

THE INFLUENCE OF INTRINSIC MOTIVATION AND EMPOWERMENT ON AFFECTIVE COMMITMENT AND ITS IMPLICATIONS FOR ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

This study aimed to identify the effect of intrinsic motivation and empowerment on affective commitment and its implication on organizational citizenship behavior. The research method used an explanatory with a quantitative approach and descriptive method to know category of these research construcs. The research sample amounted to 200 people of the employees of The Perumda in East Priangan. The sampling technique used a proportional random sampling technique. Data collection techniques used observation methods and questionnaire distribution. Research data in the form of primary and secondary data. Data analysis techniques used the Structural Equation Model (SEM) using the Smart PIs analysis tool. The results indicated that (1) intrinsic motivation and empowerment had effect on affective commitment; (2) intrinsic motivation and empowerment had effect on organizational citizenship behavior; (3) affective commitment had effect on organizational citizenship behavior; and (4). intrinsic motivation and empowerment had effect on organizational citizenship behavior that mediated by affective commitment of the employees of Perumda in East Priangan.

Keywords: Intrinsic Motivation, Empowerment, Affective Commitment, Organization Citizenship Behavior.

INTRODUCTION

The success of an organization can be measured by the effectiveness and efficiency of its human resources (HR). Human resources are an important factor in an organization, which is why superior and optimal employees are needed. Such excellence can be achieved through a workforce that is creative, innovative, productive, and highly motivated. Educated workers like this can enhance organizational performance. Additionally, organizations must pay more attention to employees to ensure they provide feedback to the organization in the form of commitment to remain loyal and work joyfully according to organizational standards, delivering high productivity and collectively achieving the organization's goals.

The Regional Drinking Water Company (PERUMDA) is an organization, or in other words, a public company established by the West Java Regional Government that operates in the provision of clean water and drinking water services. In the eastern Priangan region alone, there are several PERUMDAs spread across various regencies and cities. These companies have several unit offices located in various sub-districts,

including Banjar City, Tasikmalaya Regency, Ciamis Regency, Pangandaran Regency, and Garut Regency. As a Regional-Owned Enterprise (BUMD), PERUMDA is responsible for providing clean water and drinking water services in the West Java Province. Therefore, the service and management of the company in distributing water to the coverage areas of each PERUMDA should be conducted properly and professionally.

Based on the performance evaluation results of the Regional Drinking Water Companies (BUMD) for the 2021 fiscal year by the BPKP Representative of West Java Province (BPKP, 2021), several issues were found in the PERUMDAs in East Priangan. Specifically, some PERUMDAs in East Priangan, such as PERUMDA Tirta Galuh in Ciamis Regency, Tirta Anom in Banjar City, and Tirta Prabawa Mukti in Pangandaran Regency, are experiencing going concern risks. This means that these companies are in a position where they need to make investment decisions and conduct risk analyses, including ensuring the continuity of their operations. In other words, some PERUMDAs in East Priangan are performing suboptimally. Additionally, one PERUMDA, Tirta Anom, experienced a decline in service coverage to 24.75% in 2021 from 32.18% in 2020. Furthermore, PERUMDA Tirta Prabawa Mukti in Pangandaran Regency does not yet have an internal audit unit.

Moreover, the PERUMDAs in West Java, particularly in East Priangan, are facing the issue of non-revenue water (NRW), which is water that has been produced but does not reach consumers. According to the assessment by BPKP West Java Province (2021), the PERUMDA with the highest percentage of NRW is PERUMDA Sukapura in Tasikmalaya Regency, which experienced a water loss of 41.07%, followed by PERUMDA Tirta Intan in Garut (37.3%), Tirta Anom in Banjar City (33.12%), and Tirta Prabawa Mukti in Pangandaran Regency (30.99%). These NRW values are above the acceptable limit of 20%, indicating that the Drinking Water Supply System (SPAM) or PDAM is performing suboptimally. This suboptimal performance is due to physical water loss caused by technical factors such as leaks in the water distribution network, overflow in tanks and reservoirs, and other technical issues. Additionally, non-technical factors such as unauthorized water consumption, administrative errors, theft, and errors in customer meter readings also contribute to the problem.

