THE ROLE OF SOCIOCULTURAL FACTORS IN TNI AD NON-COMMISSIONED OFFICERS' MOTIVATIONS, GOALS AND PRO-ORGANIZATIONAL BEHAVIOR

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Abstract

The present research aims to investigate the role of sociocultural factors in describing and predicting the Indonesian Army NCOs' (Bintara TNI-AD)' motivations and goals in their relation to pro-organizational behaviour. A survey along with a purposive sampling were conducted to collect the data. It was aided by a questionnaire as well as Likert Scale to rate the responses. As many as 676 Bintara TNI AD from Papua, Maluku, Kalimantan, and Sulawesi participated in the research. The data was subsequently analyzed using a Structural Equation Modeling (SEM) approach generated by IBM SPSS AMOS software. This analysis resulted in the finding that the sociocultural factors in question affect Bintara TNI ADs' motivations and goals which in turn shape their organizational behaviour.

Key words: Survey; SEM; Likert Scale; Sociocultural Factor; Motivation

Introduction

Hermawan (2016) in a TNI AD's website post reveals that being a TNI is signing up for a not high paying job. His statement is in line with what Chief of Area Command II/Swj conveys in a written mandate of the opening ceremony of the junior enlisted professional military education (Diktama) TNI AD – Period I Phase I of the 2016-17 academic year at the Ceremony Field of Secata, Rindam II/Swj, Lahat (Hermawan, 2016). Hermawan (2016) elaborates that the mandate implies that professional military career is not an occupation that offers high earnings potential. In fact, it is a career which is rife with challenges, risks and sacrifices. A soldier is expected to dedicate his body and soul to the nation's safety and the NKRI's sovereignty.

Curiously, while there is a growing negative perception of TNI AD personnels nowadays, the number of civilians wishing to join TNI AD as a NCO (Bintara) is increasing. This tendency is particularly apparent in the eastern part of Indonesia. It has been reported in a news post by Talla (2021) for example, that the number of people enlisting as a Bintara of the TNI AD for 2021 in Ambon was higher than that in the previous year. Another news post from Antara (2021) records that many young native Papuans show their enthusiasm of joining the forces.).. These pieces of evidence clearly prove that this career path is still an attractive choice for many young Indonesians.

In light of the fact that a large number of young women and men from various regions, especially the eastern regions of Indonesia, are keen on enlisting as a Bintara, this article presents a research on their motivations and goals for becoming a Bintara TNI AD based on which their behavior at work or pro-organizational behavior can be explained and predicted.

For the purpose of understanding, explaining and predicting the phenomenon, Achievement Goal Theory, explicated by Elliot and Harackiewicz (1996), Anderman et al (2003), Pintrich et al (2003) and Shih (2005), is considered a suitable approach. As also explained by Covington (2000), Ames (1992), Pintrich and Schunk (2002), and Friedel *et al* (2007), along with the achievement goal theory, another aspect that is considered influential in an individual's goal orientation or achievement orientation is sociocultural factors. Sociocultural factors also contribute to an individual's goals and motivations in engaging in certain behavior (Covington, 2000; Pintrich & Schunk, 2002; Friedel *et al*., 2007).

This observation concurs with the findings of studies conducted by Griffith and Perry (1993), Griffith (2008), Gorman and Thomas (1991) on motivation and goal to become a soldier. These researchers found that the sociocultural factors that play a role in shaping an individual's motivation to join the military include an intention to reduce the family's burden, self-actualization, economic necessities, patriotism, and being born into a military family.

Furthermore, achievement goal theory, according to Latham and Locke (1984), Elliot and Harackiewicz (1996), Anderman *et al* (2003), Pintrich *et al* (2003), and Shih (2005), assumes that a goal has a pervasive effect on employees' behavior and performance in an organization and on management practice (Elliot & Harackiewicz, 1996; Locke & Latham, 2002). However, as pointed out by Locke and Latham (2002), Elliot and Harackiewicz (1996), Anderman *et al* (2003), Pintrich *et al* (2003), and Shih (2005), while achievement goal theory offers some advantages, there is a number of limitations that are related to the process of achievement goal setting. First, the theory only deals with the members of organization for the performance achievement aspects with quantifiable indicators at the expense of aspects of work performance without reliable quantifiable indicators. According to Locke and Latham (2002), Elliot and Harackiewicz (1996), Anderman et al (2003), Pintrich et al (2003), and Shih (2005), it is commonly identified with the saying "what gets measured gets done."

