

INFLUENCE OF *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* (OCB) ON PERFORMANCE OF FAMILY PLANNING (KB) PROGRAM EXTENSION WORKERS IN SEMARANG CENTRAL JAVA

Wyati Saddewisasi*

In general, this research aims to examine empirically the influence of OCB on performance. Population of this research is all Family Planning (KB) program extension workers in Semarang Central Java. Sample for this research is taken using *purposive sampling* method. From the total obtained data, data of 52 respondents are eligible for processing. This research uses descriptive statistic data analysis and inferential statistic data analysis. Inferential statistic data analysis uses multiple linear regression equation in SPSS data processing software.

In general, result of this research indicates that OCB positively influences the performance of KB program extension workers in Semarang. Though in general OCB positively influences the performance of KB program extension workers, only *civic virtue* and *sportsmanship* aspects that bring influence, whereas *altruism* aspect is not influential. *Sportsmanship* or sportive attitude is found bringing stonger influence in improving the performance of KB program extension workers in Semarang, in comparison with *civic virtue* aspect.

Key words: OCB, performance, *altruism*, *civic virtue* and *sportsmanship*

INTRODUCTION

1. *Background and Problem*

Performance of KB program extension workers in Semarang has not reached its optimum level. This is indicated by the high TFR (Total Fertility Area), i.e. at 2.12. In addition, CPR (Contraceptive Prevalence Rate) is low, i.e. at 77.2. This suggests that the role of KB program extension workers is not optimum.

To address this issue, *in-role* and *extra role* of KB program extension workers are necessary. *In-role* refers to the role of KB program extension workers that is in accordance with their job description and that is suitable with their reward, whereas *extra role* refers to the role of KB program extension workers that is not related to their job description or that exceeds the expected role. Such role that is beyond expectation may take form in Organizational Citizenship Behaviour (OCB).

This research is based on the phenomenon that occurs during the implementation of KB program in Semarang, and the formulation of the problem is as follows: What should be done for this KB program to be optimum? This research is carried out to examine the influence of OCB on the performance of KB program extension workers and, therefore, research is necessary on: Influence of

* Economic Faculty of Semarang University, *E-mail: wyatis@yahoo.com*

Organizational Citizenship Behaviour on the Performance of KB Program extension workers.

2. *Instructional Objectives*

- a) Describing OCB phenomenon in implementation of KB program
- b) Empirical examination of the influence of OCB on performance

3. *Urgency of Research*

- a) For Institutions

An advice for NFPCB (*BKKBN*) of Central Java Province in general and particularly for KB program extension workers in Semarang in arranging suitable strategy related to the efforts in improving the performance of KB program extension workers.

- b. For Science and Technology

1. Provide support for human resource management research when the conceptual model and measurement have not been developed properly, particularly with regard to the influence OCB on performance.
2. Contribute to the knowledge building in human resource research and for practical purposes in managerial practices in improving staffs/employees performance.

Relevant Literature

1. *Organizational Citizenship Behavior (OCB)*

According to the literature study, OCB is described as individual behaviour that is voluntary, indirectly admitted or explicitly admitted by formal reward system, and that is generally improving the effective function of an organization. Based on the above definition, it can be inferred that such behaviour does not expect reward from the doer and does not explain that such behaviour is aimed at individual or group interest who accept the doer.

Organ (1988) stated that OCB shall logically contain other behaviours that can be distinguished from altruism (concern for the well-being of others) or general obedience, as such general obedience is defined operationally. According to Peelle III (2007), OCB is not the only construction that is recently used and traceable to the willingness to cooperate as stated by Barnard. According to Chester Barnard (1938, 1968) in Peelle III (2007), willingness of the people that put efforts on cooperation systems shall not be neglected. Therefore, it can be said that interaction between individuals, individual to group, and inter-group interaction appears in an organization. In such interaction, it is not only relationship between the involved

parties that appears, but also mutual influence relationship. This can be deemed a social interaction as stated by Boner (2010), i.e. social interaction is a relationship in which two or more individuals who influence each other, modify or repair the behaviour of the other individual.

With reference to such description, this research attempts to explain the influence of OCB on the performance of KB program extension workers. The base theory for OCB is social exchange theory. Social exchange theory states that employees will work hard only when they feel that the organization responds or will respond in a manner that is beneficial for them, either financially or non-financially (Benkoff, 1996). In work, exchange relationship may occur both in the form of economic exchange and social exchange. Social exchange results in reciprocity norms. Reciprocity norms suggest that the beneficiary will be obliged to return the kindness that they have received (Moideenkutty, Blau, Kumar, Nalakath, 2006). Existence of reciprocity norms will result in behaviour beyond the job description. Such behaviour beyond job description is referred to as OCB.

