

Influence Organization Citizenship Behavior On Performance In Jember Of Government

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ABSTRACT

Along with the development of the times, where consumers will ask for maximum service so that companies will try their best to fulfill these requests. Not only trading companies, but service companies will also provide maximum service. In the world of aviation, the timeliness of departure, arrival and other services is the most important. These problems require communication and teamwork to fulfill consumer demands. Where every company needs productivity in all of its workforce. The objectives in this study include where the independent variable is *altruism* (concern), *conscientiousness* (good qualities), *civic virtue* (awareness), *courtesy* (politeness), and *sportmanship* (sportive) does it partially and simultaneously affect performance. This study intends to find out whether employees help each other voluntarily without getting paid and not including work but are useful for increasing company productivity. The analytical method in this study used instrument tests (including reliability and validity tests), multiple linear regression tests, classical assumption tests (including normality tests, heteroscedasticity tests, and multicollinearity tests), and hypothesis testing (including determination tests (R^2), F tests, and t test). Based on the results of the data analysis that has been carried out, it can be drawn that out of the 5 independent variables the concentration in this study is on *civic virtue* partially influential and the rest (*altruism*, *conscientiousness*, *courtesy*, and *sportmanship*) does not affect partially, but these 5 independent variables influence simultaneously on performance in Jember Of Government

Keywords : *altruism*, *conscientiousness*, *civic virtue*, *courtesy*, *sportmanship* and performance

1. INTRODUCTION

Nowadays, people are increasingly busy with various activities. Work equipment is increasingly modern and efficient, but the workload in various companies is getting higher. In this case, the employee is intended to work in a team and must leave selfishness or individual interests. Of course, the results obtained will be more satisfactory. The existence of diversity that is high enough, causes the ability as a human being "*agent of change*" will also be different.

One of the successes of an village or anothor office is in human resources. With rapid and increasing economic demands, better quality human resources are needed, namely as agents of change who can change a company to be better than before and from ordinary to extraordinary with a high level of creativity in carrying out their duties.

In a company, the employee plays a very important role in the progress, goals and survival of the company because the employee is the spearhead of the company, so it is not surprising that research on employees is growing, especially with regard to the issue of how the performance of a person or group continues to increase, what factors into the good and bad performance of the employee, how much influence it has on the success of a company and so on.

Recent research in management and marketing has identified key skills and behaviors associated with success, but have been largely neglected in business education curricula. These skills are known collectively as *Organizational Citizenship Behavior* (Allison et al., 2001). *Organizational Citizenship Behavior* (hereinafter referred to as OCB) has been an important topic of business research approach for more than 2 decades. OCB refers to employee's out-of-role behavior, that is, behavior that is voluntary and extends beyond normal role expectations. Role behavior, in comparison, is required and expected as part of an individual's job, duties, or responsibilities (Allison et al., 2001).

OCB is formally defined as behavior above and beyond the role that is formally defined by organizational roles, natural freedoms, and is not rewarded directly or explicitly in the context of an organization's formal reward structure, and is essential for the effective and successful implementation of an organization (Allison et al., 2001).

OCB is independent individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Or in other words, OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the system *reward* formal (Organ, 1988; in Bolino, Turnley and Bloodgood 2002).

Robbins (2009) argues that OCB is a choice behavior that is not part of a employee's formal work obligations, but supports the effective functioning of the organization. According to Organ (1988) in Tang and Ibrahim 1998), OCB has five dimensions namely *altruism*, *conscientiousness*, *civic virtue*, *courtesy* and *sportmanships*. *Altruism* is a behavior that helps others in dealing with problems in their work. *Conscientiousness* refers to the behavior of a person who is punctual, high attendance rate, and is above the normal expected requirements. *Civic virtue* demonstrating

contribution to political issues in an organization on a responsibility. Courtesy shows courtesy and respect shown in every behavior. *Sportmanships* denotes someone who does not like to protest or express dissatisfaction over petty issues.