Second, achievement goal theory is relevant only to an established job. It will no longer be effective for the case when the members of the organization start to learn a new job that is more complex in nature. Therefore, the focus of this article is mainly on pro-organizational behavior as defined by Organ (1988). Organ describes it as an individual's voluntary commitment to an organization or a company that is not included in his/her employment contract.

Accordingly, the researcher treats pro-organizational behavior as a variable with dimensions that are challenging to measure (Smith *et al*., 1983; Graham, 1991; Organ, 1997) and as a target variable for the present research model. Smith *et al* (1983), Graham (1991), and Organ (1997) further explain that factors or dimensions that constitute pro-organizational behavior do not lend themselves to measurement because different individuals have different perceptions of the matter. This research is intended to reveal how Bintara TNI AD individuals' roles and goals in performing their duties affect their pro-organizational behavior.

Literature Review

1. Sociocultural Factors

Gorman and Thomas (1991), Griffith and Perry (1993), and Griffith (2008) agree that certain sociocultural factors may shape an individual's motivations and goals when he/she decides to join the armed forces. Apparently, this is also true for those in the eastern part of Indonesia who want to be a Bintara TNI-AD. A preliminary interview with these young people revealed that sociocultural factors that motivate them to enlist themselves in the Army and shape their goals for doing so are: the laws/regulations, family, the reference group, social class and culture.

2. Motivation

There have been a number of studies showing that motivation tends to promote behaviors that are valued by social groups that include retention, positive WOM, and involvement (Arnett et al., 2003; Mael and Ashforth, 1992). Prestige perception of the organization, distinctiveness and social satisfaction can give positive influence on pro-organizational behavior (Arnett et al., 2003).

3. Goal

Goal defines a cognitive representation of a favorable result which functions as a reference point and affects information and choice evaluation, attitude and behavior (Woodruff, 2017). Strong interrelation between goals, attitude and behavior renders goal a useful indicator to pinpoint the consequences of an individual's attitude and behavior when they decide to join a particular organization. In this research, goal is construed as a personal target that is considered achievable by registering and being a member of the Army.

4. Pro-organizational Behavior

The concept pro-organizational behavior describes the possibility of organizational citizenship behavior to function as a normative behavior that ensures a cohesive relationship among employees. In turn, such cohesive relationship can serve as a strong predictor of the improvement in members' work performance (Podsakoff *et al.,* 2013). Pro-organizational behavior in the members of an organization contributes to the organization's effectiveness and performance by making a social movement possible and encouraging a social capital creation.

H1: Sociocultural factors *influence* Bintara TNI AD members' motivations

H2: Sociocultural factors *influence* Bintara TNI AD members' achievement goals

H3: Motivation has a positive influence on Bintara TNI-AD Members' Pro-Organizational Behavior

H4: Goal has a positive influence on Bintara TNI-AD Members' Pro-Organizational Behavior

Research Method

The population for this research includes all Bintara TNI-AD individuals that come from Papua, Maluku, Sulawesi and Kalimantan. In the present research, the researcher determines the sample size according to a comparative assessment of the methods of measuring transformational leadership and pro-organizational behavior in military organizations in the previous studies. From this comparative assessment, this research determines that the minimum sample size is 64 and the maximum one is 3000 (Ivey and Kline, 2010; Arnold and Loughlin, 2013; Swid, 2014; Masal, 2015). Therefore, it would be relevant to sample 700 Bintara TNI-AD members from Sulawesi, Maluku and Papua for this research.

