Organizational Citizenship Behavior

Analysis of Dominant Influencing Factors to OCB at Education Personnel of FKIP Universitas Kuningan

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Abstract: Campus is an educational institution where students seek knowledge. Colleges can be classified as service provider organizations that also rely on the quality of services provided to students and the community. Competence, ability, expertise, hospitality and compassion as well as providing a sense of comfort it will be a success factor in managing and achieving organizational goals. On campus, lecturers as educators and staff as educational staff have a very important role in achieving goals in education. The purpose of this study is to describe "The influence of Organizational Culture, Job Satisfaction, Commitment, Transformational Leadership, and Servant Leadership to Organizational Citizenship Behavior (OCB) on the Education Personnel Faculty of Teacher Training and Education Universitas Kuningan. The method used in this research is descriptive method, and correlation Population in this research is all educational staff of Faculty of Teacher Training and Education (FKIP) Universitas Kuningan, amounting to 26 people. Data collection techniques use questionnaires, and data analysis techniques use correlation analysis, supported by software SPSS for windows. Based on the results of research conducted by multiple regression analysis, showing that Organizational Culture (X1), Job Satisfaction (X2), Organizational Commitment (X3), Transformational Leadership (X4) and Servant Leadership (X5) Against Organizational Citizenship Behavior (OCB).

1 INTRODUCTION

To achieve organizational goals, the behavior of members is in concern, the behavior here is not just the behavior *in role* or behavior that related to what has been set by the organization but *extra role* behavior is also necessary because the *extra role* behavior itself has a positive impact for the organization. This extra-role behavior is also referred as *Organizational Citizenship Behavior* (OCB). According to Organ (1988: 4) "*Organizational Citizenship Behavior* (OCB) is an extra individual behavior that is not directly or explicitly known in a formal work system, in aggregate can improve the effectiveness of organizational functions ".

Organizational Citizenship Behavior contributes positively to the organization, OCB Behavior is exemplified as helping colleagues to solve their problem, showing respect for fellow workers and leaders, getting to work early and coming home late, being concerned about the property and wealth of the organization and still more the behaviors of *Organizational Citizenship Behavior* that can improve the effectiveness and efficiency for the organization.

Wirawan (2013: 723) argues that "OCB employees are part of corporate social responsibility. OCB also appears in an organization that has a friendly and familial organizational condition. If the perceptions of the members of the organization are friendly to each other and consider a family, OCB will happen a lot. However, if the organizational situation is conflict and idealistic, it will be difficult to present OCB. OCB is more likely to be performed by employees who are satisfied with their work than employees who are not satisfied with their work ". Some studies that examine the OCB include:

The Effect of *Servant Leadership on* Organizational Commitment and Organizational Citizenship Behavior. By: Wike Santa Mira Alumni Faculty of Economics Management Department Maranatha Christian University. Meily Margaretha Faculty of Economics Faculty of Management Department of Maranatha Christian University. Discussion. In this study, all hypothesis proposed answered or it can be proved its correctness that is

hypothesis *servant leadership* have positive effect to organizational commitment and *organization citizenship behavior*. It is evident that if a servant leadership has a close or tied influence with the company, the employee will be committed to his organization and will be willing to do a job that is not his responsibility voluntarily and voluntarily as quoted by Schake (1991) in Erturk, Et al., 2004).

Effect of Servant Leadership and Organizational Commitment of Employees on Organizational Citizenship Behavior (OCB) to Blue Bird Group Surabaya. Vania Claresta Prabowo and Roy Setiawan Business Management Program, Management Studies Program, Petra Christian University Jl. Siwalankerto 121-131, Surabaya E-mail: vania_09246@yahoo.com; Roy@petra.ac.id. The purpose of this study is to test and describe the effect of servant leadership and organizational commitment of employees to organizational citizenship behavior in Blue Bird Group Surabaya. The population of the study was non-driver Blue Bird Group Surabaya employees, which amounted to 224 people with a sample of 60 employees. Data analysis technique in this study using SPSS program version 16.0.Hasil research indicates that: (1) Servant Leadership does not significantly affect the Organizational Citizenship Behavior. (2) Organizational commitment has significant effect on Organizational Citizenship Behavior. (3) Servant Leadership and organizational commitment have a significant effect on Organizational Citizenship Behavior.