Based on the background and formulation of the problem, OCB is work that goes beyond normal work (formal work) and helps colleagues work. This behavior is the choice or initiative of each individual and is not included in the criteria in evaluating work so that it is not punished. OCB has 5 dimensions and these dimensions will be examined. Among others:

1. *Altruism*
Altruism is the employee's behavior in helping people who have difficulties or haven't finished it in time so that this behavior can benefit a company
2. *Conscientiousness*
Conscientiousness is to perform a role beyond the norm that should be implemented by the company. Behavior in terms of punctuality, high attendance, adherence to rules and so on
3. *Sportmanship*
Sportmanship is this behavior that prioritizes things that do not add to the problem within the company and does more work than the problems that exist within the company. Behavior in this case is not easy to protest, do not complain, do not exaggerate the problem and so on. It can be said that this behavior has a high tolerance
4. *Civic Virtue*
Civic virtue is a professional behavior in which an employee must have high responsibility for his work and must improve the quality of the field of work he is engaged in. Behavior in this case is like involvement in activities in the company.
5. *Courtesy*
Courtesy is the behavior of mitigating problems related to the work of others. Behavior in this case is like giving input to coworkers who are having problems.

2. LITERATURE REVIEW

Organization Citizenship Behavior (OCB) is an individual contribution to job demands or employee roles to achieve company targets where an employee can work in a team with other employees to obtain common goals within the company. This OCB involves several behaviors including the behavior of helping other people (fellow workers) for extra tasks, complying with workplace rules and procedures and so on. This behavior plays a role including social behavior where they help each other in their work.

Draft *Organization Citizenship Behavior* first stated by Organ (1988) in Podsakoff et al (2000) *Organization Citizenship Behavior* is discretionary individual behavior, not directly or explicitly recognized by the formal reward system, but in the aggregate enhances the effective functioning of the organization. It can be interpreted that OCB behavior is not a requirement of a role or job description, employment contract with the organization but as social behavior that is personally voluntarily carried out against fellow employees and organizations so that if it is not carried out, no punishment is given.

Organization Citizenship Behavior is the behavior of individuals in doing work that is deeper than what they do or what the company requires them to do. Employees voluntarily become *volunteer* (voluntarily) helping with extra tasks, helping friends with work, and other behaviors that are outside *job descriptionnya*. According to Robbins (2006), *Organization Citizenship Behavior* (OCB) optional behavior that is not part of an employee's formal job obligations, but supports the effective functioning of the organization. The personality base for OCB characterizes employees who are cooperative, helpful, considerate, and earnest. The attitude basis indicates that the employee engages in OCB to reciprocate the organization's actions. All types of OCB are valuable to organizations and although often undetected by reward systems, there is evidence that individuals who exhibit OCB have better performance and receive higher performance evaluations (Luthans, 2006).

Performance appraisal of employees is usually based on *job description* that have been arranged in the company. Thus the good or bad performance of an employee can be seen from his ability to carry out his duties in accordance with his work, in other words how employees can master the job as well as possible with their responsibilities. Do the job accordingly *job description* this is called *in-role behavior* (Dyne, et al., 2005). It should be if a company or organization measures employee performance not only limited to the tasks contained within *job description* just. However, an extra role is needed for the completion of these tasks. Contribution above and beyond the description of this formal work is called *Organization Citizenship Behavior* (Smith et al, 2003).

Can be concluded that *Organization Citizenship Behavior* is an activity or work that goes beyond the actual work and is voluntary or non-coercive to help colleagues carry out extra activities and is related to the reward system. Term *Organization Citizenship Behavior* was first proposed by Organ (in Elfina, 2004) which put forward the five primary dimensions of OCB. In this study, the dimensions of OCB revealed by Organ, et al. Will be used as an indicator in measuring OCB:

1. *Altruism*, namely the behavior of helping other employees without coercion in tasks that are closely related to the operations of the company. Helping others both related to duties in the company or other people's personal problems. This dimension leads to giving help which is not a deferred obligation. In essence, this behavior is basically voluntary behavior to help others with problems related to work or company. This is done without expecting anything in return.
Other indicators are replacing colleagues who are absent or taking breaks, helping friends who are overloaded with work, helping with the orientation process for new employees even if they are not asked, taking time to help others with work-related problems. Make *volunteer* to do something without being asked. Help others outside the department when they have problems. Help colleagues and guests if they need help.

