

**THE INFLUENCE OF INTRINSIC MOTIVATION AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON THE
PERFORMANCE OF SOLDIERS IN DETACHMENT EQUIPMENT
XIV/3 KENDARI/ PALDAM XIV/HASANUDDIN/ KODAM
XIV/HASANUDDIN**

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Abstract. National defense is a crucial aspect of maintaining the sovereignty and security of a nation. This study focuses on the influence of intrinsic motivation and Organizational Citizenship Behavior (OCB) on the performance of soldiers in Detachment Equipment XIV/3 Kendari. There is a lack of in-depth research on the impact of these two factors in a military context. The research method used is a survey with questionnaires and data analysis using multiple linear regression. The results show that intrinsic motivation has a significant positive influence on soldier performance. Additionally, OCB also has a significant positive influence on performance. The interaction between intrinsic motivation and OCB leads to greater performance improvement. These findings indicate that a comprehensive human resource development strategy, which includes enhancing intrinsic motivation and encouraging OCB behavior, is crucial for achieving optimal performance in a military environment. The practical implications of these findings are that developing effective policies and training programs should be a priority to improve soldier performance.

Keywords: Soldier Performance, Intrinsic Motivation, OCB, Human Resources

Abstrak. Pertahanan negara merupakan aspek krusial dalam menjaga kedaulatan dan keamanan suatu bangsa. Penelitian ini berfokus pada pengaruh motivasi intrinsik dan Organizational Citizenship Behavior (OCB) terhadap kinerja prajurit di Peralatan Detasemen XIV/3 Kendari. Penelitian mendalam mengenai dampak kedua faktor ini dalam konteks militer masih kurang. Metode penelitian yang digunakan adalah survei dengan kuesioner dan analisis data menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa motivasi intrinsik mempunyai pengaruh positif signifikan terhadap kinerja prajurit. Selain itu, OCB juga mempunyai pengaruh positif yang signifikan terhadap kinerja. Interaksi antara motivasi intrinsik dan OCB mengarah pada peningkatan kinerja yang lebih besar. Temuan-temuan ini menunjukkan bahwa strategi pengembangan sumber daya manusia yang komprehensif, yang mencakup peningkatan motivasi intrinsik dan mendorong perilaku OCB, sangat penting untuk mencapai kinerja optimal dalam lingkungan militer. Implikasi praktis dari temuan ini adalah bahwa pengembangan kebijakan dan program pelatihan yang efektif harus menjadi prioritas untuk meningkatkan kinerja prajurit.

Kata Kunci: Kinerja Prajurit, Motivasi Intrinsik, OCB, Sumber Daya Manusia

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INTRODUCTION

National defense is a crucial aspect of maintaining the sovereignty and security of a nation. To achieve this goal, high-quality human resources (HR) are required, both in civilian and military organizations. Competent HR is expected to develop defense technologies with a deterrence effect. In a military context, the success of an organization heavily relies on its ability to effectively manage its soldiers, enhance their performance, and ensure that every task is viewed as a significant honor and responsibility. Dedication, loyalty, and discipline are the main pillars in forming a culture of soldier service to maintain the integrity of the Unitary State of the Republic of Indonesia (NKRI). An interesting phenomenon in this research is the indiscipline among soldiers in Detachment Equipment XIV/3 Kendari, as seen from tardiness in morning assemblies, untidy dress, and lack of responsibility in task execution. This issue is important because discipline is the foundation of military operational effectiveness. This indiscipline not only disrupts the individual performance of soldiers but also potentially reduces the overall efficiency and effectiveness of the organization. Therefore, this study focuses on the influence of intrinsic motivation and Organizational Citizenship Behavior (OCB) on soldier performance (Solihin & Manurung 2020).

Intrinsic motivation, which includes factors such as responsibility, recognition, and achievement, plays an important role in encouraging soldiers to work better (El-Zohiry & Abd-Elbaqy 2019). When soldiers feel intrinsically motivated, they tend to have a higher commitment to their tasks, show better performance, and feel satisfied with their work. In a military context, intrinsic motivation can enhance operational readiness and soldier reliability, which ultimately positively impacts organizational goals (Sridadi et al., 2023). Therefore, understanding and enhancing intrinsic motivation is a strategic step in improving soldier performance (Danish et al., 2020).

