

An Empirical Investigation of Organizational Citizenship Behavior (OCB): The Way to Improve Performance in Higher Education Institutions

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Abstract—This study aims to determine the influence of OCB Variables, namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue on Employee Performance.) and Elizabeth Situbondo Hospital employee performance. While the analysis of the data used is multiple linear regression with saturated sampling. Researchers obtained primary data through a questionnaire on 120 employees who worked at tertiary institutions. Using partial hypothesis testing (t test) and hypothesis testing simultaneously (F test). the results of the research and the results of hypothesis testing have shown that there are significant influences between OCB variables namely Altruism (X1), Conscientiousness (X2), Sportsmanship (X3), Courtesy (X4), and Civic Virtue (X5) as Independent variables simultaneously on employee performance.

Index Terms— Organizational Citizenship Behavior, Performance

1 INTRODUCTION

Employees as strategic resources are the backbone of the organization, so that in carrying out their duties will affect its performance. According to Fauth, Bevan, and Mills (2009) organizational success depends on input derived from ideas, innovation, and creativity from employees. Employee performance indicators can be reflected in the quality of work, the level of work persistence, the level of attendance, collaboration between colleagues, the level of concern for work safety, responsibility for the results of his work, and creativity possessed. Over the past three decades, attention from academics and practitioners to further examine the notion of organizational citizenship behavior (OCB) has increased, especially in the area of organizational behavior (Takeuchi, Bolino, & Lin, 2015). In the organizational behavior literature states that OCB is a valuable managerial tool for organizations, has a positive effect on the performance of individuals, groups, and organizations if managed properly (Chiaburu, Oh, Berry, Li, & Gardner, 2011). According to Organ, Podsakoff, and MacKenzie (2006), OCB as an employee's willingness to take a role (role) that exceeds its main role in an organization, so it is called an extra role role (extra-role).

The success of an organization if its members not only do their main tasks, but also want to do extra tasks, such as the willingness to cooperate, help each other, provide input, play an active role, provide extra services, and want to utilize their work time effectively (Robbins & Judge, 2013). Furthermore, Turnipseed and Rassuli (2005) revealed that OCB is an extra

behavior from someone who is beneficial to the organization. OCB is also a unique aspect of individual activities at work (Hui, Lam, & Law, 2000) and is a habit or behavior that is done voluntarily, is not part of formal work, and is indirectly recognized by the reward system. Therefore, OCB is known to increase the effectiveness, efficiency, and performance of an organization (Podsakoff, MacKenzie, Paine, & Bachrah, 2000). There are five dimensions of OCB, namely (Organ & Lingl, 1995; Organ, 2015): 1. Altruism, the behavior of helping colleagues who face difficulties that are closely related to the operational tasks of the organization without coercion. 2. Conscientiousness, behavior that is shown to exceed the minimum requirements desired by the company, such as being present early, utilizing maximum working time 3. Sportmanship, positive behavior towards the organization, by giving tolerance or not complaining or demanding against less than ideal conditions in the organization. 4. Courtesy, the behavior of maintaining good relations with fellow co-workers, preventing conflicts so as to avoid interpersonal problems 5. Civic Virtue, behavior that reflects taking responsibility and participating in the sustainability of the organization.

Another factor that determines organizational success and is interesting to study is job satisfaction, because satisfied employees will be more productive, and vice versa employees who are dissatisfied with their work tend to behave less optimally and not try to do the best things. Golbasi, Kelleci, and Dogan (2008) stated that job satisfaction is an emotional reaction and expression of one's behavior towards work which is the result of an assessment related to the achievement of work, work environment, and work life. Robbins and Judge (2013) add that satisfied employees are more likely to talk positively about the organization, help each other, and perform more optimally. Furthermore Weiss and Merlo (2015) assert that job satisfaction is the result of a positive or negative evaluation of one's work or work situation.

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The relationship between OCB and performance in the journal presented by Waltz and Niehoff shows the level of effectiveness in the organization with the presence of employees with OCB. This supports the development of employee performance as expressed by Yumna and Hamidah (2017) in their research that discusses OCB on the performance of inpatients in Batu Baptist Hospital revealed a significant influence between OCB aspects and the performance of inpatient nurses.

Purba and Seniati (2004) argue that the benefits of OCB are that it can increase work productivity. The statement was reinforced by Podsakoff et al. (2000) which revealed that OCB can influence organizational performance. Several studies on the effect of the relationship between OCB and employee performance have a significant positive relationship (Chien (2003); Alhamda & Sanusi (2006); Bachrach, Powell, Bendoly, & Richey (2006)) but the results of the Buentelo, Jung, and Sun research (2008) prove no significant effect. Although there are inconsistencies in the results of the study, but generally shows that there is a significant positive relationship between OCB and employee performance.

2 LITERATURE REVIEW

2.1 Organization Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) according to Robbins (2008: 31) is a behavior done by an employee that exceeds formal work obligations, but has a good effect because it supports organizational effectiveness. The aspects of OCB according to Organ et al (2006) explain that:

Altruism is the behavior of helping co-workers who are experiencing difficulties in the situation that is being faced regarding company duties or personal problems. This aspect provides help that is not the responsibility of the main task. Conscientiousness is behavior that shows more effort done by employees than company expectations. this behavior is voluntary without considering the rewards or rewards that will be received. Sportsmanship is the tolerance behavior shown by employees when the company is less than ideal without raising objections. This behavior supports a positive climate at work because of the presence of more polite and cooperative behavior with others. Courtesy is to maintain good relations with coworkers to avoid personal problems, and tends to show caring behavior for others. Civic Virtue is behavior that dedicates itself to corporate responsibilities such as following changes in the organization, taking initiatives to recommend a change for the sake of efficiency and progress of the company.

