

THE INFLUENCE OF NORMATIVE COMMITMENT AND INTRINSIC MOTIVATION ON IN-ROLE BEHAVIOR AT CV. XYZ CIREBON

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Keywords

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ABSTRACT

It is still found that there are employees who are less able to work professionally, such as attendance who are always late or do not come to work, there are still employees who are late to attend, and leave their work during break time beyond the specified time. The purpose of this study, to analyze the effect of Normative Commitment and intrinsic motivation on In-Role Behavior at CV. Xyz Cirebon, The type of research used is quantitative, a population of 228 employees with a sample of 146 respondents, this study states that there is a positive and significant effect of normative commitment variables and intrinsic motivation on in-role behavior. Normative commitment has a significant effect on in-role behavior, meaning that the better the normative commitment that exists in employees, the better the in-role behavior. intrinsic motivation has a significant effect on in-role behavior, meaning that the better the intrinsic motivation that exists in employees, the better the in-role behavior. normative commitment and intrinsic motivation have a significant effect on in-role behavior.

INTRODUCTION

The concept of Organizational Citizenship Behavior (OCB) can be interpreted as individual behavior that increases the effectiveness of company functions (Organ 1988). Organizational Citizenship Behavior (OCB) can be interpreted into two roles, namely Extra-Role Behavior and In-Role Behavior. In-Role Behavior from employees plays an important role in achieving company performance. In-Role Behavior can also be interpreted as discretionary individual behavior which is part of Organizational Citizenship Behavior (OCB) behavior which is believed to be able to make employees have a big role in the progress of the company (Williams & Anderson 1991).

In-Role Behavior can be understood in the context of the study of organizational behavior and related theories. In-role behavior emerged as an important concept in understanding how employees behave at work and how they fulfill the tasks and responsibilities set by the organization (Anglin et al., 2022; Chang et al., 2021; Van Loon et al., 2017). At a basic level, in-role behavior refers to employee

behavior related to their assigned work role. This is reinforced by theoretical views on roles and role expectations in an organizational context. Role theory illustrates that every individual within an organization has a role or function assigned and expected by the organization (Boivie et al., 2021; Man Tang et al., 2022; Raveendran et al., 2020). In-role behavior reflects employees who understand and perform their roles in accordance with their assigned duties and responsibilities. In-Role Behavior of employees plays an important role in achieving company performance. In-Role Behavior can also be interpreted as discretionary individual behavior which is part of Organizational Citizenship Behavior (OCB) behavior which is believed to be able to make employees have a big role in the progress of the company (Williams and Anderson 1991).

This behavior arises because of the feeling of being a member of the organization and feeling satisfied if you can do something more to the organization. Williams and Anderson (in Diefendorff et al., 2002) divide Organizational Citizenship Behavior into two categories, namely Organizational Citizenship Behavior- Organizational and Organizational Citizenship Behavior-Individual. Organizational Citizenship Behavior-Organizational are behaviors that provide benefits to the organization in general, for example attendance at work exceeds the applicable norms and obeys existing informal rules to maintain order. Organizational Citizenship Behavior-Individual are behaviors that directly benefit other individuals and indirectly also contribute to the organization, such as helping colleagues who are absent from work and having personal attention to other employees.

Based on the results of interviews with several employees at CV. Xyz Cirebon there are still employees who are not in accordance with what is expected by the company, there are still employees who lack the initiative to help other employees' tasks even though their individual tasks have been completed.

Normative commitment is the strong desire of a person to continue his work for the organization because he feels obliged from others to be maintained (Đorđević et al., 2020; Inam et al., 2023). Greenberg (in Harahap 2010). asserts that employees who have normative organizational commitment will place a feeling of obligation towards coworkers and management and will give employees a feeling of obligation to give back what the organization has given Srimulyani (2009). More concisely, normative organizational commitment is a state in which there is something they should do for the organization (Allen and Meyer 1990).