2. Performance

Performance is individual's overall result or level of achievement over a certain period in fulfilling his duty, in comparison with various possibilities, such as work result standard, target or goal or criteria as specified and that have been mutually agreed (Veithzal, 2005). Further, as explained by Sjafrri Mangkuprawira (2007), performance refers to the willingness of individuals or group to carry out an activity and improve it according to the assigned responsibility to achieve expected result. Performance in fulfilling such function is not a stand-alone matter, but is related to job satisfaction and reward level, influenced by individual skill, capability and characters. Furthermore, Sjafrri Mangkuprawira (2007) explains that performance is basically defined by: (1) capability, (2) willingness and (3) environment. Therefore, to reach a good performance, anyone must have high willingness to do and understand his job.

3. Influence of OCB on Performance

According to Organ and Konovsky (1989), employees conduct OCB as an anticipation that the organization will fulfil the obligation by increasing reward for its employees or other actions that is beneficial for the employees. Furthermore, organizations with beneficial work environment for its employees will create social and normative pressure to the employees to reciprocate through behaviours that are appreciated by the organization (Eisenberger *et al*, 2001).

Result of research by Podsakoff (2006) suggests that OCB brings positive influence to performance. Thus, it can be concluded that there is evidence on the influence of OCB on performance. Therefore, OCB is an antecedent for performance.

Researches that are in line with the result of OCB research are researches by Podsakoff, Michael & Scott B. MacKenzie (1997) is the one who discovered that OCB brings positive influences to sales performance. Furthermore, research by Djati S. Pantja (2009) on several private universities in Surabaya suggests that OCB brings positive and significant influence to improvement of service quality provided by administrative and management staffs in the department. Based on the result of this research, it is assumed that OCB that is conducted by KB program extension workers will influence the performance of KB program extension workers.

According to the above explanation, the hypothesis will be:

H : Better OCB will result in better performance by KB program extension workers.

4. *Empirical Research Model*

Based on the above theoretical analysis and hypothesis, the following research model is developed:

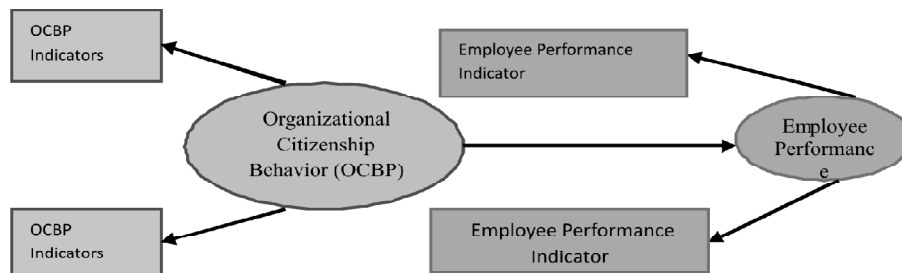


Figure: Model of Empirical Research Influence of Organizational Citizenship Behaviour on the Performance of KB Program Extension Workers in Semarang

Research Methods

1. *Data Types and Sources*

This research uses quantitative data in the form of data related to KB program extension workers, such as: respondents profile, and qualitative data, i.e. OCB and Employee Performance. Data source is obtained from secondary data (from related office/institution, in the form of data of officers in charge of KB program in Semarang) and primary data that is collected directly from respondents (KB program extension workers in Semarang).

2. *Population and Sample*

2.1. *Population*

Population of this research is all Family Planning (*KB*) program extension workers in Semarang.

2.2. *Sample*

Sample for this research is taken using *purposive sampling* method. In this case, questionnaires are sent to all respondents containing questions to be answered by relevant respondents. Samples that are eligible for processing are 52 samples.

3. *Data Collection Method*

Secondary data is collected from various parties related to this research. To collect primary data, a series of structured questionnaire aimed at KB program extension workers in Semarang is used. Research questionnaire is arranged by using closed and open questions.