2.2. Employee Performance

Performance is the result of a work or process of achieving the objectives of the activity. Kusnadi (2003: 264) said that performance is a movement or action that is carried out consciously which is directed to achieve a certain goal or target. Mathis and Jackson (2006: 78) express performance measurements in five measurement points namely:

Quantity of output that is in this assessment performance measurements are measured based on the number of standards set results and the ability of the results specified and

the ability of the results provided. This assessment is more widely used to assess the performance of employees in the production or technical department. Quality of output that is in the assessment of quality if applied to the assessment of production work or technical evaluation seen from the results of goods produced, for example there are no defects and according to the standard. However, this assessment can be expanded in addition to the production or technical department. Quality assessment can be seen from the accuracy, skill, accuracy, and neatness. If the employee is conscientious and skilled in doing his job then the results given will be good. Timeline of output is a measurement of performance that can be seen easily. Completion of an output in accordance with the specified time is a sign of good performance, especially if employees can shorten the work process time but still produce products or work results in accordance with established standards. Presence at work is the usual level of attendance used as a benchmark in measuring performance. By looking at the attendance list, the company assumes that if the employee's attendance is below the standard set of working days, then the employee does not make an optimal contribution to the company. This is easily used as a calculation in company performance. Cooperativeness, namely the assessment of attitude in performance is also considered in this theory. Employees who have the desire to be involved in all changes that occur in the organization are more cooperative in baptism. This ability is considered to have a good impact on the organization.

3 METHODOLOGY

3.1 Research design

According to Arikunto (2006: 12), a research design is a proposed plan to solve problems, so that later data can be obtained in accordance with the research objectives. The type of research used is explanatory research, which aims to explain the relationships between one variable to another.

3.2 Population and Sample

According to Santoso (2001: 79), population refers to a group of people or objects that have similarities in one or a number of things and which form the main problem of a particular research. The population in this study is the college employee workforce as many as 120 people. According to Santoso (2001: 80), samples are part or a number of certain samples taken from a population and examined in detail. The sampling used in this study is to use a non-probability sampling technique, where the population does not have the opportunity to be sampled again.

The sampling method used in this study was purposive sampling, wherein the taking of the elements included in the sample was carried out in a straightforward manner, provided that the sample was representative or representative of the population, (Arikunto, 2006: 84). The requirements that must be fulfilled by respondents in this study, which used a purposive sampling method are: a. Respondents are permanent employees b. Respondents have worked at least 3 years at tertiary institutions

4 RESULTS AND DISCUSSION

Table 1. result of Regression

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
(Constant)	5.949	2.726		2.182	.004
1 X1	.081	.154	.082	.824	.002
X2	.069	.144	.070	.778	.005
X3	.123	.150	.135	.820	.006
X4	.028	.158	.027	.880	.008
X5	.006	.156	.006	.840	.008

a. Dependent Variable: Y

Based on Table 1, the regression equation is obtained as follows:

$$Y = 5,949 + 0,081 X1 + 0,069 X2 + 0,123 X3 + 0,028 X4 + 0,006 X5$$

Based on the results of hypothesis testing, it can be seen that all variables have a positive and significant direction so that all research hypotheses can be accepted.

From the above equation can be interpreted as follows:

a) Employee performance will increase by 0.081 units for each additional one unit X1 (Altruism). Hasil ini menu.

b) Employee Performance will increase by 0.069 units for each additional one unit X2 (Conscientiousnes), So if Conscientiousnes has increased by 1 unit, Employee Performance will increase by 0.069 units assuming the other variables are considered constant. c) Employee Performance will decrease by 0.123 units for each additional one unit X3 (Sportsmanship), So if Sportsmanship has increased by 1 unit, then Employee Performance will increase by 0.123 units assuming the other variables are considered constant.

d) Employee Performance will increase by 0.028 units for each additional one unit X4 (Courtesy). So if Courtesy has increased by 1 unit, Employee Performance will increase by 0.028 units assuming the other variables are considered constant.

e) Employee Performance will increase by 0.006 units for each additional one unit of X5 (Civic virtue), So if the Civic virtue has increased by 1 unit, then Employee Performance will increase by 0.006 units assuming the other variables are considered constant.

Discussion

The results of multiple linear regression analysis on the effect simultaneously on each independent variable shows the variables Altruism (X1), Conscientiousnes (X2), Sportsmanship (X3), Courtesy (X4), and Civic virtue (X5) have a significant influence on employee performance (Y), so it can be concluded that testing of hypotheses that states that there is a significant influence of independent variables on employee performance variables.

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[5]

Appendix

Appendix 1. Outer Loading

	Firm Size (X1)	SCSR (Y1)	Financial Performance (Y2)
TA	0,076		
TS	0,654		
NE	0,744		
ISR		1,000	
ROA			0,812
PBV			0,820

[6]

[7]

Appendix 2. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Firm Size (X)	0,161	-0,069	0,519	0,329
SCSR (Y1)	1,000	1,000	1,000	1,000
Profitability (Y2)	0,499	0,499	0,800	0,666

[8]

Appendix 3. Path Coefficients

	Profitability (Y2)	SCSR (Y1)	Firm Size (X1)
Profitability (Y2)			
SCSR (Y1)	-0,021		
Firm Size (X1)	-0,136	0,283	