

THE APPLICATION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR MODEL TOWARDS TEAM DEVELOPMENT AND PERFORMANCE OF FAMILY PLANNING PROGRAM IMPLEMENTER

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Abstract: This study aimed to examine the application of Organizational Citizenship Behavior (OCB) model towards team development and employee performance. Population for this study is the field officers of the Family Planning Program (PLKB), which is coordinated by the implementer agency of the family planning program in the districts / cities in Central Java. Samples in this study included Magelang City, Pati Regency, Pekalongan City, Semarang City, and Surakarta City. Samples were taken by purposive sampling method. Sample size was taken by 213 people and can be processed as many as 177 people. The data were analyzed by inferential statistics using Structural Equation Modeling/SEM with data processing software of AMOS'20.

OCB is not only has direct influence on employee performance, but also through/mediated by team development. OCB is reflected from sportive working attitude, prefer to help the co-worker, and have a wise attitude. This condition will be able to create an atmosphere that can encourage the co-worker in team, to give spirit and have commitment. This will have an impact on performance as reflected in the timely completion of the work, generating employment contract with long-term profitability, and not less important is being able to do counseling in accordance with the target.

JEL Classification: M10, M12.

Keywords: OCB, team development, employee performance.

1. INTRODUCTION

1.1. Background to the Research

Performance is the result or the overall success rate of a person during a certain period in conducting the duty compared to the various possibilities, such as the standard of work, the target or goal or criteria that have been determined in advance

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and has agreed upon (Veithzal, 2005). Theoretically performance can be affected by Organizational Citizenship Behavior (OCB). However, there is still a contradiction in the study result. This is supported by study findings by Podsakoff and MacKenzie (1996) which revealed that OCB has positive influence on sales performance. The study by Piercy, Cravens, Lane and Vorhies (2006) showed that OCB affects the Performance of Salespeople significantly. The study by Djati, S. Pantja (2009) against a number of private universities in Surabaya found that there is positive and significant correlation between OCB of administrative staff of administrative department against the level of service quality provided.

On the other hand there were findings of the study that the OCB influence on performance is low. O'Connell (2001) showed in the study that the influence of OCB on performance of salespeople is low. A study by MacKenzie *et al.* (1999) showed that OCB influence on performance is not significant. The results of OCB direct influence on performance still shows the contradiction, this is probably because it directly influence. Therefore, to resolve these contradictions, it needs for indirect influence model which is the OCB influence on performance mediated by team development.

In Central Java, the performance of family planning program implementers showed less than optimal results. It is shown for TFR (total fertility rate) of women of child-bearing age of 15-49 years by 2.3 (IDHS, 2007) increased up to 0.2 points compare to year 2002-2003. On the other hand, based on population census (CBS, 2000, 2010) in 2010 the population reached 32,382,657 people. That number has increased compared to year 2000, with a population of 30,775,846 people, or the rate of growth of 0.37%. Although population growth in Central Java is lower than the growth in Indonesia (1.49% per year), however when it is viewed in absolute terms the numbers remain high. A growing number of people will have an impact to development.

Based on the description in Grand Design of Population Quantity Control of Central Java Province Years 2010-2035 (page 6) it is disclosed other problems that since the regional autonomy was enacted in many district or city governments have lack of attention to family planning program. Physical and economic development programs are still considered to be as important, however no matter how great the economic development, it will be futile if the number of population is out of control. Those lacks of attentions may be seen from the indicators including the number of field officers of Family Planning Program (PLKB) in Central Java province amounted to 2,470 people serving 8,575 villages. Obviously this number decreased from year to year due to, among others, retired or duties transfer as personnel officer in the District/City, so that in an average 1 (one) PLKB serves 3 (three) or four (4) villages.

To overcome this matter, it needs the role of family planning program implementer that includes in role and extra role. In role is the role of family planning program implementer in accordance with their job description, and in accordance with their reward, while the extra role is the role performed by a family planning program implementer that is not related to the job description or exceed to the job description that had to be done. The role excesses of what should be done by Organ (1988) is referred to as the Organizational Citizenship Behavior/OCB.