Intrinsic motivation is a driver of work whose source is within oneself as an individual in the form of awareness of the importance of carrying out maximum work. (Sharoni, 2013) defines motivation as a set of energetic forces that arise within the individual himself and in his environment to initiate work-related behavior, and to determine the form, direction, intensity and duration. CV. Xyz Cirebon is a manufacturer and exporter of Rattan Furniture located in Cirebon West Java, Indonesia. The best rattan furniture products ranging from promotional items or specialty items, paying attention to detail, quality and also timely delivery. As one of the most trusted rattan manufacturer. As one of the trusted rattan manufacturers, there is no shortage of furniture design ideas either from natural or synthetic rattan material for every space needs of homes, hotels, or restaurants.

From the observations made by researchers that at CV. Xyz has a habit or culture, namely the existence of pickets in matters such as SPG serving consumers from morning to evening, there are pickets for cleaning goods, toilet pickets, pickets at the cashier, checking goods, handling store administration, SPB becomes a driver, service section, checking defective goods, checking vehicles is the responsibility of the driver, confirming goods, However, based on the findings from observations and reports from business leaders, it is still found that there are employees who neglect these pickets and there are also employees who are less able to work professionally, such as attendance who are always late or do not come to work, there are still employees who are late to attend, and leave their work during breaks exceeding the predetermined time.

Hypotheses used were:

- 1) H1: Normative Commitment Affects In-Role Behavior

- 2) H2: Intrinsic Motivation Affects In-Role Behavior
- 3) H3: Normative Commitment and Intrinsic Motivation have an influence on In-Role Behavior

METHODS

The research method is basically a scientific way to get research data with specific purposes and uses (Sugiyono 2019: 17) The type of research used is quantitative because this research uses a survey method through collecting data from many people and using a survey method. Uses a survey method through data collection from many people and involves most respondents to test the proposed hypothesis. Using associative techniques to determine the relationship between the variables of normative commitment and intrinsic motivation to in-role behavior.

Sugiyono (2019: 17) suggests that quantitative research methods can be interpreted as a traditional research method, because this method has been around long enough for research. This method is referred to as the positivistic method because it is based on the philosophy of positivism. This method is a scientific method (scientific) because it fulfills scientific principles, namely concrete, empirical, objective, measurable, rational, and systematic. Then according to Sugiyono (2019: 65) suggests that associative research is research that aims to determine the relationship between two or more variables in research. This research has the highest level when compared to descriptive and comparative research. Sugiyono (2019: 17) suggests that quantitative research methods can be interpreted as traditional research methods, because this method has been around long enough for research. This method is referred to as the positivistic method because it is based on the philosophy of positivism. This method is a scientific method (scientific) because it fulfills scientific principles, namely concrete or empirical, objective, measurable, rational, and systematic. Then according to Sugiyono (2019: 65) suggests that associative research is research that aims to determine the relationship between two or more variables in research. This research has the highest level when compared to descriptive and comparative research.

With this research, a theory can be built that can serve to explain, predict and control a symptom. In processing the data that researchers do to be more effective in calculations, researchers use applications on computer devices in the form of the SPSS version program SPSS version 25.

Sugiyono (2019: 126) defines population as a generalization area consisting of: objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. In this study, the respondents will be permanent employees at CV. Xyz Cirebon and the estimated population reaches 228 respondents.

Sugiyono (2019: 143) defines that the sample is part of the number and characteristics of the population. In this study, from the large number of employees at CV Agung Jaya Furniture, researchers are unlikely to study everything in the population, due to limited time and energy, the researchers used samples taken using the calculation technique proposed by Slovin: Error tolerance limit Percentage of allowance for accuracy due to sampling error (1%, 5%, or 10%) (Albert Kurniawan 2014: 72). Slovin calculation with 10% sampling Based on the calculations that have been obtained, in this study the sample size for respondents is 146 people.