The achievement of the company in providing good service to the community in meeting the needs of clean water and drinking water is highly anticipated because it relates to the needs of many people. Therefore, the organization needs to be supported by human resources/employees who are fully committed to the company. This is a representation of the employees' dedication to their work and a form of good organizational citizenship behavior (OCB). Employees with good organizational citizenship behavior will also produce good performance. Organizational citizenship behavior is a voluntary behavior of an employee towards the organization to work beyond the demands of their role, meaning the employee works voluntarily, full of

integrity towards the organization. Having such behavior, the company will develop better because employees have positive organizational citizenship roles.

However, there are still employees with low participation levels in their work. Therefore, their organizational citizenship behavior is low. This is based on the results of a pre-survey conducted on 50 employees at the Regional Drinking Water Company (PERUMDA) in East Priangan.

Table 1. Pre-Survey of Organizational Citizenship Behavior of PERUMDA Employees in East Priangan

No.	Indicator	Response Alternative (%)	
		Optimal	Suboptimal
1	Prioritize company interests above personal interests	45	55
2	Relationships with fellow colleagues	80	20
3	Get involved in every organization/company activity	52	48
4	Accuracy and caution in work	30	70
5	Sportsmanship behavior at work	85	15

Source: Primary data, 2024

Based on the results of the pre-survey as shown in the table above, the organizational citizenship behavior of PERUMDA employees in East Priangan is suboptimal. This is measured based on indicators of employee behavior in addressing personal and company interests, accuracy, and caution in working. However, some other indicators are optimal, such as relationships with fellow employees, involvement in company activities, and sportsmanship in work. This suboptimal behavior then affects employee performance, impacting the company's performance, especially in the management of PERUMDA in East Priangan.

Besides organizational citizenship behavior, employees should have a strong commitment to the company. Commitment indicates a person's loyalty to their job. One of the commitments that PERUMDA employees in East Priangan should have is affective commitment, which refers to the emotional side of employees, creating a strong connection with the company. This sense of belonging can make employees more diligent, careful, and well-prepared in their work. Consequently, the likelihood of leaks, water loss, and administrative errors can be minimized. Thus, employees' affective commitment can enhance their organizational citizenship behavior in building the institution. As per Muniah's (2022) study, it was concluded that affective commitment influences employees' organizational citizenship behavior. However, there is a research gap from Kurniawan et al. (2022), which states that affective commitment does not influence organizational citizenship behavior.

The findings of water loss and poorly organized administration can indicate suboptimal employee performance and a lack of strong commitment from employees in their work, leading to both technical and non-technical issues. Affective commitment is also related to how they work. Employees with strong affective commitment can enhance positive organizational citizenship behavior, allowing them to work happily, responsibly, and professionally.

The presence of motivational factors among employees also results in strong commitment and good organizational citizenship behavior. Employee motivation can be influenced by internal (intrinsic) and external (extrinsic) factors. Intrinsic motivation originates from within oneself and is driven by personal desires and interests. By providing education and training to develop opportunities for employees to enhance their skills and potential, they can continuously improve their abilities to support good performance. Besides intrinsic motivation, there is also extrinsic motivation, which comes from external sources and is influenced by situational factors outside of the individual. Motivation is a process that initiates actions due to physical and psychological needs, or in other words, it is a driving force aimed at achieving specific goals.

Research by Dewi et al. (2023) indicates that intrinsic motivation influences affective commitment. Employees with intrinsic motivation tend to be more emotionally loyal to the organization/company. However, there is a research gap identified by Kurniawan et al. (2022), concluding that intrinsic motivation does not affect employees' affective commitment. Additionally, intrinsic motivation among employees affects organizational citizenship behavior, as found in Verianto's (2018) study, which concludes that intrinsic motivation influences organizational citizenship behavior. However, this differs from the findings of Helmy et al. (2021), highlighting a research gap.

Furthermore, another factor influencing organizational citizenship behavior and affective commitment of employees is employee empowerment. Employee empowerment plays a crucial role in enhancing capacity and participation so that employees can work effectively. This means that organizational citizenship behavior can be influenced by employee empowerment. Consistent with the studies by Rahayu and Rozak (2020) and Safitri and Solihah (2020), which conclude that empowerment has an impact on organizational citizenship behavior. However, there is a research gap identified by Kurniawan et al. (2022) stating that empowerment does not affect organizational citizenship behavior. Empowerment serves as attention and motivation from the company, encouraging employees to reciprocate with good participation/performance and emotional attachment/affective commitment to the company. Aligning with Gulo's (2016) research indicating that employee empowerment influences affective commitment. However, based on Kurniawan et al.'s (2022) research, empowerment does not affect affective commitment.