2. *Civic Virtue*, is to help voluntarily without coercion and support for the sustainability of the company, both professionally and socially. Such behavior shows a desire for the continuity of the company and to train responsible for what he does. So in this case to improve the quality of the workers provided.
This behavior is shown to have activeness itself without other people asking in the company. Like this indicator as an example; employees follow changes and developments within the company and outside the company that may affect the company where they work, employees read and follow company announcements, employees make judgments in assessing what is best for the company, keep information about events as well as changes in the company, follow the changes and developments in the company.
3. *Conscientiousness*, in the next dimension regarding employee behavior in terms of punctuality, high attendance and doing something more than necessary. This behavior has several indicators as in terms of presence, compliance with rules and so on, among others; 1. arrive early, so ready to work when the work schedule starts, 2. arrive on time every day, no matter [there are weather conditions or traffic jams and so on, 3. speak as needed in telephone conversations, 4. do not spend time for talks outside of work, 5. Come as soon as needed, 6. will not go home first even though the work done has been completed and it is not yet time to go home.
4. *Courtesy*, This behavior is appreciative, respectful, kind to others. This behavior is to alleviate work-related problems faced by others. In this dimension, employees can help their colleagues to prevent a problem from occurring or take steps to prevent a problem from developing. This can be referred to as a consultant or information needed by colleagues. A worker or employee who volunteers to help or provide input to colleagues has a high level and can respect and consider others.
This dimension has several indicators to prevent problems from occurring in interactions with co-workers. Example; 1. Employees or workers keep abreast of changes and developments within the company, 2. Never get provoked when there is a provocation, 3. Make the situation more stable when colleagues are in dispute with other co-workers, 4. Do not violate the rights of others, 5. Try to prevent problems that arise at work, 5. Do not spread what co-workers don't like about other co-workers, leaders, or about the company itself.
5. *Sportsmanship*, This behavior prioritizes the positive things of the company rather than the negative things. Like not liking to protest, not liking to complain, and not liking to exaggerate trivial things. This behavior must have a high tolerance and sportsmanship towards the company without complaining. In this case we have a common goal and discard selfishness and prioritize common interests.
This dimension is not all owned by other people. How can we be more tolerant than usual for difficulties or workloads that the worker shouldn't do. Someone who has this dimension is a person who is sporty, that is, a person who, without seeing the extra work as hard, sees how group goals or company goals are more important than his personal interests.
This dimension has an indicator as a measure so that you can do more work without looking around. Example; 1. Employees are willing to sacrifice personal interests for the benefit of the company, 2. Employees accept rejection of ideas that they convey gracefully, 3. Workers do not complain about everything, 4. Workers do not exaggerate problems out of proportion, 5. Workers are not hurt (feeling annoyed) when co-workers don't follow their advice.

3. METHOD

Data analysis

Multiple Linear Regression

Multiple linear regression test is used to determine the positive or negative value between two or more independent variables with one dependent variable. According to Sugiyono (2014: 277): "Multiple linear regression analysis intends to predict how the state (up and down) of the dependent variable (criteria).

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Information :

Y = performance

a = constan

X_1 = Altruism

X_2 = Courtesy

X_3 = conscientiousness

X_4 = Sportsmanship

X_5 = Civic Virtue

$b_1..b_4$ = Multiple linear regression X_1, X_2, X_3, X_4, X_5

e = confounding variable

Hypothesis testing

Simultaneous Test

According to Imam Ghozali (2013: 98), the F statistical test basically shows whether all the independent variables included in the model have a joint influence on the dependent variable. The test is carried out by comparing the calculated F and the F table at a significance level of 5% or = 0.5

- If F count > F table then H1 is rejected and H0 is accepted. This means that the independent variables together or simultaneously have a significant effect on the dependent variable.
- If F count < F table then H1 is accepted and H0 is rejected. This means that the independent variables together or simultaneously do not have a significant effect on the dependent variable.

