

The Effect of Organizational Citizenship Behavior on the Performance of Civil Servants (Study at Palu City Environment Office)

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Abstract. This study aims to analyze the effect of organizational citizenship behavior (OCB) on the performance of civil servants (study at the Palu City Environment Office). This research was designed quantitatively using the census sampling method with 98 respondents. Data analysis was performed descriptively and quantitatively using multiple linear regressions. The results showed that OCB simultaneously had a positive effect on civil servants' performance, especially at Palu City Environment Office. Therefore, this study's results recommend the need to build an OCB culture in various public organizations.

Keywords: *organizational citizenship behavior, performance*

INTRODUCTION

Employees' performance has always been considered the key to the success of an organization [1]. The achievement of organizational goals is the result of every individual or worker in the organization. To maximize the employees' work, it is necessary to be clear about what is expected of them. They need support to contribute to the organization efficiently and productively. In this case, cooperation is needed, along with mutual understanding and open communication between superiors and subordinates [2].

The strength of an organization lies in the hands of the people within the organization, and there is no other better way to describe this relationship. People who make up organizations, at every level, be it the managers, the production workers, the salespeople, receptionists, and the building cleaners, have the ability to set the course of the organization's direction, performance, and even survival. Each of them plays a significant role in the organization. Their influence on organizational performance, health, and survival should never be underestimated. Hence, ensuring a high level of involvement and engagement of employees in the organizations should be the primary goal of all managers and leaders of the organizations [3]. Employee performance is also strongly influenced by the organizational commitment of each

employee. Organizational commitment is when an employee is committed to achieving the company's goals and intentions to maintain membership within the organization [4].

In carrying out the tasks, an employee is expected to provide the best performance. In fact, the performance shown by an employee is generally not as satisfying as expected. Likewise, Palu City Environment Department employees' performance, particularly those relating to the cleaning service of Palu City people, has not been satisfactory. This can be traced based on complaints from the community regarding the cleanliness of the Palu City community. Some domestic and foreign tourists who come to Palu stated that Palu City is a city full of rubbish. It is easy to find piles of garbage in the corners of Palu City [5]. The behavior of Palu City environmental service employees has not followed the Organizational Citizenship Behavior (OCB) in their work, so it does not meet the expected performance achievement. Staff behavior and attitude is an essential factor in increasing the effectiveness of organizational performance. Therefore, organizations need staff who intend to exceed official job requirements, and OCB is what helps them achieve this goal [6].

The term OCB was first proposed by Organ [7], which put forward five primary dimensions of OCB [8]: (1) Altruism, which is the behavior of helping other employees without coercion on tasks closely related to organizational operations; (2) Civic virtue, which shows voluntary participation and support for organizational functions both professionally and socially; (3) Conscientiousness, which contains the performance of role prerequisites that exceeds the minimum standard; (4) Courtesy, or behavior alleviating problems related to work faced by others; and (5) Sportsmanship, which contains restrictions on making destructive issues despite feeling inconvenience.

Several measurements of OCB have been developed. The Morrison Scale is one of the measurements that have been refined and have good psychometric abilities [9]. This scale measures the five dimensions of OCB, namely (1) Altruism: the behavior of helping others whose

work is overloaded, replacing coworkers who are absent, helping the orientation process of new employees even if they are not asked to, volunteering to do things without being asked, helping others outside the department when having problems, and helping customers if they need help; (2) Conscientiousness: behaviors that exceed the minimum prerequisites, such as attendance, compliance with rules, arriving early and ready to work when the work schedule starts and being punctual every day, not spending time for talks unrelated to work, being responsive, and not wasting time at work; (3) Sportsmanship: the willingness to tolerate without complaining, refrain from complaining and swearing, not finding faults in the organization, and not exaggerating problems beyond its proportions; (4) Civic virtue: giving attention to functions that build organizational image, giving attention to important meetings, and working collaboratively; and (5) Courtesy: remembering events and changes in the organization, keeping up with changes and developments in the organization, reading and following organizational announcements, and using one's judgments to assess what is best for the organization.