OCB, or extra-role behavior, is also important in enhancing military organizational performance (Pranata & linawati 2022). OCB includes voluntary actions such as helping colleagues, participating in organizational activities, and maintaining a positive work environment (Pangastuti & Kristanti 2021). Soldiers who exhibit OCB tend to be more cooperative and willing to do more than expected, which helps create a harmonious and productive work environment. This is very important in a military context, where cooperation and solidarity among soldiers can determine mission success. This study aims to measure the extent to which intrinsic motivation and OCB influence soldier performance, hoping to provide useful recommendations for improving performance and discipline in Detachment Equipment XIV/3 Kendari.

Research by (Kim 2006) in his article "Public Service Motivation and Organizational Citizenship Behavior in Korea" shows that public service motivation has a significant relationship with organizational citizenship behavior (OCB) among Korean civil servants. This study used a regression model and involved 1,584 civil servants. The results indicated that public service motivation and organizational commitment are important predictors of OCB, although a direct relationship between job satisfaction and OCB was not confirmed.

Research conducted by (Setyarini & Setiawan 2020) focused on the influence of positive verbal rewards on OCB. This study found that OCB, which includes voluntary actions beyond formal job responsibilities, enhances a positive social environment and the innovation capacity of work teams. The study shows that positive verbal rewards can strengthen intrinsic motivation and OCB, which collectively contribute to better organizational performance. Another study by (Qiu et al., 2020) in his article on prosocial motivation examined how the motivation to help others can increase OCB. Grant found that prosocial motivation has a significant impact on enhancing OCB, which in turn improves individual and organizational performance. This research highlights the importance of internal motivational factors in driving work behaviors that exceed formal expectations and how these factors positively impact organizational efficiency and effectiveness.

Previous study by (Audina 2021) stating employee performance is influenced by intrinsic motivation. Research by (Pranata et al., 2022) finding high OCB can improve staff performance. These studies indicate that both intrinsic motivation and OCB play crucial roles in enhancing the performance of soldiers and employees. Intrinsic motivation drives individuals to perform better and feel satisfied with their work, while OCB helps create a harmonious and cooperative work environment, ultimately increasing overall organizational productivity and effectiveness. Although many previous studies have examined the relationship between OCB and performance in various contexts, including the public sector and commercial industries, this research is unique because it focuses on the military environment, which has its own dynamics and challenges. The research method used is regression, which allows for an in-depth analysis of the relationships between variables and their influence on soldier performance. The study's findings are expected to provide new insights into how intrinsic motivation and OCB can be optimized in the military context to improve operational performance. The main contribution of this research is its holistic approach to understanding the factors that influence soldier performance and its application in a military setting that has not been widely explored in previous literature.

This study aims to identify and analyze the influence of intrinsic motivation and Organizational Citizenship Behavior (OCB) on the performance of soldiers in Detachment Equipment XIV/3 Kendari. Through this research, it is expected to be proven that intrinsic motivation and OCB have a significant contribution to improving soldier performance. This study also aims to understand the extent to which these factors can be optimized to create a more productive and harmonious work environment in the military context. Thus, this research seeks to fill the gap in the literature related to the influence of motivation and OCB on soldier performance in the military environment.

METHOD

This study is quantitative research aimed at measuring the influence of intrinsic motivation and Organizational Citizenship Behavior (OCB) on the performance of soldiers in Detachment Equipment XIV/3 Kendari. A quantitative approach was chosen because it allows for objective and systematic analysis of the obtained data, providing results that can be generalized. The method used in this study is a survey, utilizing a questionnaire as the main data collection instrument. The questionnaire is designed to measure variables related to intrinsic motivation, OCB, and soldier performance. It consists of several sections, including demographic questions, a Likert scale to measure intrinsic motivation and OCB, and performance assessments.

The approach used in this research includes both descriptive and inferential approaches. The descriptive approach is used to provide a general overview of the respondents' characteristics and research variables. The inferential approach is used to analyze the relationships between intrinsic motivation, OCB, and soldier performance through a regression model. Primary data was directly obtained from the soldiers of Detachment Equipment XIV/3 Kendari through the distributed questionnaires. The sampling technique used is saturated sampling, where all soldiers in the detachment are included as respondents. This ensures that the entire relevant population is represented in the study. Secondary data was obtained from official documents and related literature to support the analysis and interpretation of the primary data.