RESULTS

Table 1. Questionnaire Collection Results

No	Deskripsi	Total	Persentase
1	Number of questionnaires distributed	146	146
2	Number of returned questionnaires	146	146
3	Number of questionnaires not returned	0	0
4	Number of damaged/incomplete questionnaires	0	0
5	Number of questionnaires processed	146	146

Table 1 outlines the detailed procedure of the questionnaire collection form, which reveals that 146 questionnaires or 100 percent of the total number of respondents were collected and processed for this study,

Table 2. Characteristics of Respondents Based on Gender

No	Gender	Number of Respondent	Persentase (%)
1	Man	97	66,4%
2	Women	49	33,6%
Total		146	100%

Based on table 2 shows that employee respondents at CV. Xyz Cirebon who are male are 97 people or 66.4% and female respondents only number 49 or 33.6% of the total number of respondents studied obtained a sample of 146 people, so it can be concluded that the majority of respondents based on gender are men.

Table 3. Characteristics of Respondents Based on Age

No	Age	Number of Respondents	Persentase (%)
1	<25 Year	48	32,8%
2	25-35 Year	55	37,6%
3	36-45 Year	25	17,4%
4	>46 Year	18	12,2%
Total		146	100%

Based on table 3 shows that employee respondents at CV. Xyz Cirebon based on age group is dominated by employees with a range of 25-35 years, namely 55 people or 37.6% of the total number of employees at CV. Xyz Cirebon, employees aged <25 years were 48 people or 32.8%, employees aged 36-45 years were 25 people or 17.4%. And the remaining employees with age > 46 years or 12.2%, so it can be concluded that the majority of respondents based on age are 25-35 years.

Table 4. Respondent Presentation Based on Education

No	Education	Number of Respondents	Persentase (%)
1	SD	22	15,3%
2	SMP	68	46,5%
3	SMA	40	27,3%
4	S1	16	10,9%
Jumlah		146	100%

Based on table 4 shows that employee respondents at CV. Xyz Cirebon based on education groups is dominated by employees who have a junior high school education, namely 68 people or 46.5% of the total number of employees at CV. Xyz Cirebon, respondents with the highest level of education, namely S1 with a total of 16 people or 10.9% and the lowest education is elementary school with a total of 22 people or 15.3%. Can It can be concluded that the majority of respondents based on education are at the junior high school level.

Table 5. Respondent Presentation Based on Tenure

No	Period of Employment	Number of Respondents	Persentase (%)
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1	<5 Year	0	0%
2	5-9 Year	76	52,1%
3	10-14 Year	41	28,1%
4	>15 Year	29	19,8%
Total		146	100%

Based on table 5 shows that employee respondents at CV. Xyz Cirebon based on the tenure group is dominated by employees with a tenure of 5-9 years, namely 76 people or 52.1% of the total number of employees at CV. Xyz Cirebon, the work period group <5 years or amounted to 0 people or 0% and the work period group > 15 years amounted to 29 people or 19.8%. So it can be concluded that the majority of respondents based on their tenure are 5-9 years.

INSTRUMENT TEST

Multiple Correlation Analysis Test

Table 6. Multiple Correlation Analysis Test Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.591	.585	3.674

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Based on table 6, it can be seen that the Adjusted R Square (R²) value is 0.591, this figure shows that the in-role variable can be explained by the normative commitment variable and the intrinsic motivation variable by 45.4% while the remaining 54.6% is influenced by other factors outside the variables of this study.

Validity Test

The validity test is carried out to measure whether the research instrument is really able to measure the construction used. To obtain the validity of the questionnaire, efforts are focused on achieving content validity. This validity shows the extent to which the differences obtained with the measurement instrument reflect the actual differences in the respondents studied.

This validity test was carried out with the help of the SPSS software program by comparing the value of r table with r count (r x - y) at the 5% significance level. The research results directly present the data and results obtained from the research. Before testing the hypothesis, a validity test was carried out first to see the extent of the strong relationship between compassion, social support and altruism with employee retention (r = 0.1614) with compassion and social support and retention acting as variants of employee retention predictors (r = 0.1614). The Ftable value with 146 respondents obtained a value of 0.1614. The value of an instrument is said to be valid if the value of Tcount > Ttabel.

