

ABSTRACT

This research encompasses four main concepts, each of which is examined in terms of its gaps. Firstly, the Self-Determination Theory (SDT) is related to human motivation and personality. Secondly, the concept of perception-based affirmative policies is associated with the perceived special treatment and privileges experienced by a particular group of people. Thirdly, the leadership concept pertains to the application of leadership styles. Lastly, the concept of organizational citizenship behavior is concerned with the actions of organizational members in carrying out their duties and responsibilities for the benefit of the organization. This study aims to uncover and analyze the influence of socio-cultural factors on motivation and purpose to join as Army Noncommissioned Officers (Bintara TNI AD), as well as the impact of motivation and purpose when moderated by perceptions of affirmative action policies, leadership, and educational processes on predicting organizational citizenship behavior. The research involved 676 Bintara TNI AD personnel distributed in Maluku, Papua, Kalimantan, and Sulawesi.

The research employed the purposive sampling technique with a survey as the data collection method. The data collection instrument utilized was a closed-ended questionnaire. The data analysis technique applied in this study was SEM PLS using the SMART PLS 3 software. The validity and reliability tests conducted on the constructs yielded positive results. This was evident from the good results of the construct validity tests (discriminant and convergent) with factor loadings above 0,6 as well as the composite reliability tests with factor loadings above 0,7.

The findings indicate that socio-cultural factors significantly influence the motivation and purpose of Bintara TNI AD. Motivation and purpose significantly affect the organizational citizenship behavior of Bintara TNI AD. Furthermore, the perceptions of Bintara TNI AD regarding the implementation of affirmative action policies and transformational leadership style moderate the influence of motivation and purpose on their organizational citizenship behavior. In this study, the educational process did not moderate the relationship between motivation and purpose and organizational citizenship behavior.

The novelty of this research lies in the development of the Self-Determination Theory model applied to understand, explain, and predict organizational citizenship behavior in the military context. The results of this study can provide insights for government organizations, profit organizations, and non-profit organizations in understanding organizational citizenship behavior and its influencing factors. The limitations of this study include the involvement of only one rank of TNI personnel, geographical limitations to Bintara TNI AD serving in the regions of Maluku, Papua, Kalimantan, and Sulawesi, and the inclusion of only male respondents from Bintara TNI AD.

Keywords: affirmation policy; leadership; educational process; organizational citizenship behavior