The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB) Case Study at Pt. Mirina Nusantara. Risna ananda putri[1], tarcisius t. Sipayung[2], drs.[3]. Management (Business Management Telecommunications & Informatics), Faculty of Business Economics, Telkom University. 2013. The result of data analysis in this research shows that organizational culture of PT. Mirina Nusantara is included in the strong category of 69.32% and the behavior of organizational citizenship behavior (OCB) of PT. Mirina Nusantara is included in the high category of 75.38%. In addition, there is a non-significant influence between organizational culture on organizational citizenship behavior (OCB) at PT. Mirina Nusantara is 18.1%.

The Influence of Organizational Culture Variables, Commitment and Job Satisfaction of Employee to Organizational Citizenship Behavior Employee. Ida Ayu Brahmasari. University of 17 August 1945 Surabaya. 2008. Based on the results of research and discussion that was described previously can be summarized as follows: (1) Organizational values, Organizational Climate, Attention to Detail,

Organizational Structure, Commitment of employees and Employee Satisfaction simultaneously have a significant influence on Organizational Citizenship Behavior (OCB); (2) Organizational values have no significant effect on Organizational Citizenship Behavior (OCB); (3) Organizational situation has a significant influence on Organizational Citizenship Behavior (OCB); (4) Attention to Detail has no significant effect on Organizational Citizenship Behavior (OCB); (5) The organizational structure has no significant effect on Organizational Citizenship Behavior (OCB); (6) Employee commitment has no significant effect on Organizational Citizenship Behavior (OCB); (7) Employee satisfaction has a significant influence on Organizational Citizenship Behavior (OCB). In general it can be concluded that of the four organizational culture variables, only organizational situation variables have a significant effect on Organizational Citizenship Behavior (OCB). In addition, employee satisfaction variables are also shown to have a significant effect on Organizational Citizenship Behavior (OCB).

The Influence of Transformational Leadership on Organizational Citizenship Behavior and Organizational Commitment with Mediation of Job Satisfaction (Study to Fixed Teachers SMA Negeri in East Lombok). B. Maptuhah Rahmi. Faculty of Economics Udayana University (Unud), Bali, Indonesia. The results showed that transformational leadership had positive and significant effect on organizational citizenship behavior, transformational leadership had positive but not significant effect on job satisfaction, transformational leadership had positive and significant effect on organizational commitment, job satisfaction had positive and significant effect on organizational citizenship behavior, Positive but insignificant to organizational commitment. The purpose of this study is to describe the contribution of dominant factors that influence OCB. Based on the above description, about the importance of Organizational Citizenship Behavior in an organization that can improve productivity, effectiveness, and organizational efficiency, thus, the authors are interested in conducting research entitled "Organizational Citizenship Behavior (Analysis of Dominant Influencing Factors to OCB at Education Personnel of FKIP Unversitas Kuningan)".

1.1 Statement of the Problem

How is Organizational Culture, Job Satisfaction, Commitment, Transformational Leadership, and Servant Leadership toward Organizational Citizenship Behavior (OCB) on Teaching Staff of

Teacher Training and Education Faculty of Universitas Kuningan?

2 LITERATURE REVIEW

In 1977 for the first time the term Organizational Citizenship Behavior (OCB) was introduced by the Organ, and defined Organizational Citizenship Behavior (OCB) as a discretionary individual behavior, which was not directly and explicitly awarded from the formal reward system, Overall encourages the effectiveness of organizational functions (Murphy, 2002: 288). Free in the sense that the behavior is not a requirement to be performed in a particular role or job description, or behavior that is personal choice (Podsakoff et al, 2000: 513).

According to Alppebaum (quoted in Quzwini 2013: 134), "Organizational Citizenship Behavior (OCB) is a voluntary and optional behavior that is not part of the formal duties of employees, but what they do affects the effectiveness of the task and the role of the organization. Meanwhile, according to Teleghani (2013: 911) states that "Organizational Citizenship Behavior is a positive behavior of employees that can improve organizational effectiveness, is voluntary, and is not formally described (extra role) and not included in the organization's reward system." Wirawan (2013: 722) Suggests that "OCB is voluntary workplace behavior undertaken by an employee freely which is beyond a person's job requirements and organizational requirements so that it does not exist in an organizational reward system which, if implemented by an employee, will improve the functioning of the organization". OCB is a voluntary behavior of members of the organization rather than the required or enforced behavior of the organization. The employee's duty at work is to carry out his work specified in his job description and the OCB is not in the job description of the employee but he carries out this behavior because he / she feels compelled to be a member of the organization. Because of voluntary behavior, OCB employees do not expect rewards because it does not exist in the organization's rewards system. If the employees do it consistently, it will improve the functioning of the organization.