Table 7. Normative Commitment Variable Validity Test Results (X1)

Butir	Nilai Corrected		Sig	r Tabel	Kriteria
	Item Total	Correlation/r Hitung			
1	0.430	0.000	0.1614	Valid	
2	0.445	0.000	0.1614	Valid	

3	0.412	0.000	0.1614	Valid
4	0.423	0.000	0.1614	Valid
5	0.420	0.000	0.1614	Valid
6	0.468	0.000	0.1614	Valid

Source: Results of data processing and SPSS Program

Table 8. Intrinsic Motivation Variable Validity Test Results (X2)

Butir	Nilai Corrected		Sig	r Tabel	Kriteria
	Item Total	Correlation/r Hitung			
1	0.584	0.000	0.1614	Valid	
2	0.564	0.000	0.1614	Valid	
3	0.542	0.000	0.1614	Valid	
4	0.378	0.000	0.1614	Valid	
5	0.509	0.000	0.1614	Valid	
6	0.267	0.000	0.1614	Valid	
7	0.438	0.000	0.1614	Valid	
8	0.523	0.000	0.1614	Valid	
9	0.433	0.000	0.1614	Valid	
10	0.350	0.000	0.1614	Valid	
11	0.487	0.000	0.1614	Valid	
12	0.594	0.000	0.1614	Valid	
13	0.562	0.000	0.1614	Valid	
14	0.462	0.000	0.1614	Valid	
15	0.452	0.000	0.1614	Valid	

Source: Results of data processing and SPSS Program

Table 9. In-Role Behavior Variable Validity Test Results (Y)

Butir	Nilai Corrected		Sig	r Tabel	Kriteria
	Item Total	Correlation/r Hitung			
1	0.509	0.000	0.1615	Valid	
2	0.636	0.000	0.1615	Valid	
3	0.406	0.000	0.1615	Valid	
4	0.530	0.000	0.1615	Valid	
5	0.299	0.000	0.1615	Valid	
6	0.648	0.000	0.1615	Valid	
7	0.294	0.000	0.1615	Valid	
8	0.447	0.000	0.1615	Valid	
9	0.297	0.000	0.1615	Valid	
10	0.313	0.000	0.1615	Valid	
11	0.458	0.000	0.1615	Valid	
12	0.359	0.000	0.1615	Valid	
13	0.328	0.000	0.1615	Valid	

Source: Results of data processing and SPSS Program

Reliability Test

The results of the spss calculation table 10 can be seen that the intrinsic motivation variable has a cronboch's alpha value > 0.70, which means that the intrinsic motivation instrument is declared reliable because it has a value > 0.70 so that all instruments on the intrinsic motivation variable can be used in the data analysis process.

Table 10. Reliability Test Results

Variabel	Nilai Cronbach Alpha	Kesimpulan
Normative commitment	0.701	Reliabel
Intrinsic motivation	0.847	Reliabel
In-role behavior	0.795	Reliabel

Source: Results of data processing and SPSS Program

Based on the summary of the reliability test results as summarized in the table above, it can be seen that the Cronbach Alpha value for each variable is greater than 0.70. These results can be concluded that not all research instruments can be declared reliable but this research can still be used for further analysis because only one variable is not reliable. This means that this questionnaire has consistent results if measurements are taken at different times and models.

Hypothesis Testing (T Test)

Table 11. Hypothesis Test Results

Variabel	Sampel Asli	Standar Deviasi	Statistik T	Nilai P	Hasil Hipotesis
(Constant)	15.200	2.735	5.558	0.000	H1: Didukung
X1→Y	1.038	0.110	9.468	0.000	H2: Didukung
X2→Y	0.213	0.049	4.367	0.000	H3: Didukung

Source: Results of data processing and SPSS Program

Hypothesis Test of the Effect of Normative Commitment Variables (X1) on In-Role Behavior

Based on the results of the t test, the tcount value on the normative commitment variable (X1) is 9.468 with a significance level of 0.000. Because the tcount is 9.468 > ttable 1.655 and the p-value (Sig) is 0.000 < 0.05, Ha is accepted and Ho is rejected. This means that the normative commitment variable has an individual and significant effect on in-role behavior. In this case, employees with high normative commitment are expected to pay attention to optimal performance, therefore the better the normative commitment of employees at CV. Xyz Cirebon, the more in-role behavior will increase in employees. The results of this study, to the best of the author's knowledge, there has been no research that discusses the effect of normative commitment on in-role behavior, this study states that there is a positive and significant effect of normative commitment variables on in-role behavior.

