



# The Influence of Organizational Citizenship Behaviour (OCB) on Employee Performance Case Study: South Sulawesi Province's Health Department

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**Abstract.** The objective of this study is to figure out the influence of organizational citizenship behaviour (OCB) on performance at the Health Department in South Sulawesi Province. According to the South Sulawesi Provincial Health Office's Regional Apparatus Accountability, the realized performance achievement exceeded the predicted target of roughly 103.22% in 2020 during the COVID-19 pandemic. This study was a quantitative study with 73 respondents and a 10% tolerance using purposive and incidental sampling. Respondents completed a questionnaire with structured questions, and the data was processed by assessing the chi-square and contingency coefficients to determine the strength of correlation. It analyses OCB using the theory from Luthans to measure OCB which consists of Altruism, Conscientiousness, Civic Virtue, Courtesy, and Sportsmanship and uses the theory performance from Mathis and Jackson: quantity, quality, punctuality, attendance, and ability to cooperate. The result of the analysis resulted in that there is an Influence of organizational citizenship behaviour (OCB) on performance of  $p\text{-value} = 55.51 > 9.448$  ( $\alpha$  0.05) and Coefficient Contingency  $C_C = 0,80$  with very strong categories.

**Keywords:** Organizational Citizenship Behaviour · Performance · Chi Square

## 1 Introduction

As a result of the government's insecure position in the face of international competition, the bureaucracy is being forced to employ technology as a tool for serving society. Human resources with the adaptability and capabilities required by the organization are required in order for services to be achieved. The success of the organization comes from the contribution of employees in the form of ideas, innovation and creativity [1]. This is a scope of employee performance where good or high performance can help the company make a profit, preferably if the performance falls it can harm the company [2].

The statement from Gibson that what can affect performance is individual behaviour. Employee behaviour conceptually consists of two, namely in-role and extra-role [3]. In role behaviour is work that is done according to the job description and formally. While

extra-role is a behaviour that can benefit the organization but is not described as OCB. Where is the view of Mcshane and Von glingo (2010) Employees that behave in a way that goes beyond the call of duty or goes beyond what is expected of them in their employment (out-of-role) [4].

Luthans states that individuals who demonstrate OCB perform better and receive higher performance evaluations [5]. The view from Hui (Hui, Lam and Law, 2000) presented the effect organizational citizenship behaviour (OCB) on performance and stated that firms that desire workers to do things or work more than job descriptions have a competitive edge over other enterprises [6]. As a result, many firms who want their employees to have OCB employees can have a substantial-good association with the company.

Scientists are currently debating this OCB study since it is challenging to understand what OCB means in the context of organizations. So that OCB can only be seen and felt when a person or group of people in a certain period does things like the following Helping partners on their team, contributing to perform extra work, avoiding unneeded confrontations, respecting the organization's ethos and laws and regulations, and occasionally tolerating labour that might be taxing are all examples of good partnership, obtrusive and problematic [7]. The perception of OCB is not well known because of the differences between one individual and another.

The correlation between organizational citizenship behaviour (OCB) and employee performance is a very strong level and positive direction [8]. From this statement, it is in accordance with the view of Robbins (2010) that employees with a strong OCB attitude outperform those in other companies [9]. Employees who go above and beyond the call of duty or who perform to organizational standards are necessary for successful organizations [10]. As for the different opinions of Bolino (1999) Employees may apply impression management to appear to their superiors as "good soldiers who are participating in a high level of organizational citizenship behaviour (OCB), and there is a positive relationship between Organizational citizenship behaviours and performance appraisal, but it is a weak one." [11]. OCB appears where good citizens prefer to exhibit OCB in their work environment, implying that the organization will benefit from employees who act OCB.

The public service that has felt the impact of this pandemic is the South Sulawesi Provincial Health Office, which has an increased workload as a health service is in charge of distributing medicines, medical equipment and other medical fluids. In addition, providing socialization and vaccine administration in several SKPD of south Sulawesi province and also the community. Based on the 2020 Regional Device Accountability Report Performance Achievements were realized around 103.22% in the excellent category. In addition, the IKU value in 2020 with the achievement of the program to improve the quality of public health is categorized as very high where the average achievement is above 90% [12]. Meanwhile, related to the observation that employees are still inefficient in carrying out their duties. Where there are still employees who have not been able to accept changes and disciplinary attitudes, due to lack of supervision from superiors.