Based on the explanation above the author can conclude that Organizational Citizenship Behavior is a behavior that does need to exist in an organization. Although these behaviors are not formally written but are indispensable, they will have a positive impact on the organization. When associated with educational platforms as well as teachers' schools and staff must have Organizational Citizenship Behavior as this behavior will bring the organization to its goals well.

Aspects of Organizational Citizenship Behavior used in research May-Chiun Lo and Rumayah (2009: 41) proposed by Organ and Podsakoff, five aspects are:

- The virtue of citizenship (Civic virtue) is the participation of subordinates in the life of the organization, refers to the responsibilities of subordinates to participate in organizational political life such as attending meetings that are not compulsory and following organizational changes even though cannot attend the meeting
- Listening to consciousness is defined as dedication in performing work that goes beyond formal requirements such as working beyond predetermined standards and volunteering to perform work outside of its formal role
- Altriusme (altruism) is defined as a behavior that cares for and prioritizes the interests of others such as helping to volunteerly solve problems co-workers' problems related to work
- Courtesy is a behavior that focuses on preventing problems and taking the necessary steps to minimize the impact of future problems
- Sportsmanship is any behavior that shows tolerance to the ideal state without complaint. The sportsmanship of the employees is to tolerate unexpected or less favorable circumstances without complaint.

According to Podsakoff, et al., Organizational Citizenship Behavior has seven dimensions. Although different, but there are two aspects that Podsakoff, et al., Have in common with the Big Five Dimension proposed by the organ namely the dimensions of sportsmanship and civic virtue. Seven dimensions of Organizational Citizenship Behavior according to Podsakoff, et al. (2000: 514), namely:

- *Helping Behavior* conceptually is the behavior of helping others to prevent work-related problems
- *Sportsmanship* is willing to tolerate unavoidable inconvenience, not complain of work when it comes to overtime, maintaining a positive attitude even when organizational matters do not go as expected, and willing to sacrifice personal interests for the benefit of the work team, and not to reject the ideas of the team work personally
- *Organizational loyalty* is the attitude of supporting and sustaining organizational goals, building the organization's image in the external environment, protecting and defending the organization against external threats, and

staying committed to the organization even under difficult conditions

▪ *Individual initiative* is an employee initiative to communicate with communicative with the aim of improving individual performance in team work

▪ *Organizational compliance* is the acceptance and adherence to rules and procedures applicable within the organization even when no one observes or monitors

▪ *Civic virtue* is a positive attitude and commitment to the organization as a whole, such as a willingness to participate actively in organizational governance, for example, attend meetings, engage in policy debates, and respond to organizational strategies. This attitude reflects someone's recognition that he or she becomes a big part of the organization that shelters it has a great responsibility and commitment to the organization

▪ *Self-development* is the employee's voluntary behavior to be actively involved in the development and training of human resources with the aim of increasing knowledge, skills and abilities thus increasing the contribution of employees to the organization.

Unlike Organ and Podsakoff, et al., Graham and Bolino, et al., It is perceived that the conceptualization of Organizational Citizenship Behavior is based on modern philosophical concepts and theories of philosophy. Graham (2002: 508) suggests that there are three aspects in Organizational Citizenship Behavior:

▪ Obedience is the willingness of employees to accept and comply with all organizational rules and procedures

▪ Loyalty is to describe the attitude or commitment of employees in overriding personal interests and prioritizing the interests of the organization

▪ Participation is describing all aspects of employees' willingness to participate actively in all organizational activities.

Organizational Citizenship Behavior-OCB behavior occurs because there are a number of preceding factors that cause an employee to do OCB. The main factor is the personality of the employees doing OCB. This behavior is mostly done by certain employees who are happy to help others-employees are altruism. This personality is also often associated with employees who are old, have long worked with enough experience to help colleagues. Young employees are generally busy understanding and implementing their job targets by carrying out their job descriptions.