4. *Data Analysis Technique*

This research uses descriptive statistic data analysis and inferential statistic data analysis. Descriptive statistic is used to describe respondents characteristics, sample and variables in this study. In addition, indicators of the construction used in this study are described descriptively using index score obtained from respondents answer. Measurement of indicators in this study uses 10-point scale and, therefore, respondents answer varies from 1 to 10. Inferential statistic is used to examine the model and hypothesis. Data analysis technique for Inferential statistic uses multiple linear regression equation in SPSS data processing software.

Result and Explanation

1. *Respondents Identity*

Descriptive statistic analysis provides description of data in terms of respondents characteristics frequency and percentage. Result of descriptive analysis using SPSS on respondents identity is as follows:

There are only 2 KB program extension workers who are between 20-30 years old or comprise 3.85% of the total workers, 7 workers are between 31-40 years old or comprise 13.46%, and the majority of them consists of 43 workers that are above 40 years old, comprise 82.69% of the total number of workers. This indicates that KB program extension workers in Semarang are senior workers, with result of description that indicates the dominant and majority age in sample organization is workers who are above 40 years old.

Male workers percentage is 69.2% and female workers percentage is 30.8%. This indicates that *Bapermasper* and KB program in Semarang as a sample is dominated by male workers.

KB program extension workers in Semarang consist of 20 workers holding High School certificate or comprise 38.46%, 3 workers holding Diploma 3 certificate or comprise 5.77%, 28 workers holding Bachelor Degree or comprise 53.85%, and 1 worker holding Master Degree or comprises 1.92% of the total

number of workers. This suggests that in *Bapermasper* and KB program sample, the dominant workers are worker holding Bachelor Degree.

The number of KB program extension workers in Semarang with employment period under 10 years is 10 workers or comprise 19.23%, 2 workers with employment period between 10-20 years or comprise 3.85%, and 40 workers with more than 20 years of employment period or comprise 76.92% of the total number of workers. This indicates that KB program extension workers is dominated by workers with employment period of more than 20 years.

2. Regression Analysis

Regression analysis is used to discover the level of influence of the independent variables on the dependent variables. In this regression analysis, researcher uses 2 regression models. The first regression is used to discover the influence of OCB on performance and the second is used to discover the dimensions of OCB variables on performance. Further, statistical result of analysis on OCB variables on performance is shown in table 1 below:

TABLE 1: RESULT OF REGRESSION ANALYSIS ON OCB INFLUENCE ON PERFORMANCE

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,726	.884		1,952	.057
	OCB	.205	.029	.701	6,955	.000

a. Dependent Variable: Performance

With confidence level $\alpha = 0,05$, OCB variables have significant influence on performance. Therefore, it can be concluded that better OCB that is conducted by employees shall mean better performance of such employees. To examine whether the resulted model is feasible to predict performance, Test F is used. Result of Test F is shown in Table 2.

TABLE 2: ANOVA^B

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25,808	1	25,808	48,371	.000 ^a
	Residual	26,677	50	.534		
	Total	52,486	51			

a. Predictors: (Constant), OCB

b. Dependent Variable: Performance

Model feasibility study results in F score of 48.371 with significance score of 0.000. Taking into consideration the significance number that is below 0.05, it can be concluded that the resulted model is feasible to predict performance.

The second regression is to process data related to three-dimensional influence of the independent variables, i.e. altruism, civic virtue and sportmanship on the performance, as shown in Table 3 below:

TABLE 3: RESULT OF REGRESSION ANALYSIS

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Unstandardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	1,455	.886		1,642	.107
	Altruism	.019	.103	.023	.181	.857
	Civic Virtue	.078	.025	.366	3,096	.003
	Sportmanship	.444	.133	.449	3,335	.002

a. Dependent Variable: Performance

Altruism variable does not significantly influence performance at significance level of $\alpha = 0.05$. Therefore, it can be concluded that performance improvement does not need altruism in the form of : providing time to help others, helping others, and helping new workers to adapt to their job. Civic Virtue and Sportmanship significantly influence performance at significance level of $\alpha = 0.05$. This indicates that employees performance can be improved by improving Civic Virtue that includes keeping up with the work environment, developing non-compulsory tasks, putting best endeavours for KB program office and supporting training. In addition, improving sportmanship or sportive attitude that include avoid wasting time, avoid creating more severe problem and focus on the positive side of one’s personal mistake can also be carried out. To determine whether the resulted model is feasible to predict performance, Test F is used. Result of model feasibility test is shown in Table 4.