From this phenomenon, the author is interested and wants to discuss further about "how much influence organizational citizenship behaviour (OCB) has on employee

performance at the South Sulawesi Provincial Health Office". So this research is an illustration for the next social research.

## 2 Literature Review

### 2.1 Definition of Organization Citizenship Behaviour (OCB)

The history of OCB dates back to 1977 when Dennis Organ intended to be curious about why job satisfaction affects productivity, but there are no empirical findings answering that belief. Later in 1983, Dennis Organ's thinking was reinstated by Tom Bateman and Ann Smith by introducing the OCB construct by appealing to the concept of super-role behaviour by Katz and Kahn (1966) [4]. OCB is defined as "*discretionary*" individual behaviour, which is not directly or explicitly included in the reward system and will improve organisational function effectiveness [13].

Organizational Citizenship Behaviour (OCB) [14] defines the discretionary behaviour of individuals that do not directly or explicitly exist in a formal reward system and improves organizational functioning and is effective and efficient.

Four things encourage the emergence of Organizational Citizenship Behaviour (OCB) in employees: individual, task/job characteristics, organizational characteristics and leadership behaviour [15].

OCB is considered important because it is a positive and exemplary conversation by clients. The Organizational Citizenship Behaviour according to Ivancevich [16] results of the study examined why employees are involved in OCB and what is done to encourage employees to do OCB as follows:

- 1) OCB is more found in employees who are more oriented towards collectivity than individualistic.
- 2) The existence of situational factors, in which the employee considers OCB activity part of his work. Meanwhile, managers consider OCB as an extra activity.
- 3) The leadership of the manager that employees receive affects the OCB.

Podsakoff, MacKenzie, Moorman and Fetter [17] which builds a framework based on organ theory [13] identifies five main categories of OCB as follows:

- 1) Altruism (the behaviour of helping others): the behaviour of wisdom helps others related to organizational tasks or problems.
- 2) Sportsmanship: the worker's willingness to tolerate in a less than ideal state without complaining, complaining, booing etc.
- 3) Courtesy (maintaining good relations): the behaviour of wisdom with the aim of preventing problems between sesame.
- 4) Civic Virtue (citizen discretion): individual discretionary behaviour that indicates a responsibility that encompasses conservancy in the life of the organization.
- 5) Consociations (caution): the conduct of discretion in excess of its obligations established by the rules of the organization

Luthans define OCB into many forms, but its main form is Altruism (helping when colleagues are idolatry, earnestness or Conscientiousness (overtime to complete a project), Civic Virtue or the public interest (willing to represent) a company for a joint program,

Courtesy or courteous (co-bearing project failures that may be successful by following member advice and empathy) and Sportsmanship [5].

From these various descriptions, it shows that the form of OCB is very contextual, in accordance with the socio-culture of a country or its organization and the economic system it adheres to. Nevertheless, this study refers to the opinion of Luthans [5]. Because these five behaviours have no difference with the opinion of the Organ and the existence of conformity.

## 2.2 Definition of Performance

The characteristics of employees who have high performance are having personal responsibility, having realistic goals, being able to realize plans that have been programmed, daring to take risks and being able to take advantage of feedback from all activities that have been carried out [18].

According to Campbell: Behaviour is equivalent with performance. Performance is something that people work on and can see. This means that performance encompasses activities and behaviours related to the organization's goals [19].

Gibson [20] defines Work connected to organizational goals such as quality, efficiency, and other effectiveness criteria results in performance. Individuals' performance reveals how successfully they meet job needs.

Mathis & Jackson [21] performance is basically what employees do or don't do. The following factors influence performance: 1) the quantity of output, the amount generated represented in terms of the number of units created, the number of activity cycles completed; 2) the quality of output, employee comprehension of the quality and level of perfection of work coming from the talents and abilities of employees; 3) the production period, the level of job completion prior to the deadline, in terms of coordination and time management, as well as the use of spare time for other tasks; 4) attendance at work, employee performance indicators are assessments at the time of entry, return from work, leave, or absences that have an impact on employee performance, and 5) ability to cooperate, Employees' capacity to accomplish work with other employees considerably increases efficiency and effectiveness. As a result, an effective assessment must present an accurate image of what is being measured, which is the work performance of the person or employees being assessed.