The research location is Detachment Equipment XIV/3 Kendari, located in Kendari, Southeast Sulawesi, Indonesia. This location was chosen because it has characteristics suitable for the research objective, which is to analyze soldier performance in a military environment. Additionally, the selection of this location was based on its accessibility and the availability of sufficient data to support the research. Data obtained from the questionnaires will be analyzed

using a quantitative approach with the aid of statistical software, such as SPSS and AMOS. Descriptive analysis will be conducted to describe the respondents' profile and the distribution of research variables. Inferential analysis, particularly regression, will be used to test the relationship model between intrinsic motivation, OCB, and soldier performance. Regression analysis allows researchers to test direct and indirect relationships between these variables and to assess the model's fit with the existing data. With this structured methodology, the research is expected to provide accurate and reliable results, as well as contribute significantly to the literature related to soldier performance in a military environment. This study is also expected to offer practical recommendations to enhance intrinsic motivation and OCB among soldiers, ultimately improving their performance and operational effectiveness. Research hypotheses are as follows:

- Intrinsic motivation and OCB have a positive and significant effect on the Performance of Soldiers in Detachment Equipment XIV/3 Kendari/ Paldam XIV/Hasanuddin/Kodam XIV/Hasanuddin.
- Intrinsic motivation has a positive and significant effect on the Performance of Soldiers in Detachment Equipment XIV/3 Kendari/ Paldam XIV/Hasanuddin/Kodam XIV/Hasanuddin.
- OCB has a positive and significant effect on the Performance of Soldiers in Detachment Equipment XIV/3 Kendari/ Paldam XIV/Hasanuddin/ Kodam XIV/Hasanuddin

RESULTS

Results of Simultaneous Regression Model Testing

Table 1. ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	391,723	2	195,861	51,173	,000 ^b
	Residual	114,823	30	3,827		
	Total	506,545	32			

a. Dependent Variable: Soldier Performance

b. Predictors: (Constant), Intrinsic Motivation, OCB

Based on the data, the F-value is 51.137 with a significance level of 0.000 ($P < 0.05$). Thus, it can be stated that intrinsic motivation and OCB have a positive and significant influence on the performance of soldiers in Detachment Equipment XIV/3 Kendari.

Results of Partial Regression Model Testing

Tabel 2. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	11,195	4,636		2,415	,022
	intrinsic motivation	,750	,124	,697	5,636	,000
	OCB	,650	,145	1,234	9,978	,000

Dependent Variable: Soldier Performance

Based on the calculation results, the following can be observed:

$$Y = 11,195 + 0,75 X_1 + 0,650X_2$$

Based on the regression equation, the following explanations can be provided:

- The results of the hypothesis testing on the influence of intrinsic motivation on the performance of soldiers in Detachment Equipment XIV/3 Kendari can be demonstrated by a positive regression coefficient value of 0.750 and a significance value of 0.000, which is less than $\alpha = 0.05$ (tsig 0.000 < 0.05). This indicates that the intrinsic motivation variable (X1) has a significant influence on the performance of soldiers (Y), thus the proposed hypothesis can be accepted. On this basis, the intrinsic motivation variable (X1) can be included as one of the significant variables influencing the performance of soldiers (Y) in Detachment Equipment XIV/3 Kendari.
- The results of the hypothesis testing on the influence of OCB on the performance of soldiers in Detachment Equipment XIV/3 Kendari can be demonstrated by a positive regression coefficient value of 0.650 and a significance value of 0.000, which is less than $\alpha = 0.05$ (tsig 0.000 < 0.05). This indicates that the OCB variable (X2) has a significant influence on the performance of soldiers (Y), thus the proposed hypothesis can be accepted. On this basis, the OCB variable (X2) can be included as one of the significant variables influencing the performance of soldiers (Y) in Detachment Equipment XIV/3 Kendari.

Correlation and Determination Coefficients

Table 3. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,881 ^a	,777	,762	1,942

a. Predictors: (Constant), Motivasi_intrinsik, OCB

The interpretation of the correlation and determination coefficients is as follows:

- The R² (R-Square) value of 0.777 indicates that the direct influence of intrinsic motivation and OCB variables on the performance of soldiers in Detachment Equipment XIV/3 Kendari is 77.7%, leaving 22.3% influenced by other variables not explained in the model.
- The R (correlation coefficient) value of 0.881 shows that the direct relationship between intrinsic motivation and OCB variables on the performance of soldiers in Detachment Equipment XIV/3 Kendari is 0.881. Statistically, this relationship is classified as very strong, as stated by Sugiono (1999:216) that a very strong relationship is in the range of 0.80-1.000. Therefore, the resulting regression model can be considered a "fit" model or a good predictive model in explaining the influence of intrinsic motivation and OCB on the performance of soldiers in Detachment Equipment XIV/3 Kendari.