However, low intrinsic motivation and empowerment have led to various problems in the performance of PERUMDA in East Priangan. These issues include challenges in company management, lack of good governance, service delivery, and other problems caused by insufficient commitment and organizational citizenship behavior of employees. Motivation itself is a dominant factor influencing employee performance, with the impact of motivation on performance being directly proportional. This means that the higher the motivation of employees, the higher their resulting performance will be. Every organization must have goals, and achieving these goals requires commitment. Without commitment, an organization will not experience positive changes.

LITERATURE REVIEW

1. Intrinsic Motivation

Motivation is crucial in the workplace because without it, employees are not driven to achieve high productivity. Motivation is the impetus provided by the organization to encourage employees to perform well for the organization's goals. One type of work motivation is intrinsic motivation, which involves values and pleasure in performing tasks for specific purposes. According to Simamora (2012), intrinsic motivation comes from within the individual and fosters integrity towards both organizational and personal goals, satisfying both. Hasibuan (2016) defines intrinsic motivation as an internal drive for achievement within an individual.

According to Herzberg as cited in Hasibuan (2016), employees are motivated to work due to several factors:

- 1) The work itself: the perceived challenges and complexity of the job.
- 2) Advancement: the potential for career progression, such as promotions.
- 3) Responsibility: the perceived level of responsibility assigned to an employee.
- 4) Recognition: the degree of acknowledgment given to employees for their work.
- 5) Achievement: the opportunity for employees to achieve high work performance.

Employee empowerment is a form of motivation provided by organizations to enhance employee participation more effectively. Empowerment involves teaching employees to make decisions and take responsibility for their outcomes. According to Triatmanto (2017), empowerment is a multifaceted concept that cannot be encompassed in a single idea, emphasizing the need to grant individuals the freedom to act and simultaneously hold them accountable for their actions. Mulyadi (2017) defines employee empowerment as a process to enhance employees' reliability in planning and controlling the implementation of their work plans according to their responsibilities.

According to Khan as cited in Triatmanto (2017), empowerment is an effort to make employees more responsible for their work, thereby enhancing their performance. Key indicators include:

- 1) Involvement: Allowing employees to identify existing problems.
- 2) Trust: Establishing mutual trust within the organization to facilitate information exchange and advice without fear.
- 3) Self-confidence: Building employees' confidence by appreciating their abilities.
- 4) Communication: Encouraging openness through feedback and suggestions on outcomes.

2. Affective Commitment

Affective commitment arises from the need and dependency on activities previously undertaken by the organization that cannot be abandoned without adverse consequences. According to Yukongdi & Shrestha (2020), affective commitment is the sentimental attachment of employees to the organization. Robbins (2015) states that affective commitment is a significant predictor of various organizational outcomes, indicating its strong association with organizational results. Utaminingsih (2014) defines affective commitment as a psychological identification involving pride in being part of the organization, which includes emotional attachment, identification, and involvement.

According to Wahyudi (2012), affective commitment is related to emotional attachment, identification, and employee involvement within an organization. Employees with high affective commitment remain with the organization because of their desire to remain members of the organization:

1. Emotional Attachment: Affective commitment ensures that employees strongly believe in following organizational values and prioritize achieving organizational goals.
2. Identification: Affective commitment emerges from needs and views commitment as being dependent on activities carried out in the organization's past that cannot be abandoned without adverse consequences.
3. Employee Involvement in the Organization: This entails involvement in every organizational activity due to an emotional connection with the organization.

3. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a concept that significantly influences various aspects within an organization, including performance and employee turnover, through positive attitudes or behaviors performed beyond their roles and obligations. According to Robbins & Judge (2017), employees with good OCB tend to have good performance. Farida (2017) suggests that OCB can enhance work efficiency, reduce production costs, and generate greater profits for the organization. According to Fahmi (2016), OCB refers to behaviors that are not explicitly rewarded or punished and are not part of an employee's job description.