As for the hypothesis as a temporary conjecture that is subsequently compared with the appropriate theory, it is determined by gathering the following data:

H<sub>0</sub>: There is no effect of OCB on employee performance at the South Sulawesi Provincial Health Office.

H<sub>a</sub>: There is an influence of OCB on the performance of employees at the South Sulawesi Provincial Health Office.

## 3 Methodology

In this study, the writers employed a quantitative survey method as their methodology. Survey research and social research are generally directed more towards asymmetric relationships, that is, the relationship between influence variables and affected variables.

**Table 1.** Relationship Rate of Correlation Coefficients and Variables

Interval Koefisien	Score
<b>0,00 – 0,199</b>	Very weak
<b>0,20 – 0,399</b>	Weak
<b>0,40 – 0,599</b>	Enough
<b>0,60 – 0,799</b>	Strong
<b>0,80 – 1,000</b>	Very Strong

Source: Suparanto, 2000

The relationship can be a relationship between two variables only (bivariate relationship) [22]. A survey is a technique that uses a questionnaire as a measuring instrument to gather a lot of data about a lot of employees. All of the 263 employees at the South Sulawesi Provincial Health Office served as the population's respondents. Samples represent a component of the population's size and features. Using the Slovin Formula, 73 responders were required for the sample, with a 10% tolerance. Likert scales were employed in the study's variables to gauge how OCB affected the problem's personnel. The following answers are provided for each instrument item: Strongly Agree: 5, Agree: 4, Doubt: 3, Disagree: 2, Strongly Disagree: 1 (Table 1).

By comparing chi-square counts and tables with a degree of freedom (DF) of 0.05% and a certain significant level, the hypothesis will be answered. If the chi-square counts are more than the chi-square table, the difference is significant, and  $H_0$  and  $H_a$  are therefore accepted. Items to consider Chi-Square utilizes the contingency coefficient to calculate correlation and differences (Cc) [22] for determining the correlation between variables with the ratio between the value of C and  $C_{max}$  then be measured level connection correlation. The data results then see how much the level of influence between variables is by looking at the table from Supranto [23].

## 4 Result

### 4.1 Univariate

The following tables show the characteristics of the variables with 73 respondents and the provided structured statements:

According to Table 2, the Luthans theory is used to measure the indicator of organizational citizenship behaviour (OCB), which includes Altruism, Conscientiousness, Civic Virtue, Courtesy, and Sportsmanship [24]. This theory results in 10 questions with a Likert scale answer choice, and the frequency distribution shows that Conscientiousness has the highest result indicator at around 27.43%. In addition, 37 respondents who provided an OCB response selected the Medium group from the highest frequency distribution table. The explanation of the description of the OCB indicator is as follows:

- 1) Altruism of about 16.78% has the lowest mean value of about 7.38. This means that the attitude of employees who have Altruism or help others is still relatively small, the sense of helping each other is only as good as their co-workers.

**Table 2.** Indicators OCB

Indicator	Frequency	Percentages	Mean
<b>Altruism</b>	532	16,78%	7,38
<b>Conscientiousness</b>	885	27,43%	12,12
<b>Civic Virtue</b>	509	18,37%	8,08
<b>Courtesy</b>	603	19,05%	8,37
<b>Sportmanship</b>	589	18,37%	8,06
<b>Total</b>	3199	100%	44,01

Source: SPSS 25

- 2) Employee conscientiousness 27.43% had the highest mean value of 12.12. This means that employee behaviour focuses on reliable prudence and self-discipline so that they are able to do tasks that are more expected of their superiors.
- 3) Civic Virtue employees 18.73% have a mean value of about 8.08. This means that employee behaviour focusing on the public interest is still low where the employee's attitude attaches importance to their duties and responsibilities based on the job description and thinks every idea and decision comes from the superior.
- 4) Courtesy of 19.05% of employees has a mean value of around 8.37, meaning that the employee's relationship with superiors and co-workers is well established, where employees in diverse sectors greet each other while interacting and honouring superiors.
- 5) Sportmanship of 18.37% of employees has a mean value of around 8.06 meaning that relationships with colleagues are established in a familial manner where they share knowledge about health sciences, medicines and health consultations.