Hypothesis Test of the Effect of Intrinsic Motivation Variables (X2) on In-Role Behavior (Y)

Based Based on the results of the t test, the tcount value on the Intrinsic motivation variable (X2) is 4.367 with a significance level of 0.00. Because the tcount is 2.216 > ttable 1.655 and the p-value (Sig) is 0.00 > 0.05, Ha is accepted and Ho is rejected. This means that the intrinsic motivation variable has an individual and significant effect on in-role behavior. In this case, employees will be more influential on a job with a work achievement and rewards provided by the company. Therefore, the intrinsic motivation of employees at CV Xyz Cirebon will also increase in-role behavior. The results of this study, to the best of the author's knowledge there has been no research that discusses the effect of intrinsic

motivation on in-role behavior, this study states that there is a positive and significant effect of intrinsic motivation variables on in-role behavior.

F Test Results the Effect of Normative Commitment (X1) and Intrinsic Motivation (X2) Together on In-Role Behavior (Y)

The results of statistical tests on the variables of normative commitment and intrinsic motivation on in-role behavior show that the Adjusted R Square value is 58.5%, this figure shows the magnitude of the influence of normative commitment (X1) and intrinsic motivation (X2) simultaneously on in-role behavior (Y) while the remaining 52.3% is influenced by other factors. It can be seen from the results of data analysis $F_{count} 103.249$ with the provisions of $\alpha = 0.05$ thus it can be concluded that the value of $df = 2-k-1$ where k is the number of independent variables so $146 - 1 - 2 - 1 = 143$ can be obtained F_{table} of 3.06 and a significance value of $0.000 < 0.05$, thus it can be concluded that the F_{count} value is $103.249 > F_{table} 3.06$ where H_a is accepted and H_o is rejected or the variables of normative commitment and intrinsic motivation together have a significant and positive effect on in-role behavior at CV. Xyz Cirebon. In this case, employees who have high normative commitment and intrinsic motivation at CV. Xyz Cirebon, it will also increase in-role behavior. The results of this study, to the best of the author's knowledge, there has been no research that discusses the effect of normative commitment and intrinsic motivation on in-role behavior, this study states that there is a positive and significant effect of normative commitment variables and intrinsic motivation on in-role behavior.

CONCLUSION

Based on the results of the analysis and discussion of the influence of normative commitment and intrinsic motivation on in-role behavior at CV. Xyz Cirebon, the researcher can conclude that: Normative commitment has a significant effect on In-Role behavior at CV. Xyz Cirebon means that the better the normative commitment that exists in employees, the better the in-role behavior. Intrinsic motivation has a significant effect on in-role behavior CV. Xyz Cirebon means that the better the intrinsic motivation that exists in employees, the better the in-role behavior. Normative commitment and intrinsic motivation have a significant effect on in-role behavior at CV. Xyz Cirebon.

Based on the research results and conclusions above, the research has limitations that require improvement in the next study. The research limitations are as follows: The independent variables used in this study consist of two variables, namely normative commitment and intrinsic motivation, while there are still many other factors that influence in-role behavior. This study is limited to when distributing questionnaires only receiving in hardcopy or paper form directly so that it hampers time at the time of research.

The suggestions that can be given by researchers on the basis of research that has been conducted at CV. Xyz Cirebon, namely as follows: In an effort to increase employees' normative commitment to the company by fostering a sense of responsibility to be willing to give all their abilities to achieve predetermined organizational goals, become members of the organization, improve performance and complete work according to the targets set by the company. Intrinsic motivation of employees needs to be constantly considered, for example by rewarding employees to improve employee abilities both in timeliness and quality produced in order to increase in-role behavior in employees. Meanwhile, for future researchers, future researchers can look at other factors that can influence in-role behavior besides normative commitment and intrinsic motivation, so that future researchers can get a more perfect model and research results than this study. For further researchers to use other types of objects so that research can be more diverse.

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