OCB appears in a particular organizational culture. Here the OCB of employees is part of the social responsibility of the organization. OCB also appears in an organization that has a friendly and familial organizational condition. If the perceptions of the members of the organization are friendly and consider a family, OCB will happen a lot. OCB is more likely to be performed by employees who are satisfied with their work than employees who are not satisfied with their work.
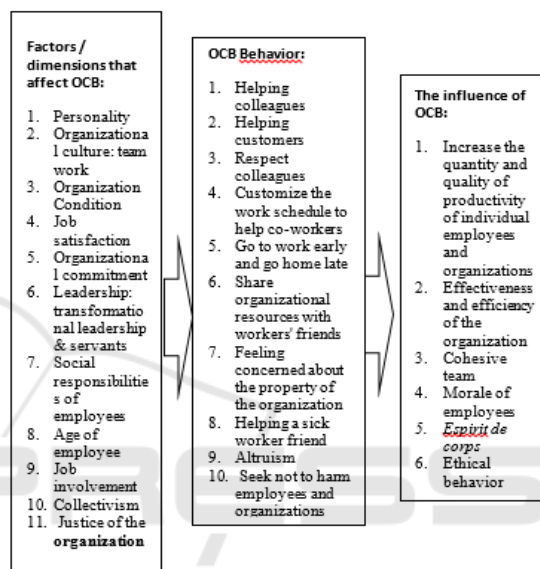

Figure 1: Organizational citizenship behavior model.

Based on the picture1 we can see there are 12 factors that can affect OCB, as well as ten behaviors Organizational Citizenship Behavior in the organization and more important is the influence Organizational Citizenship Behavior against the organization very high benefits, because it can:

▪ Increase the quantity and quality of productivity of individual employees and organizations

▪ Effectiveness and efficiency of the organization

▪ Cohesive team

▪ Moril clerks

▪ Espirit de corps

▪ Ethical behavior

Benefits in a company and organization that can be described as follows:

▪ Improve the work of the company, because it will move the social machine of the organization.

▪ Reduce fiction and improve efficiency.

▪ Specifically reduces the need to link resources.

▪ To maintain corporate function.

- Improve productivity of managers and co-workers.
- Increase job satisfaction.

2.1 Hypothesis

Hypothesis in this research is "There is influence of Organization Culture, Job Satisfaction, Commitment, Transformational Leadership, and Servant Leadership to Organizational Citizenship Behavior (OCB)".

3 METHODS

The method used in this research is correlation method.

3.1 Operationale Variable

Table 1: Operational variables.

Variable	Indicator	Measurement
OCB J.P Mayer & J.J Allen (991) in wirawan (2013:715)	• Helps interpersonal	
	• Individual initiative	
	• Personalized crafts	
	• Loyal boosterism	
Cultural Organization (Hof stede: 1993) in Wirawan (2013:182)	• Distance Management	Likert scale 5 option = Positive statement (SS) = 5 (S) = 4 (KS) = 3 (TS) = 2 (STS) = 1
	• Believe In Co-Workers	
	• Integration	
Job satisfaction Luthans (1995) in Sopiah (2008 : 173)	• The work itself • Type and workload • Work placement	
	• Wages / salaries • Provision of salary • Commissions • Promotion	Likert scale 5 option = negative statement (SS) = 1 (S) = 2 (KS) = 3 (TS) = 4 (STS) = 5
	• Supervision • Briefing • Attention and supervision	
	• Working groups / co-workers • Caution among colleagues	
	• Work environment / working	

Variable	Indicator	Measurement
	conditions support	
Organization Commitment Wirawan (2013:715)	• Affective Commitment • Bind themselves to the values and norms of the organization • Love the organization's goals • Loyal to the organization • Organizational norms and values are equal to the individual values of employees	
	• Sustainable Commitment • More profitable if you remain an organization member • Feeling afraid of losing something if leaving the organization	
	• Normative Commitment • The organization has contributed to the lives of employees. • Organizations work better than other organizations. • Experience working in a fun and happy organization.	
	• Commitment Between • Becoming a member of the organization is just a stepping stone to becoming a member of other organizations...	
Transformational Leadership (Bass and Avolio:1990) in Wirawan (2013:182)	• Charisma	
	• Inspirational motivation	
	• Intellectual Stimulation	
	• Individual Consideration	

Variable	Indicator	Measurement
Servant Leadership Vondey (2010) in Wirawan (2013:182)	• Agapao love • Helps growers grow and succeed • Prefer the subordinates • Be ethical • Create value for the Community	

3.2 Population and Sample

Population in this research is all educational staff of Faculty of Teacher Training and Education (FKIP) Universitas Kuningan, amounting to 26 people. Because the population is less than 100, so the researcher took the entire population to be the research sample. The sampling technique used is saturated sampling.