Based on Table 3, Indicators of performance were measured using the theory of Mathis and Jackson [21] consisted of quantity, quality, punctuality, attendance, and ability to cooperate, which resulted in 10 questions with Likert scale answer choices which is then described in the frequency distribution as result indicator the highest ability to cooperate 20.66% meaning that the work of employees is built from Teamwork so

**Table 3.** Indicators Performance

Indicator	Frequency	Percentages	Mean
<b>Quantity</b>	532	19,91%	8,01
<b>Quality</b>	585	19,91%	8,01
<b>Punctuality</b>	589	20,04%	8,06
<b>attendance</b>	572	19,47%	7,83
<b>Ability to cooperate</b>	607	20,66%	8,31
<b>Total</b>	3199	100%	44,02

Source: SPSS 25

that Creating cohesiveness and kinship towards colleagues. In addition, the highest frequency distribution table was 48 respondents who answered performance in the moderate category. The explanation of performance indicators is as follows:

- 1) The quantity of employees is 19.91% with a mean value of 8.01, meaning that the activities in the resulting and completed cycle period are categorized as good. It was reached in the very high category based on the key performance indicator (KPI) value of personnel of the South Sulawesi Provincial Health Office in carrying out public health quality programs.
- 2) The quality of employees is 19.91% with a mean value of 8.01, which means that employees' perceptions of quality and perfection with employee skills are categorized as good. Where the health service unit carried out its duties during the pandemic by administering vaccines in various SKPDs in south Sulawesi province according to the schedule given by superiors then reported through whatapps chatting and zoom meetings.
- 3) Employee punctuality of 20.04% with a mean value of 8.06 means that the work completed by employees are categorized as good. Where doctors, nurses and pharmacists from the Health service unit carry out official activities outside the office in the morning and report their activities to superiors.
- 4) Employee attendance is 19.47% with a mean value of 7.83 meaning the attendance rate carried out during the pandemic using google forms and through whatapps chatting for those who work outside the office while non-medical and managerial employees are still present at the office by filling out attendance.
- 5) The ability to cooperate with employees is 20.66% with a mean value of 8.31, which means that the employee's attitude to colleagues has a sense of family and cohesion.

## 4.2 Bivariate

Based on Table 4 cross-table can be explained there are 51 people who have performed sufficiently with moderate employee OCB. Then determine the hypothesis result by comparison  $X \text{ count} \geq X \text{ table means } 55.51 > 9.448$  ( $\alpha 0.05$ ), it is concluded that  $H_0$

**Table 4.** Cross Table of Organizational Citizenship Behaviour ( $X_2$ ) and Performance (Y)

X Y		Organizational Citizenship Behaviour (OCB)						Amount	
		Low		Currently		Tall		F	%
		f	%	f	%	f	%		
<b>Performance</b>	Not enough	4	44,4%	2	3,6%	0	0%	6	<b>8%</b>
	Enough	5	55,6%	51	91,1%	0	0%	56	<b>77%</b>
	Well	0	0%	3	5,4%	8	100%	11	<b>15%</b>
<b>Total</b>		<b>9</b>	<b>100%</b>	<b>56</b>	<b>100%</b>	<b>8</b>	<b>100%</b>	<b>73</b>	<b>100%</b>

Source: Processed SPSS, 2022

is rejected.  $H_{a2}$  is accepted. This means that *OCB* and performance show that there is a significant difference in the effect of employee *OCB* on the performance produced by employees at the South Sulawesi Provincial Health Office. In addition, to determine the closeness of the relationship between two variables using the Contingency coefficient ( $C_c$ ) where the result of the Chi-square calculated value and the sample value in squared then compared to the  $C_{max}$  value produces a value of 0.80 with a very strong category based on the table from supranto, 2019.

The results of this study can be explained that the influence of employee *OCB* on the resulting performance where the attitude of employee behaviour is more concerned with helping their colleagues so that all tasks are completed quickly so that they go home quickly, in addition to the cohesiveness of employees in each field makes family relationships established, making it easier to complete their tasks. But besides that, a competitive attitude and trying to mean it are behaviours that employees instil in the South Sulawesi Provincial Health Office. This statement relates to Organ [14] *OCB* will be strong if it is in the relationship of one social work group. This is in accordance with the statement of kidwell (1997) where the relationship of social work groups will encourage a sense of concern, cooperation and trust for a long time and cause reciprocity [25].

## 5 Conclusion

Based on the results of the study, conclusions can be drawn: the influence of *OCB* and Performance on the South Sulawesi Provincial Health Office, with a significant very strong 80% while 20% on variables that were not included in this study. Where *OCB* employees are more likely to work individually and Performance tends to work in working groups.

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