TABLE 4: ANOVA^B

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	27,662	the 3rd Floor	9,221	17,829	.000 ^a
	Residual	24,824	48	.517		
	Total	52,486	51			

a. Predictors: (Constant), Sportmanship, Civic Virtue, Altruism

b. Dependent Variable: Performance

Result of model feasibility study results in F score of 17.829 with significance score of 0.000. Taking into consideration the significance number that is below 0.05, it can be concluded that the resulted model is feasible to predict performance.

a) Determination Coefficient

Determination coefficient is used to discover how great the capability of all independent variables is in explaining the variance of the dependent variables. Result of statistic data processing indicates R² score as follows:

TABLE 5: SUMMARY MODEL

<i>Model</i>	<i>R.</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.726 ^a	.527	.597	.71914

a. Predictors: (Constant), Sportmanship, Civic Virtue, Altruism

According to Table 5, Adjusted R Square score is at 0.597. This indicates that 59.7% of altruism, civic virtue and sportmanship variables can be explained using performance variables variance. Meanwhile, 40.3% of the performance variables variance is explained by other variable that are not used in this research. Furthermore, to find out how great OCB variable capacity is in explaining the performance variables variance, result of statistic data processing is shown as follows.

TABLE 6: SUMMARY MODEL

<i>Model</i>	<i>R.</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.701 ^a	.492	.482	.73044

a. Predictors: (Constant), OCB

According to Table 6, it can be found that R² score is at 0.482. This indicates that 48.2% of OCB variables can explain performance variables variance, whereas 51.8% of the performance variables variance is explained by other factors.

b) Analysis

According to the statistic analysis, altruism variable do not influence performance. This suggests that the performance of KB program extension workers in Semarang is not influenced by altruism behaviour that includes providing time to help others, helping others, and helping new workers to adapt with job. This supports findings by Piercy et al (2006) that states that altruism is related more to the role in behaviour (*In-Role Behaviour/IRB*). Therefore, altruism is not needed in improving the performance of KB program extension workers. Altruism is a practice of disinterested and selfless concern for the well-being of others; therefore, each KB program extension workers has their own responsibility and shall not put higher concern on others but shall hold equal responsibility. This is in line with the duty of KB program extension workers that are assigned with their own responsibility for the each area under their control. Further, civic virtue and sportmanship positively influences performance. This indicates that wise and sportive attitude is

necessary in improving performance. Therefore, civic virtue and sportmanship are needed to improve performance. *Sportmanship* or sportive attitude is found bringing greater influence on the performance of KB program extension workers in comparison with *civic virtue* or wise attitude. Taking into consideration the influence of OCB on performance, this research discovers that OCB influences performance. This finding is in line with findings by Podsakoff and MacKenzie (1996), Piercy, Cravens, Lane & Vorhies (2006), Djati, S. Pantja (2009) and Saddewisasi (2014). Therefore, to improve performance, OCB behaviour is needed as better OCB conducted by employees will result in higher performance.

Conclusion

Several findings in this study can be explained as follows:

1. In general, OCB brings positive influence on the performance of KB program extension workers in Semarang, which means that stronger bond between KB program extension workers to help each other will result in higher performance of these workers.
2. Though in general OCB positively influences the performance of KB program extension workers, only *civic virtue* and *sportmanship* aspects that bring influence, whereas *altruism* aspect is not influential.
3. *Sportmanship* or sportive attitude is found bringing stronger influence in improving the performance of KB program extension workers in Semarang, in comparison with *civic virtue* aspect. This means that sportmanship is reflected to their efficient work method or in avoiding wasting time and avoiding making problem worse, or in other words, they avoid problems to grow further.
4. Civic virtue as another factor in explaining OCB will also improve the performance of KB program extension workers in Semarang, as reflected in their keeping up of update in their office, doing favour for their fellow workers and supporting training programs that are provided by the organization to support their performance.

Future Research

Limitation in this study is that this research model is relatively bad, as the *adjusted R²* score is relatively low. This research also uses only quantitative method that causes the result to fail to discover more facts and more accurate facts.

Some advices that are provided in this study to improve it are as follows:

1. Explaining the performance of KB program extension workers by adding more influencing factors, such as motivation, compensation, training, etc.
2. KB program extension workers shall do more self-introspection, particularly by focusing on their personal mistakes from the positive

perspective to reduce conflicts between fellow workers. In addition, they are expected to engage in developing non-compulsory tasks that are beneficial in improving their performance.

3. Future research shall use mixed methods, i.e. combining quantitative and qualitative methods to obtain more accurate result.

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