Organ (cited in Farida, 2017) outlines the indicators of organizational citizenship behavior as follows:

1. Altruism: Demonstrating behavior where individuals prioritize the needs or interests of others over their own, often involving voluntary assistance beyond their obligations.
2. Courtesy: Maintaining good relationships with coworkers or other employees to prevent interpersonal problems, showing respect and consideration for others.
3. Civic Virtue: Actively participating in organizational activities and showing concern for the organization's welfare. Employees voluntarily participate, take responsibility, and engage in addressing organizational issues.
4. Conscientiousness: Demonstrating a willingness to go beyond what is expected by the organization voluntarily.
5. Sportsmanship: Showing tolerance and acceptance of difficult or unpleasant situations without complaint, fostering positive interactions among employees.

RESEARCH METHOD

Metode penelitian yang digunakan adalah metode eksplanatori dengan pendekatan kuantitatif serta metode deskriptif untuk mengetahui kategorisasi dari setiap konstruk penelitian. Sampel penelitian berjumlah 200 orang yang merupakan karyawan dari Perumda di Priangan Timur. Teknik sampling yang digunakan adalah teknik sampling acak proporsional. Teknik pengumpulan data menggunakan metode observasi dan penyebaran kuesioner. Data penelitian berupa data primer dan sekunder. Teknik analisis data menggunakan *Structural Equation Model (SEM)* dengan menggunakan alat analisis Smart Pls.

RESULT AND DISCUSSION

The analysis results consist of findings from descriptive and quantitative methods. The descriptive analysis results in categorization of research constructs based on respondents' perceptions as presented in the following table.

Table 2. Summary of Research Construct Categorization

No.	Construct Name	Score	Category
1	Intrinsic Motivation	9269	Very Good
2	Empowerment	6972	Very Good
3	Affective Commitment	5370	Very Good
4	Organizational Citizenship Behavior	8891	Very Good

Source: Primary Data (Processed)

The descriptive analysis shows that the depiction of the intrinsic motivation construct falls within the category of Very Good with a total score of 9269. The highest score is for the statement "Work feels lighter when done together" with a score of 943

(Very Good). Meanwhile, the lowest indicator is for the statement "Employees receive appreciation for job performance" with a score of 902 (Very Good). Respondents perceive that intrinsic motivation among employees at Perumda in Priangan Timur is well established, especially in their job execution. According to them, work feels lighter when done collaboratively. Therefore, company leadership should foster teamwork to facilitate work processes and enhance productivity. Additionally, employees should receive appreciation from the company to further motivate them, gradually strengthening intrinsic motivation.

The descriptive analysis indicates that the depiction of the empowerment construct falls within the category of Very Good with a total score of 6972. The highest score is for the statement "Open to criticism and suggestions" with a score of 926 (Very Good). Meanwhile, the lowest indicator is for the statement "Employees are not open/transparent in their work" with a score of 607 (Good). Respondents perceive that the empowerment initiatives by the company are very effective. In fact, employees are open to receiving criticism and suggestions directed at them. Thus, there is a likelihood of performance improvements. However, many employees at Perumda in Priangan Timur exhibit a lack of openness about their work, making it difficult for management to evaluate their performance.

The results of the descriptive analysis indicate that the construct of affective commitment is categorized as Very Good with a total score of 5370. The highest score is for the statement "Employees engage in every company activity" with a score of 919 (Very Good). Meanwhile, the lowest indicator is the statement "Employees have dependency on company activities" with a score of 882 (Very Good). Respondents perceive that affective commitment is already present among employees, with employees actively engaging in every company activity. Additionally, employees show dependency on company activities.

The results of the descriptive analysis show that the construct of organizational citizenship behavior is categorized as Very Good with a total score of 8891. The highest score is for "having tolerance towards company decisions" with a score of 926 (Very Good). Meanwhile, the lowest indicator is the statement "having concern for the company" with a score of 811 (Good). Respondents evaluate that the organizational citizenship behavior of employees at Perumda in East Priangan is very good. This is evidenced by respondents' perceptions that every company decision is always met with tolerance aimed at adapting to new policies set by the company. Furthermore, respondents perceive that they have concern for the company, indicating good organizational citizenship behavior among employees at Perumda in East Priangan.