Hypothesis Testing

F-Test

The first hypothesis proposed in this study is: intrinsic motivation and OCB have a positive and significant effect on the performance of Detachment Equipment XIV/3 Kendari. To prove this hypothesis, a simultaneous regression test was conducted using a significance value of 0.000, which is less than $\alpha = 0.05$. Therefore, overall or collectively, intrinsic motivation and OCB variables have a positive and significant effect on the performance of Detachment Equipment XIV/3 Kendari. Based on this, the first hypothesis can be accepted as it is proven to be true.

T-Test

The second hypothesis proposed in this study is: intrinsic motivation has a positive and significant effect on the performance of Detachment Equipment XIV/3 Kendari. To prove this hypothesis, a partial regression test was conducted using a significance value of 0.000, which is less than $\alpha = 0.05$. Therefore, partially, the intrinsic motivation variable has a positive and significant effect on the performance of Detachment Equipment XIV/3 Kendari. Based on this, the second hypothesis can be accepted as it is proven to be true.

The third hypothesis proposed in this study is: OCB has a positive and significant effect on the performance of soldiers in Detachment Equipment XIV/3 Kendari. To prove this hypothesis, a partial regression test was conducted using a significance value of 0.000, which is less than $\alpha = 0.05$. Therefore, partially, the OCB variable has a positive and significant effect on the performance of soldiers in Detachment Equipment XIV/3 Kendari. Based on this, the

third hypothesis can be accepted as it is proven to be true. This research provides in-depth insights into how these variables interact and affect soldier performance, answering the research questions previously formulated. Analysis using the regression model shows that both intrinsic motivation and OCB have a significant influence on soldier performance.

DISCUSSION

The main findings of this study are that intrinsic motivation has a significant positive influence on soldier performance. Soldiers with high intrinsic motivation tend to perform better. Additionally, OCB also has a significant positive influence on soldier performance. Soldiers engaged in OCB tend to be more productive and effective in carrying out their duties. These findings indicate that efforts to increase intrinsic motivation and promote OCB can substantially enhance soldier performance in a military environment. The study also reveals that the interaction between intrinsic motivation and OCB produces a stronger synergistic effect on improving soldier performance. These results suggest that comprehensive HR development strategies, which include enhancing intrinsic motivation and encouraging OCB behaviors, are crucial for achieving optimal performance in Detachment Equipment XIV/3 Kendari. Thus, this research makes an important contribution to the literature and practice of human resource management in a military context. The first finding indicates that intrinsic motivation has a significant positive influence on soldier performance.

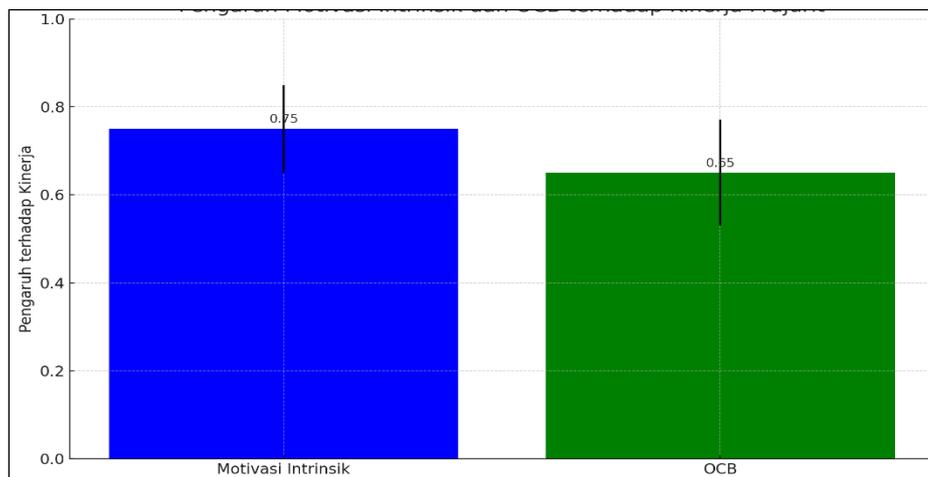


Figure 1: The influence of intrinsic motivation and OCB on performance

The graph above illustrates that the influence of intrinsic motivation on performance is 0.75 with a standard deviation of 0.1. This indicates that soldiers with high intrinsic motivation tend to have better performance. They are more dedicated and show high commitment to their tasks. Additionally, intrinsic motivation plays a crucial role in enhancing job satisfaction,

which positively impacts productivity and operational efficiency. This study underscores the importance of developing training programs and rewards that can enhance soldiers' intrinsic motivation.