OCB has a positive influence on employee performance, which refers to what is performed by an employee related to the organization's workload or responsibility. Individual performance has three main components: individual ability, effort, and organizational support [10]. Several researchers have mentioned many individuals and organizational consequences of organizational citizenship. An increase in performance and effectiveness is mainly considered at an organizational level, and organizational citizenship behavior has reversely related to turnover [6]. However, OCB can also be seen as behavior not necessarily linked with organizational performance. It can be a part of individual motive whether they want to deliver this type of behavior or not [11].

Organizational citizenship behavior influences individual and group performance and the relationship between individual citizenship behavior, service quality and quantity, and customer satisfaction. It also affects the relationship between group citizenship behaviors, the spirit of cooperation, loyalty, staff's competences, and organizational performance. These factors eventually lead to organizational performance and effectiveness promotion through allocating resource income [6].

Organizational citizenship behavior is fundamental to support the effectiveness of organizational functions, especially in the long run. According to Podsakoff [12], several research results show OCB has a positive effect on performance [13], [14], [6], [15], [16]. In this regard, the performance can also be interpreted as

the results achieved by the efforts of a person with the ability in certain circumstances. According to Armstrong [17], the performance can be measured through: (1) the quantity of work; (2) the quality of work; and (3) timeliness. Besides, Mathis and Jackson (2006) mentioned that the elements of performance are generally composed of five elements: (1) the quality of the results; (2) the number of outcomes; (3) timeliness; (4) presence; and (5) the ability to work together. Six performance indicators were used : (1) completing the work in a timely and effective manner, (2) performing high-quality work, (3) completing tasks in a satisfactory manner, (4) the quality of work, (5) the quantity of work, and (6) overall performance. Then he summarized it into (1) the quality of work, (2) the quantity of work, (3) attitude, (4) cooperation, (5) communication, and (6) the overall performance.

The five-dimensional organizational citizenship behavior (i.e., altruism, conscientiousness, sportsmanship, civic virtue, courtesy) was used as an independent variable and performance as the dependent variable of this research.

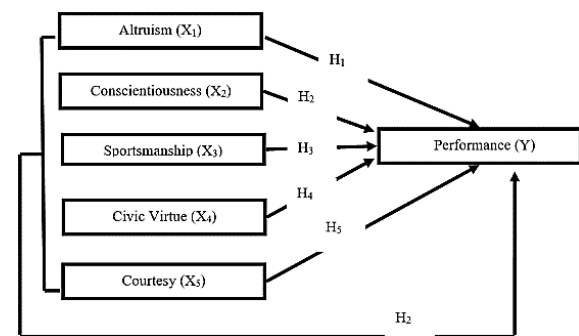


Figure 1: Research Conceptual Framework

Research Hypotheses

1. OCB simultaneously and positively influences performance.
2. Altruism has a positive effect on performance.
3. Conscientiousness has a positive effect on performance.
4. Sportsmanship has a positive effect on performance.
5. Civic Virtue has a positive effect on performance.
6. Courtesy has a positive effect on performance.

METHOD

Descriptive analysis was used to interpret data and information obtained by collecting, compiling, clarifying them, followed by analysis to obtain an accurate picture of the research object. Validity and reliability tests were used to test whether the questionnaire is feasible to be used as research instruments or not. Validity and reliability tests

were carried out on 30 employees in offices other than the Palu city environmental office, namely the Palu City Spatial Planning Office.

The descriptive analysis in this study was used to reveal the OCB level of staff's performance at the Palu City Environmental Office. OCB level and performance were identified by adding up all the respondents' answers to the relevant questions. The number of questions for the OCB variable was 15 question items, and 11 questions for the performance. With a Likert scale of 1 to 5, the maximum number of respondent answering each variable was 15 x 5 x 98 respondents = 7350 for OCB, and 11 x 5 x 98 respondents = 5390 for performance. The amount was compared to the total value actually given by the respondent to the questionnaires. Thus, it was found that the OCB level at the Palu City Environmental Office was (4902: 7350) x 100% = 66.7%, and the performance level of the Palu City Environmental Office was (3371: 5390) x 100% = 62.5%.