1. The Influence of Intrinsic Motivation and Empowerment on Affective Commitment

Based on the quantitative analysis, it is concluded that the constructs of intrinsic motivation and empowerment have a positive and significant influence on affective

commitment among employees at Perumda in East Priangan. This is supported by calculations using Smart PLS, which show a significance value (P) for the influence of intrinsic motivation on affective commitment of less than 0.05 at a significance level ($\alpha = 0.05$), with a t-statistic value of 6.598, exceeding 1.96. Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that intrinsic motivation has a positive and significant effect on affective commitment.

Intrinsic motivation of employees is associated with their personal emotional levels. This motivation can fulfill an individual's psychological needs, such as competence and personality in their work. With strong motivation driven by the desire and ability to contribute to the company, individuals can develop commitment, especially affective commitment. Research results indicate that good intrinsic motivation positively enhances affective commitment among employees at Perumda in East Priangan. Moreover, high motivation makes employees enthusiastic and motivated to perform their tasks according to the company's targets and regulations, driven from within themselves as every individual has unique motivations for their work. With high work enthusiasm, employees naturally develop commitment to the company they work for. This finding aligns with prior research by Dewi et al. (2023), which concluded that intrinsic motivation influences affective commitment.

Meanwhile, the significance value of the empowerment's effect on affective commitment is 0.000, smaller than 0.05, with a t-statistic of 6.293, greater than 1.96. Hence, the null hypothesis (H_0) regarding the partial relationship between empowerment and affective commitment is rejected, and the alternative hypothesis (H_a) is accepted. This means that empowerment significantly and positively influences affective commitment among employees at Perumda in East Priangan.

The empowerment activities for employees at Perumda in East Priangan are continuously conducted to enhance their capacity and capability. Through these empowerment efforts, employees become more loyal to the company, gradually committing to advancing its objectives. Consequently, issues within Perumda can be minimized, thereby improving the company's performance. Company-led empowerment activities elevate employee potential, fostering the perception that the company cares for its employees. Thus, employee empowerment affects their commitment to the company. Moreover, employee involvement fosters trust, self-confidence, and good communication between the company and its employees, further enhancing their affective commitment to the organization. These findings are consistent with prior studies by Lukvian De Vito and Rivai (2021), indicating that employee empowerment influences employees' affective commitment.

2. The Influence of Intrinsic Motivation and Empowerment on Organizational Citizenship Behavior

Based on the quantitative analysis, it is concluded that intrinsic motivation and empowerment have a positive and significant influence on organizational citizenship behavior among employees at Perumda in East Priangan. This is evidenced by the calculations from Smart PLS showing a significance value (P) of 0.035, which is less than 0.05 at a significance level ($\alpha = 0.05$), with a t-statistic of 2.115, greater than 1.96. Therefore, the null hypothesis (H_0) regarding the partial relationship between intrinsic motivation and organizational citizenship behavior is rejected, and the alternative hypothesis (H_a) is accepted. This means that intrinsic motivation significantly and positively influences organizational citizenship behavior among employees at Perumda in East Priangan.

Intrinsic motivation of employees can influence their organizational citizenship behavior at Perumda in East Priangan. Intrinsic motivation originates from within the employees and is personal in nature. Therefore, if the company successfully enhances this motivation, it can foster behaviors that encourage employees to work well within the organization, thereby impacting organizational citizenship behavior. Employees will remain loyal to the company and may even enhance their performance for the organization. These findings align with previous research by Khazamah et al. (2021), which stated that intrinsic motivation can influence employees' organizational citizenship behavior.

Meanwhile, the significance value of the empowerment's effect on organizational citizenship behavior is 0.000, smaller than 0.05, with a t-statistic of 7.960, greater than 1.96. Thus, the null hypothesis (H_0) regarding the partial relationship between empowerment and organizational citizenship behavior is rejected, and the alternative hypothesis (H_a) is accepted. This indicates that empowerment significantly and positively influences organizational citizenship behavior among employees at Perumda in East Priangan.

Empowerment of employees by the company is a form of attention from the company to encourage employees to work with capacity, competence, and knowledge that are competent in the field of work that is the task of employees towards the company. With empowerment conducted periodically by the company, directly or indirectly, it can influence the organizational citizenship behavior of employees. Perumda, as a regional company, continues to improve in enhancing human resources and managerial capabilities to minimize ongoing issues. The response from this empowerment can influence employee behavior within the company. Therefore, empowerment of Perumda employees can enhance their organizational citizenship behavior. The research findings are consistent with previous studies by Widiasono, S., & Priyono, B. S. (2022), which concluded that empowerment affects employees' organizational citizenship behavior.