Partial Test

According to Imam Ghozali (2013: 98), the t statistic test basically shows how far the influence of one independent variable individually in explaining the dependent variable.

- If the probability of significance is > 0.5 then H0 is accepted and H1 is rejected. This means that the independent variable (quality of service) individually does not have a significant effect on the dependent variable (community satisfaction).
- If the probability of significance is < 0.5, then H0 is rejected and H1 is accepted. This means that the variable (quality of service) individually has a significant influence on the dependent variable (community satisfaction).
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4. RESULT AND DUSCUSSION

Multiple Linear Regression

Multiple linear regression test is used to determine the effect of two or more independent variables with one dependent variable. This test also looks at the amount of R square to find out what percentage (%) of the variance in the independent variable is simultaneously on the dependent variable and sees whether or not the regression coefficient of each independent variable is significant..

Tabel 1. Result Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-,691	1,850		-,373	,711
Altruism	-,015	,090	-,021	-,163	,872
Conscientiousness	,155	,157	,146	,992	,327
Civic Virtue	,570	,206	,436	2,772	,008
Courtesy	,061	,130	,066	,466	,644
Sportmanship	,245	,220	,190	1,112	,272

a. Dependent Variable: performance

Source: primary data processed in 2022

Multiple linear regression test is used to determine the effect of two or more independent variables with one dependent variable. This test also looks at the amount of R square to find out what percentage (%) of the variance in the independent variable simultaneously with the dependent variable and sees whether or not the regression coefficient of each independent variable is significant.

The multiple linear regression equation model is

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$$

$$Y = -0,691 + (-0,015)X_1 + (0,155)X_2 + (0,155)X_3 + (0,570)X_4 + (0,061)X_5$$

- The constant value is -0.691 which means that the independent variables (altruism, conscientiousness, civic virtue, courtesy, and sportsmanship) are variables that do not affect employee performance in Jember Of Government.
- Variable *altruism* (X_1) a negative value of -0.015, which means that the altruism variable does not affect the employee's performance in Jember Of Government.
- Variable *conscientiousness* (X_2) a positive value of 0.155, which means that the conscientiousness variable affects the performance of employees in Jember Of Government.
- Variable *civic virtue* (X_3) a positive value of 0.155, which means that the civic virtue variable affects the performance of employees in Jember Of Government.
- Variable *courtesy* (X_4) a positive value of 0.061, which means that the courtesy variable affects the performance of employees in Jember Of Government.
- Variable *sportmanship* (X_5) a positive value of 0.061, which means that the sportsmanship variable affects the performance of employees in Jember Of Government.

Simultaneous Test

The F test is used to test whether the independent variables simultaneously affect the dependent variable.

Table 2. Result of Simultaneous Test ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	30,426	3	7,445	8,287	,000 ^b
Residual	5,238	29	,079		
Total	37,215	32			

a. Dependent Variable: performance

b. Predictors: (Constant), altruism, conscientiousness, civic virtue, courtesy, and sportmanships

Source: primary data processed in 2022

Based on the data above, the following results are obtained value of F_{hitung} is 8,287 under the condition $F_{tabel} \frac{df1}{df2}$ or $\frac{5}{44}$ for 5% is 2,43, with the above test criteria then F_{hitung} is $8,287 \geq F_{tabel}$ is 2,43 which means that statistically it can be proven that all the independent variables (altruism, conscientiousness, civic virtue, courtesy, and sportmanship) simultaneously affect the dependent variable (performance) in Jember Of Government.