By using Table 1, frequency distribution, and calculating numerical descriptors such as central indexes, the sample was examined.

Table 1. Descriptive Statistics of research variables

	Altruism	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Organizational Citizenship Behavior	Performance
Number of Related Questions	3	3	3	3	3	15	11
Mean value	10,20	10,28	10,42	9,14	9,98	50,02	34,40
Standard deviation	2,94	2,83	2,36	2,93	2,12	10,93	8,95
Minimum Value	5	5	7	5	5	31	21
Maximum value	15	15	15	14	13	69	49

In addition to the descriptive analysis used in the study, multiple linear regression analysis models were used to determine how much influence altruism, conscientiousness, sportsmanship, civic virtue, and courtesy of the employee performance at the Office of the Environment Office in Palu. The multiple linear regression model used is:

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

Notes:

Y = Employee Performance

a = constant

b1, ... b5 = Regression Coefficient

X1 = Altruism

X2 = Conscientiousness

X3 = Sportsmanship

X4 = Civic Virtue

X5 = Courtesy

e = Variables not examined

RESULT & DISCUSSION

From the results of multiple linear regression analysis, as seen in Table 2, the regression equation model obtained is as follows:

$$Y = 1.266 + 0.124X_1 + 0.564X_2 + 0.408X_3 + 1.275X_4 + 1.018X_5$$

Based on the regression equation above, it can be stated that simultaneously independent variables influence the performance of 70%, while the rest are affected by variables not examined. It also appears partially, three independent variables that have a positive and significant effect on performance: conscientiousness, civic virtue, and courtesy.

Table 2. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients B	t	Sig.
(Constant)	1.266	.490	.625
Altruism	.124	.453	.652
Conscientiousness	.564	2.133	.036
Sportsmanship	.408	1.116	.267
Civic Virtue	1.275	4.749	.000
Courtesy	1.018	2.644	.010
Constanta	: 1.266	F	: 36.273
R	: .836 ^a	Sig. F	: .000
R Square	: .700		
Adjusted R-Square	: .683		

CONCLUSION

Organizational Citizenship Behavior (OCB) is a form of individual behavior that shows prosocial behavior, which is positive, constructive, and meaningful. OCB describes individuals who like to help others, are willing to do extra tasks and obey the rules or procedures at work. OCB is an individual character who can tolerate the inconvenience of workplace conditions. As individual behavior, OCB will contribute to the demands of the role at work and the rewards provided by the organization. This behavior will logically improve organizational performance and contribute to positive relationships both within the organization and with other stakeholders outside of the organization. Simultaneously, altruism, conscientiousness, sportsmanship, civic virtue, and courtesy have a positive effect on the staff's performance. Partially, each variable shows that conscientiousness, civic virtue, and courtesy have an influence on the staff's performance. Altruism and sportsmanship have no effect on the staff's performance. R-square value of 0.700 means that the ability of altruism, conscientiousness, sportsmanship, civic virtue, and courtesy in explaining staff's performance is 70%, while the remaining 30% is explained by other variables not included in this study.

Based on the result of this study, it is recommended that the Palu City Environmental

Office's management improve their staff's performance by improving OCB, especially three out of dimensions of OCB. It can be done through interview and selection tools with the approach of attention to the spirit of cooperation, conscientiousness, patience, etc. In hiring and recruiting new people, they must prioritize people who have higher citizenship behavior. The management needs to support staff to develop their sense of confidence, civic virtue, courtesy, conscientiousness, cooperation, and patience in solving problems in the context of the job, promotion, and managerial position. Also, evaluating the staff's performance by using the components of organizational citizenship behavior to strengthen this behavior is equally important. Finally, the management needs to consider giving job promotion and salary increase to improve organizational citizenship behavior.

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