The sample was drawn using purposive sampling technique. The data were collected through survey and questionnaire. Likert scale was chosen to measure the responses to the questionnaire with 1 as the lowest value for 'strongly disagree' response and 5 as the highest value for 'strongly agree' response. Sociocultural factors were measured using the measurement items (six items) that had been developed on the basis of the researches conducted by Gorman and Thomas (1991), Griffith and Perry (1993), and Griffith (2008) respectively. Motivation construct was measured using items that were developed by Mael and Ashforth (1992) (three items). Goal construct was measured according to the method developed by Woodruff (2017) which involves five items. Organizational behavior construct was also measured using five measurement items offered by Organ (1988) and Kohan and Mazmanian (2003). In sum, this research uses a total of 19 measurement indicators.

Results and Discussion

700 copies of questionnaire were disseminated to the respondents, but only 676 of them were returned to the researcher and valid for the analysis. Majority respondents in this study are Male, whose dominant age between 20-25 years. Most of the respondents are married. Furthermore, most of the respondents in this study graduated from senior high school. Accordingly, they have become soldiers for 6-10 years dominantly and monthly expenses are 1,000,001 – 2,500,000.

Validity and Reliability Tests

All of the measurement indicators for each of the constructs have the following value: *factor loading* > 0.5. This score indicates that the measurement constructs have good discriminant validity. The values of AVE are all bigger than 0.5. indicating that all the seven constructs have good convergent validity (Hair *et al.*, 2010). Furthermore, The values of *Cronbach Alpha* (CA) which were obtained using SPSS software and the values of *Composite Reliability* (CR) are all greater than 0.6. This result indicates that the constructs have good reliability (Chin *et al.*, 1995).

Structural Model Test

Analysis of the data in this research was carried out by applying covariance-based Structural Equation Modeling (SEM) using IBM SPSS AMOS. The results of the test are illustrated in Figure 1 below.
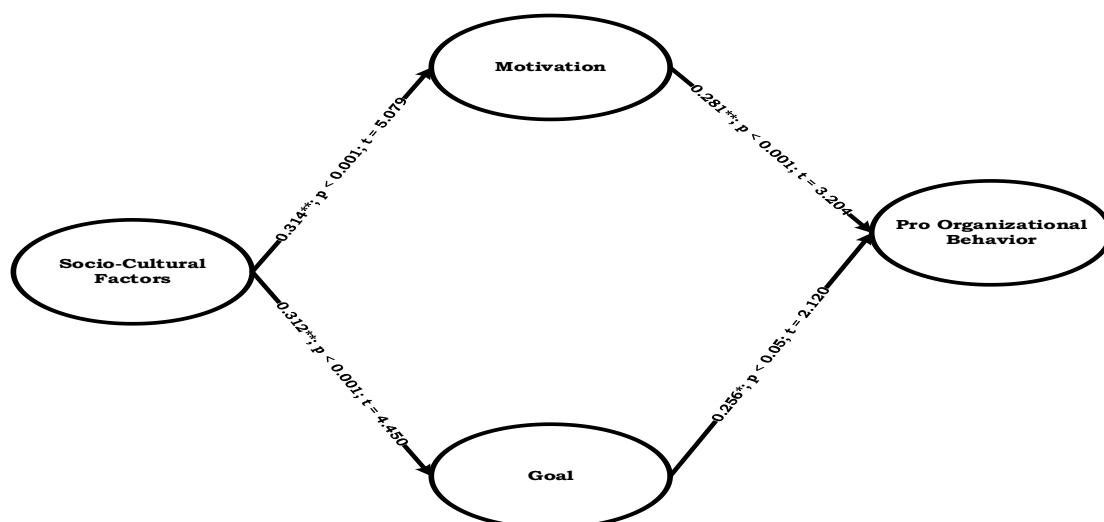
Fig, 1. The Result of Structural Model Test
in which: Cmin/DF = 2.108; GFI = 0.973; AGFI = 0.951; RMSEA = 0.057; CFI = 0.944

Hypothesis 1, which assumes that sociocultural factors influence Bintara TNI AD members' motivations, has been supported. Rosenzweig and Wigfield (2017) argue that social factors determine an individual's motivation for the fulfillment of his/her needs. In this research, sociocultural factors have proven influential in shaping Bintara TNI-AD soldiers' motivations. Each of Bintara TNI-AD members, with his/her own sociocultural background, develops his/her own motivation for becoming a TNI soldier. In this context then, members of Bintara TNI-AD are motivated by their respective sociocultural aspects of their lives to join the TNI-AD as a Bintara.