3.3 Data Collection

Data collection techniques that the authors use in this study is a questionnaire. Data analysis using multiple regression analysis.

4 RESULTS AND DISCUSSION

Based on the results of data processing obtained picture of research variables as follows:

- Transformational leadership (X1) at FKIP University of Kuningan according to the perception of educational staff is high.
- Servant leadership (X2) at FKIP University of Kuningan according to the perception of educational staff is high.
- Organizational culture (X3) at FKIP University of Kuningan according to the perception of educational staff is high.
- Job satisfaction (X4) at FKIP University of Kuningan according to the perception of educational staff is high.
- Organizational Commitment (X5) on FKIP Universitas Kuningan according to the perception of educational staff is high.
- OCB (variable Y) at FKIP Universitas Kuningan according to the perception of educational staff is high

Table 2: Result of data normality test calculation.

One-Sample Kolmogorov-Smirnov Test							
		X1	X2	X3	X4	X5	Y
N		26	26	26	26	26	26
Normal Parameters[a,b]	Mean	27.62	38.46	26.23	39.42	37.65	32.12
	Std. Deviation	3.721	5.501	3.076	5.209	4.399	3.953
Most Extreme Differences	Absolute	.129	.149	.140	.127	.111	.133
	Positive	.129	.149	.117	.122	.111	.133
	Negative	-.124	-.110	-.140	-.127	-.088	-.106
Kolmogorov-Smirnov Z		.660	.761	.716	.648	.568	.678
Asymp. Sig. (2-tailed)		.776	.609	.684	.795	.903	.748
a. Test distribution is Normal.							
b. Calculated from data.							

Based on table 2 it is known that all data in the research variables are declared normal distribution, where the value of sig> 0,05. The influence of Organizational Culture (X1), Job Satisfaction (X2), Organizational Commitment (X3), Transformational Leadership (X4) and Servant Leadership (X5) on Organizational Citizenship Behavior (OCB) based on calculation coefficient of determination obtained value 98,7% , 3% influenced by other factors. This means that OCB is influenced by Organizational Culture (X1), Job Satisfaction (X2), Organizational Commitment (X3), Transformational Leadership (X4) and Servant Leadership (X5) jointly by 98.7% the remaining 1.3% Influenced by other factors. To

find out whether this research has significant or not, F test is done. Based on the calculation results obtained Fcount value of 296,365 with a significance value of 0.000. Because the sig value. <0,05 i.e. 0,000 <0,05, it is stated significant. So there is a significant influence between Organization Culture (X1), Job Satisfaction (X2), Organizational Commitment (X3), Transformational Leadership (X4) and Servant Leadership (X5) on Organizational Citizenship Behavior (OCB).

In addition, based on the F test obtained Fcount value of 296,365 with a significance value of 0.000. Because the sig value. <0,05 i.e. 0,000 <0,05 hence it is stated significant. So that there is a positive

influence Organizational Culture (X1), Job Satisfaction (X2), Organizational Commitment (X3), Transformational Leadership (X4) and Servant Leadership (X5) Against Organizational Citizenship Behavior (OCB).

Several previous researches presented by the researchers at the beginning strengthen the results of this study that Organizational Culture (X1), Job Satisfaction (X2), Organizational Commitment (X3), Transformational Leadership (X4) and Servant Leadership (X5) influence Organizational Citizenship Behavior (OCB).

5 CONCLUSIONS

Based on the results of research conducted by multiple regression analysis, showed that Organizational Culture (X1), Job Satisfaction (X2), Organizational Commitment (X3), Transformational Leadership (X4) and Servant Leadership (X5) influence Organizational Citizenship Behavior (OCB). Based on the conclusions of the study and as a consideration in terms of management, especially to increase Organizational Citizenship Behavior (OCB) employees, the authors suggest things as follows: leaders can pay special attention to the individual needs for achievement and development, by way of coaches, advisors, facilitator teachers, trusted people and counsellors, fellow colleagues or relationships with superiors should be more tightened by mutual help and respect for others, leaders can give attention and supervision to subordinates, so that employees feel closer and have job satisfaction to the boss.

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