3. The Influence of Affective Commitment on Organizational Citizenship Behavior

Based on the quantitative analysis, it is concluded that affective commitment significantly and positively influences organizational citizenship behavior among employees at Perumda in East Priangan. This is supported by calculations from Smart PLS showing a significance value (P) for the influence of affective commitment on organizational citizenship behavior of less than 0.05 at a significance level ($\alpha = 0.05$). Therefore, the null hypothesis (H_0) regarding the influence of affective commitment on organizational citizenship behavior is rejected, and the alternative hypothesis (H_a) is accepted. This means that affective commitment significantly and positively influences organizational citizenship behavior among employees at Perumda in East Priangan.

Affective commitment refers to the emotional attachment that employees have to dedicate themselves to the company. With high dedication, employees can cause behavioral changes towards the company, especially in organizational citizenship behavior. The research findings are consistent with previous studies by Wandani and Sunaryo (2022), which concluded that affective commitment influences employees' organizational citizenship behavior.

4. The Influence of Intrinsic Motivation and Empowerment on Organizational Citizenship Behavior Mediated by Affective Commitment

Based on the quantitative analysis, it is concluded that intrinsic motivation and empowerment significantly and positively influence affective commitment among employees at Perumda in East Priangan. This is evidenced by calculations from Smart PLS showing a significance value (P) for the influence of intrinsic motivation on organizational citizenship behavior mediated by affective commitment of less than 0.05 at a significance level ($\alpha = 0.005$). The t-value is 4.243, which is greater than the t-table value of 1.96 ($\alpha = 0.05$), thus rejecting the null hypothesis (H_0) and accepting the alternative hypothesis (H_a). This indicates that affective commitment significantly mediates the influence of intrinsic motivation on organizational citizenship behavior among employees at Perumda in East Priangan.

The mediation of affective commitment in the influence of motivation on organizational citizenship behavior among employees at Perumda in Priangan Timur indicates an indirect influence on the causal relationship of these constructs. This occurs because affective commitment is associated with employees' emotional feelings towards the company, allowing intrinsic motivation—stemming from personal drive—to indirectly influence employees' organizational citizenship behavior through affective commitment.

Furthermore, the significance value of the influence of empowerment on organizational citizenship behavior mediated by affective commitment is 0.000,

smaller than 0.005 significance level (α). The computed t-value of 3.984 exceeds the tabulated t-value of 1.96 ($\alpha = 0.05$), hence rejecting the null hypothesis (H_0) and accepting the alternative hypothesis (H_a). This means that affective commitment significantly mediates the influence of empowerment on organizational citizenship behavior among employees of Perumda in Priangan Timur.

The mediation of affective commitment in the influence of empowerment on organizational citizenship behavior among employees at Perumda in Priangan Timur indicates an indirect effect in the causal relationship of these constructs. Therefore, the influence of employee empowerment on organizational citizenship behavior does not only have a direct impact but also operates through the mediation of affective commitment. Given that affective commitment is closely tied to internal drive, empowerment makes employees of Perumda feel more valued and attended to by the company, fostering commitment to the organization. Consequently, this commitment influences their behavior towards the company/Perumda, making them more loyal and responsible.

CONCLUSION

Based on the research findings at Perumda in Priangan Timur, the conclusions are as follows:

1. Descriptions of each researched construct are as follows:
 - a. Intrinsic motivation construct is categorized as very good.
 - b. Empowerment construct is categorized as very good.
 - c. Affective commitment construct is categorized as very good.
 - d. Organizational citizenship behavior construct is categorized as very good.
2. Intrinsic motivation and empowerment significantly and positively influence affective commitment among employees at Perumda in Priangan Timur, both partially and simultaneously.
3. Intrinsic motivation and empowerment significantly and positively influence organizational citizenship behavior among employees at Perumda in Priangan Timur, both partially and simultaneously.
4. Affective commitment significantly and positively influences organizational citizenship behavior among employees at Perumda in Priangan Timur.
5. Intrinsic motivation and empowerment influence organizational citizenship behavior mediated by affective commitment among employees at Perumda in Priangan Timur

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