Hypothesis 2, which assumes that sociocultural factors influence Bintara TNI-AD members' achievement goals, has been supported.This finding corresponds to Briner's observation (1999) that sociocultural factors have proven capable of shaping students/learners' experiences in their efforts to develop their comprehension of the acquired knowledge and the complex skills they have learned.

Hypothesis 3, which predicts that motivation has a positive influence on Bintara TNI-AD members' pro-organizational behavior, has been supported. In short, this research has established that there is a correlation between motivation and pro-organizational behavior. It has also proven that pro-organizational behavior is motif-based (Ariani, 2012; Davila & Finkelstein, 2013). Soldiers who engage in pro-organizational behavior rely on their leaders' perception of their motives and expectations (Allen and Rush, 1998).

Hypothesis 4, which predicts that goal influences Bintara TNI-AD Members' Pro-Organizational Behavior, has been supported. This research acknowledges that there are two categories of goals, namely intrinsic goals and extrinsic goals. In terms of intrinsic goals, the finding above reveals that there is a self-transcendence or altruism aspect in serving as a Bintara TNI-AD, which is responsible for the increase in the pro-organizational behavior of the Bintaras under study. Altruism is closely related to members' contributions to their organization. In general, people with altruistic goal and drive tend to perceive that pro-organizational behavior is the kind of behavior that support the organization's goals. In line with this notion, this research has found that individuals who join the Army with the extrinsic goal of honing their military skills such as shooting, tank or APC driving and parachuting will be more motivated to engage in pro-organizational behavior.

Conclusion

Overall, the research model in this article fills the gap in achievement goal theory. The findings have demonstrated that the predictor variables in this research were able to understand, explain and predict Bintara TNI-AD members' pro-organizational behavior. The variables are the sociocultural factors, motivation and goal. This research has addressed the fact that pro-organizational behavior is a complex phenomenon that has been rarely discussed in depth when using achievement goal theory. It has proven that pro-organizational behavior can be explained through motivation and goal variables in conjunction with sociocultural factors that contribute to them. Accordingly, the findings presented in the previous section show that the sociocultural background of each Bintara TNI-AD is influential in shaping the Bintara member's motivation and goal and in turn encouraging him/her to engage in a good organizational citizenship behavior.

Implications

The findings of this research offer a recommendation for other organizations, including government organizations, profit organizations and non-profit organizations, about how to understand organizational citizenship behavior. They also present insights into factors that play a role in shaping TNI-AD members' organizational citizenship behavior. Last but not least, the findings are expected to be a valuable suggestion for the stakeholders in the TNI-AD's organizational system about how to understand the external factors that underlie Bintara members' motivations and goals and about the importance of policies that encourage them to maintain their motivation to engage in a good organizational citizenship behavior.

Limitations

The present research has a number of limitations. First, it only involves one rank in the TNI (Indonesian National Armed Forces), i.e. Bintara TNI-AD (Indonesian Army Non-Commissioned Officer). The different characteristics of different ranks in TNI-AD will presumably lead to more varied findings in the research.
Second, this research only focuses on Bintara TNI-AD members coming from Maluku, Papua and Sulawesi. Differences in respondents' characteristics that come from the geographical factor limit the generalization of the findings to Bintara TNI-AD members from other areas in Indonesia.
Third, this research involves respondents from only one gender, that is, male. Therefore, respondents' differences that are caused by gender difference will also limit the generalization of the findings to the female Bintara TNI-AD members.

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