Partial Test

The t test was used to determine whether the independent variables *altruism* (X_1), *conscientiousness* (X_2), *civic virtue* (X_3), *courtesy* (X_4), dan *sportmanships* (X_5) have a partial (individual) effect on the dependent variable (performance). H_0 states that there is no influence between the independent variables on the dependent variable and H_a states that there is an influence.

Table 3. Result of Partial Test

Item	T _{count}	T _{table}	signifikan
Altruism	-0,163	2,00958	0,872
Conscientiousness	0,992	2,00958	0,327
Civic Virtue	2,772	2,00958	0,008
Courtesy	0,466	2,00958	0,644
Sportmanship	1,112	2,00958	0,272

Source: primary data processed in 2022

1. The regression results show that the altruism variable is -0.163 and 2.00958. This shows that $<$, then H_0 is accepted and H_a is rejected, meaning that there is no linear effect between the independent variables and the dependent variable, so that the altruism variable (X_1) has no partial effect on employee performance in Jember Of Government.
2. The regression results show that the Conscientiousness variable is 0.992 and 2.00958. This shows that $<$, then H_0 is accepted and H_a is rejected, meaning that there is no linear effect between the independent variable and the dependent variable, so that the Conscientiousness variable (X_2) has no partial effect on the employee's performance in Jember Of Government.
3. The regression results show that the civic virtue variable is 2.772 and 2.00958. This shows that $>$, then H_0 is rejected and H_a is accepted, meaning that there is a linear influence between the independent variables and the dependent variable, so that the civic virtue variable (X_3) has a partial effect on the employee's performance in Jember Of Government.
4. The regression results show that the Courtesy variable is 0.466 and 2.00958. This shows that $<$, then H_0 is accepted and H_a is rejected, meaning that there is no linear effect between the independent variables and the dependent variable, so that the variable Courtesy (X_4) has no partial effect on the performance of employees in Jember Of Government.
5. The regression results show that the Sportmanship variable is 1.112 and 2.00958. This shows that $<$, then H_0 is accepted and H_a is rejected, meaning that there is no linear effect between the independent variables and the dependent variable, so that the Sportmanship variable (X_5) has no partial effect on employee performance in Jember Of Government.

5. CONCLUSION

Based on the results of the analysis, several conclusions can be drawn from this study, namely as follows; Based on some of the results of data analysis and discussion in this study, it can be concluded that:

1. The results of data analysis show that variable *altruism* (X_1) has no effect on employee performance in Jember Of Government.
2. The results of data analysis show that variable *conscientiousness* (X_2) has no effect on employee performance in Jember Of Government.

3. The results of data analysis show that variable *civic virtue* (X_3) effect on employee performance in Jember Of Government.
4. The results of data analysis show that variable *courtesy* (X_4) has no effect on employee performance in Jember Of Government.
5. The results of data analysis show that variable *sportmanships* (X_5) has no effect on employee performance in Jember Of Government.
6. The results of the data analysis show that the independent variable (*altruism, conscientiousness, civic virtue, courtesy, and sportmanships*) effect simultaneously on the dependent variable (performance) of employees in Jember Of Government.

After conducting research on a special study in Jember Of Government to determine whether the 5 dimensions *Organization Citizenship Behavior* (*altruism, conscientiousness, civic virtue, cortesy, and sportmanship*) as an independent variable affecting employee performance as the dependent variable partially and simultaneously with accurate results, that is, the independent variable simultaneously influences employee performance and variables *altruism, conscientiousness, cortesy, and sportmanship* does not effect partially while *civic virtue* effect on employee performance.

Based on the results above with the independent variables (*altruism, conscientiousness, cortesy, and sportmanship*) has no effect and only *civic virtue* that affect the employee's performance, the leader should increase socialization if collaboration between employees is very influential and the company can be more productive but with strict prerequisites for a employee.

Based on the results that have been studied is good. But as a consideration for achieving the goals to be achieved, the leadership should provide direction to the employee because this company must increase cooperation for the benefit of the company rather than individuals.

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