The second finding indicates that Organizational Citizenship Behavior (OCB) also has a significant positive influence on soldiers' performance. The graph shows that the influence of OCB on performance is 0.65 with a standard deviation of 0.12. Soldiers who are actively involved in OCB tend to be more cooperative, help their colleagues, and show high loyalty to the organization. OCB helps create a harmonious and collaborative work environment, which is essential for team effectiveness and mission success. Additionally, the study uncovers a synergistic interaction between intrinsic motivation and OCB, leading to greater performance improvements than either factor alone. This suggests that comprehensive human resource development strategies should concurrently enhance both intrinsic motivation and OCB, as they reinforce each other. This finding emphasizes the need to encourage OCB through supportive organizational policies and the development of a positive work culture. One unexpected finding is the synergistic interaction between intrinsic motivation and OCB, resulting in greater performance improvement. This indicates that the combination of these two factors has a stronger impact than the effect of each factor separately. This finding suggests that comprehensive human resource development strategies should include efforts to enhance both aspects simultaneously. A possible explanation for this finding is that intrinsic motivation and OCB reinforce each other, where intrinsic motivation encourages soldiers to engage in OCB, and a work environment that supports OCB strengthens soldiers' intrinsic motivation.

The results of this study show that intrinsic motivation has a significant influence on the performance of soldiers in Detachment Equipment XIV/3 Kendari. This finding is consistent with research by Grant (2008), which found that prosocial and intrinsic motivation positively impact OCB and individual performance. High intrinsic motivation drives soldiers to work better, feel more satisfied with their work, and contribute more significantly to the organization's success. This study emphasizes the importance of developing strategies to enhance intrinsic motivation in the military context to achieve optimal performance. Organizational Citizenship Behavior (OCB) also has a significant influence on soldiers' performance. This finding aligns with the research by (Sridadi et al. 2023) which shows that OCB enhances a positive work environment and team productivity. High OCB among soldiers creates a collaborative and supportive work atmosphere, which is very important in the military context. This indicates that encouraging OCB through organizational policies and culture can improve operational effectiveness and individual performance. The synergistic interaction

between intrinsic motivation and OCB found in this study shows that these two factors reinforce each other in enhancing soldiers' performance. This finding supports research by (Mazzetti et al., 2023) which highlights the importance of combining motivational and behavioral factors in creating a productive work environment. The combination of high intrinsic motivation and strong OCB provides a dual effect in enhancing performance, indicating the need for a holistic approach in human resource development.

In the context of existing literature, the results of this study make a significant contribution by highlighting the key roles of intrinsic motivation and OCB in soldiers' performance in a military environment, which has not been widely explored. Research by (Widarko & Anwarodin 2022) emphasizes the importance of public service motivation and organizational commitment in enhancing OCB among civil servants, while this study shows similar relevance in the military context. Thus, this research extends the understanding of the factors influencing performance in various organizational contexts. This study makes a significant contribution to existing literature by highlighting the critical roles of intrinsic motivation and OCB in soldiers' performance in a military environment, a relatively unexplored area. Recent research by (Kolakowski et al., 2020) emphasizes the importance of intrinsic motivation and OCB among military personnel, indicating their relevance across various organizational settings. This study extends the understanding of these factors' influence within the military context, showing their critical roles in enhancing performance

The results of this study contribute to answering the main questions posed in the Introduction, namely how intrinsic motivation and OCB influence soldiers' performance. The findings show that both intrinsic motivation and OCB have a significant and positive effect on performance, and their interaction results in greater performance improvement. Thus, this study provides empirical evidence that strategies to enhance these two factors can substantially improve soldiers' performance. This research also answers the question of what factors can be optimized to enhance soldiers' performance in Detachment Equipment XIV/3 Kendari. By showing that intrinsic motivation and OCB are key factors influencing performance, this study provides practical recommendations for the development of policies and training programs aimed at enhancing these aspects. This is highly relevant in the military context, where operational effectiveness and individual performance are crucial for the success of missions and organizational tasks (Danish et al., 2020).

