.

The value of Adjusted R square in the determination test is 0.724. This shows that the influence of intrinsic motivation, work discipline, and Organizational Citizenship Behavior together on employee performance variables is 72.4% and the remaining 27.6% is influenced by other variables outside the regression equation in the proposed research.

3.4 Multiple Linear Regression Test Results

The results of multiple regression tests with the SPSS 24 program were used to answer the proposed hypothesis. The results are presented in Table 3 as follows:

Table 3.
Multiple Linear Regression Test Results

Variable	Standardized Coefficients Beta	t	Sig.
Intrinsic Motivation	0,400	3,645	0,000
Work Discipline	0,331	2,852	0,006
Organizational Citizenship Behavior (OCB)	-0,022	-0,330	0,742

Source: Data Processed, 2021

The results of the data processing show the following regression equation:

Employee Performance = 0,4 Intrinsic Motivation + 0,331 Work Discipline - 0,022 OCB



The regression equation above implies that intrinsic motivation and work discipline have a positive effect on employee performance. While OCB has a negative influence on employee performance. Hypothesis testing with the t-test gives the results shown in table 3. The explanation of the results of hypothesis testing is as follows:

a. Intrinsic Motivation on Employee Performance

The results of the multiple regression test show that the significance level of intrinsic motivation on employee performance is $0.000 < 0.05$ while the t-count value is $3.645 > t$ table (1.992). The results of data analysis conclude that the first hypothesis is accepted where there is a positive influence of intrinsic motivation on BPJS Health employees on the performance they achieve. The significant effect of intrinsic motivation on the performance of BPJS Health employees in Purwodadi shows that each employee has the drive and motivation from within himself that will improve his performance at work. The acceptance of the first hypothesis of this study provides support for the results of research (Ertanto et al., 2021; Febrianur et al., 2021); Yoyok (2017) and Munyua (2020) which state that intrinsic motivation in employees will have a significant influence on the achievement of employee performance.

b. Work Discipline on Employee Performance

The results of the multiple regression test on work discipline on employee performance obtained a significance level of $0.006 < 0.05$ and the value of t count = $2.852 > t$ table (1.992) meaning that there is an influence of work discipline on employee performance so that the second hypothesis proposed is accepted. The significance of work discipline on the performance of BPJS Health Purwodadi employees shows that work discipline makes employees come on time according to working hours and is disciplined in carrying out what has been mutually agreed upon between themselves and the organization. This has an impact on improving employee performance. This study is in line with the results of research Agrasadya (2020), Budianto (2020), Rizani and Oktafien (2020), and Rudadi and Hidajat (2019) which state that there is an influence between work discipline on employee performance.

c. Organizational Citizenship Behavior

The results of the multiple regression test on organizational citizenship behavior on employee performance obtained a significance level of $0.742 > 0.05$ and the t-count = $-0.330 < t$ table (1.992). Thus, it can be said that the third hypothesis which states that Organizational Citizenship Behavior has a significant effect on employee performance is rejected. The insignificant effect on organizational citizenship behavior on the performance of BPJS Health employees in Purwodadi occurs because employees in general already have a fairly heavy workload and have their respective responsibilities in completing their work so that employees feel they do not need to have the spirit of organizational citizenship behavior. In addition, a fairly high workload at work reduces social interaction among employees. Employees, in general, will focus on the job responsibilities given by the leadership to be able to achieve work targets. The research conducted Burhan (2019), Fajrina et al. (2020), Hidayah and Harnoto (2018), and Agustiniingsih et al. (2016) is in line with this study, namely that there is no influence between OCB and employee performance.

4. Conclusions

The conclusions of this study are based on the results of data analysis and discussions that have been carried out, namely as follows:

- a. Employee performance is influenced by an intrinsic motivation that grows and develops within employees.
- b. Employee performance is influenced by employee work discipline in doing their work.
- c. Employee performance is not influenced by the Organizational Citizenship Behavior (OCB) inherent in employees.

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