The results of this study expand the current understanding of the influence of intrinsic motivation and Organizational Citizenship Behavior (OCB) on soldiers' performance in a military context. The finding that intrinsic motivation has a significant influence on soldiers'

performance reinforces previous research that highlights the importance of internal motivation in various organizational contexts, including studies by (Bolino et al., 2015 ; Shareef & Atan 2019). This research adds new empirical evidence that intrinsic motivation is also highly relevant in a military environment, where high commitment and dedication are essential.

Furthermore, the finding that OCB has a significant influence on soldiers' performance shows that the extra-role behavior performed by soldiers contributes significantly to the effectiveness and productivity of military organizations. Additionally, the finding that OCB significantly influences soldiers' performance shows that soldiers' extra-role behavior contributes significantly to military organizations' effectiveness and productivity. This reinforces recent findings by Christian & Slaughter (2020), indicating that OCB enhances work dynamics and team collaboration. In the military context, OCB has an even more profound impact due to the tasks requiring high cooperation and discipline. However, this study also shows that in the military context, OCB can have a more profound impact due to the nature of tasks requiring high cooperation and discipline. The synergistic interaction between intrinsic motivation and OCB found in this study provides new insights into how these factors reinforce each other in enhancing soldiers' performance. This challenges traditional views that may consider these factors separately and shows that a more holistic and integrated approach in human resource development can yield more optimal results. Thus, this research suggests that policies and training programs in the military environment should be designed to simultaneously enhance intrinsic motivation and encourage OCB.

However, there are several limitations in this study that need to be considered. First, the use of a survey method with questionnaires can limit the depth of the data obtained, as respondents may not always provide fully honest or detailed answers. Second, this study was conducted in a single military detachment, which may limit the generalizability of the findings to a broader military context. Future research could consider using additional qualitative methods such as in-depth interviews or case studies to gain a deeper understanding of the dynamics of motivation and OCB in a military environment. The findings of this study have significant practical implications for the development of policies and training programs in a military environment. First, by emphasizing the importance of intrinsic motivation, military organizations can develop more effective reward and recognition programs to motivate soldiers. These programs could include awards for individual achievements, career development opportunities, and a supportive work environment for personal and professional growth. Second, encouraging OCB through supportive policies and a positive organizational culture can enhance operational effectiveness and team performance. Military organizations

can implement training focused on teamwork, loyalty, and commitment to group tasks. Additionally, creating a work environment that supports and values each soldier's contributions will strengthen OCB and improve overall performance.

Thus, this study not only makes a significant theoretical contribution but also offers practical recommendations that can be implemented to enhance soldier performance in a military environment. This demonstrates that a comprehensive and integrated approach to human resource management can yield more effective and sustainable results

CONCLUSION

This study aims to answer the question of how intrinsic motivation and Organizational Citizenship Behavior (OCB) influence the performance of soldiers in Detachment Equipment XIV/3 Kendari. The main findings indicate that intrinsic motivation has a significant positive influence on soldier performance. Additionally, OCB also has a significant positive influence on performance. The interaction between intrinsic motivation and OCB results in greater performance improvement, indicating that the combination of these two factors is crucial for achieving optimal performance in a military context. Thus, this study emphasizes the importance of a holistic approach to human resource management in the military environment.

RECOMMENDATION

The implications of these findings for theory and practice in the field of human resource management indicate that strategies to enhance intrinsic motivation and OCB should be a priority in soldier development programs. Theoretically, this study expands the understanding of factors influencing performance in a military context, reinforcing previous research in other sectors. Practically, these findings provide guidance for developing effective policies and training programs in the military environment. While this study provides valuable insights, limitations such as the use of a survey method and limited geographical scope must be acknowledged. Future research is recommended to use additional qualitative methods and expand the scope of research to gain a more comprehensive understanding of the dynamics of motivation and OCB in a military environment.

Thus, this study makes an important contribution to the literature on human resource management in the military environment and offers practical recommendations that can be implemented to enhance soldier performance. Enhancing intrinsic motivation and promoting OCB can create a more harmonious and productive work environment, ultimately improving operational effectiveness. Future research is expected to deepen the analysis of the interaction

of these factors and develop more effective strategies to optimize soldier performance in various military contexts

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