This study is in addition to the starting point of issues in the form of contradiction results in many studies on OCB and the phenomena that occurs in the family planning program implementers which are Field Officers in Central Java Province. Therefore the problem formulation is: How is the optimizing process of performance of family planning program implementer established from OCB through the team development? So far as this study has not much been performed, it is very necessary to study on: How to develop a conceptual of Organizational Citizenship Behavior Model towards Team Development and Performance of Family Planning Program Implementer.

1.2. Special Purposes

- (a) Describe the OCB phenomenon of Family Planning Program implementer.
- (b) To examine a conceptual model the best relationship for OCB variation and team development on performance.
- (c) Apply the OCB model and team development on the performance in accordance with the ideal conditions.

1.3. Urgency (Primacy of Study)

(a) **For Institutional:** As an input for the BKKBN of Central Java Province in general and Field Officers of Family Planning Program (PLKB) of Central Java Province in particular in order to design the right strategy with regard to efforts to improve the performance of PLKB.

(b) For Science and Technology

1. It may assist to encourage the study of human resource management, when the conceptual model and measurement is not well developed, especially regarding the relation between OCB and performance.
2. It may contribute the ideas for development of knowledge in human resources study and practical importance for managerial practices in improving the performance of an employee/staffs.

2. RELEVANT LITERATURE

2.1. OCB Influence on the Team Development

Organ (1988) stated that OCB is the employee behavior to collaborate, help coordinate information and activities of the team. The team development is the behaviors that support the team, not only for individuals but also for more broadly organizations (Piercy *et al.*, 2006). Study conducted by Moideenkutty *et al.* (2006) showed that OCB is positively correlated to performance in the role. This study uses team development that is behavior in the role of family planning program implementer. The field officers of family planning program that are involved in OCB will strive to support the work team. The linkage between behavior beyond the role (OCB) and team development has not much been studied by previous researchers. However, with the basic premise that OCB which is behavior beyond the role influences to behavior within the role as expressed by Piercy *et al.* (2006) and supported empirically from their studies, therefore OCB will also affect on team development. Based on this, the hypothesis proposed in this study is:

H1: The better the employees perform OCB the better development team is conducted by employees

2.2. The Effect of Team Development on Performance

Employees who perform the team development well will produce a good performance too. According to Piercy, *et al.* (2006) the team development was modified of the items used in the OCB previous study to focus on behaviors associated with the team. By using SEM analysis, their study showed that the development team influence on performance.

Johnston, Michelle Kirtley (2007) by using variables of Team attraction and team-building exercises revealed that the team attraction will increase after individuals involved in team-building exercises. Furthermore Setiawan, Andi (2003) in his study found that the performance of salespeople can be achieved through variable indicators of control system and synergy of salespeople's activities.

Based on this, the hypothesis proposed is:

H2: The better the development team performed by employees the better performance achieved by employees

2.3. The Effect of OCB on Performance

Podsakoff and MacKenzie (1996) study results revealed that OCB has positive influence on performance. The study conducted by Piercy, Cravens, Lane and Vorhies (2006) show that OCB has significantly affect on performance. The study by Djati, S. Pantja (2009) against a number of private universities in Surabaya found

that there is positive and significant correlation between OCB of administrative staff of administrative department against the level of service quality provided. Based on the above mentioned, the hypothesis proposed is:

H3: The better OCB the better of performance achieved by employees.

2.4. Empirical Study Model

Based on a literature review and hypothesis above, the empirical study model is developed as follows:

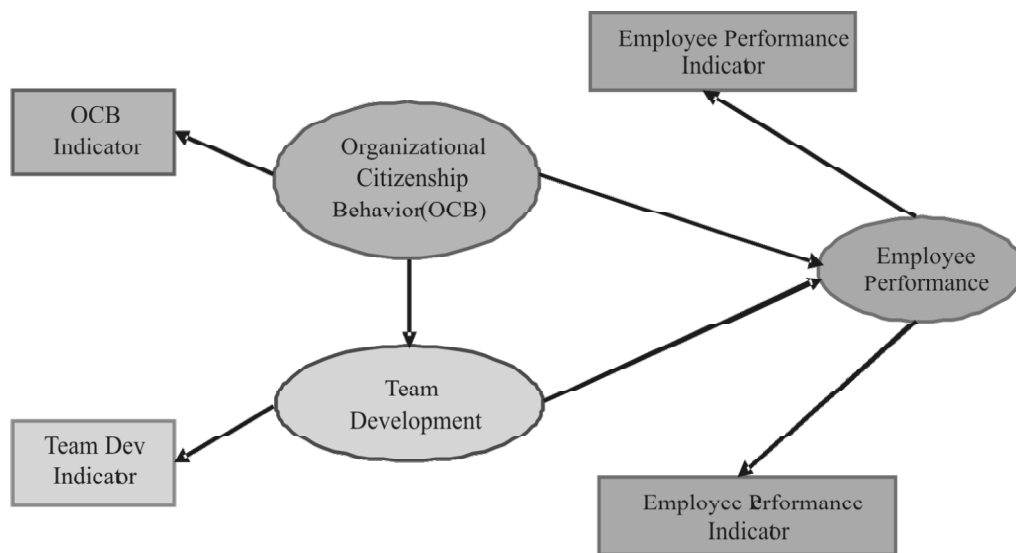


Figure 1: Empirical Study Model
(Application of Organizational Citizenship Behavior Model towards Team Developing and Performance of KB Program Implementer/PLKB)

3. METHOD

3.1. Population and Sample

Population of this study was the field officers of KB/PLKB implementer that is coordinated by the agency to implement the family planning program in the districts/cities in Central Java. Samples were taken by purposive sampling method. Samples were taken of 213 people, and can be processed as many as 177 people came from 5 districts and cities chosen which are city of Magelang City, Pati Regency, Pekalongan City, Semarang City, and Surakarta City. This sample size taken with consideration of data analysis used is SEM. As stated by Ferdinand (2006) in testing of SEM-sensitive model to samples, it is required a good sample ranged between 100-200 samples.

3.2. Variable Measurement

In this study the measurement of indicators was using a scale of 10 points, as the respondents answers ranged from number 1 to number 10. Inferential statistics was used to test models and hypothesis. The data analysis technique used for inferential statistics is a Structural Equation Modeling/SEM with data processing software using AMOS'20. In details variable, there are dimensions, indicators and resource indicators can be seen in the following table.

<i>Variables</i>	<i>Variable dimensions</i>	<i>Indicators</i>	<i>Source</i>
OCB	Altruism	1. Provide time helping others 2. Helping people around 3. Helping new workers to adapt	Williams and Anderson (1991), Piercy <i>et al.</i> (2006), Puffer (1987)
	Civic Virtue (Nature of Virtue)	1. Follow the Company development 2. Develop additional tasks 3. Do the best things for Company 4. Support Training	
	Sportmanship (Sportive attitude)	1. Never disfigure of others 2. Do not make the problem bigger 3. Be willing to acknowledge his owned mistakes 4. Receive input from others	
Team Development		1. Identify problems that interfere 2. Attend the meeting 3. Act as a mediator 4. Have commitment to leader 5. Follow up the direction of superiors 6. Discuss ways to improve the quality, efficiency, and environment 7. Give encouragement to other workers 8. Encourage other workers in Team	Anderson and Oliver, 1987; Oliver and Anderson 1994; George, 1991
Employee Performance		1. Easy to acquire new acceptors 2. Conduct the counseling in accordance with target 3. Result in the large number of births decline 4. Realization in adoption of new contraceptives tool quickly 5. Complete the work on time 6. Produce an employment contract with the long-term profitability 7. Exceed all targets and employment targets for the current year.	Cravens <i>et al.</i> (1993) adapted to the conditions of empirical study

Source: Developed for this study

4. RESULTS

4.1. Description of Respondents

Respondents of this study consisted of 103 women and 74 men, with the education level of 33.9% High School graduated, 2.8% Diploma, 60.5% of Bachelor, and as much as 2.8% of Master level. The average age of respondents is 45.2 years with the average service period of 19.5 years. This suggests that the implementers of family planning program already include in age-established with long service period. Thus it is the time to conduct worker/ employee recruitment as the implementer of family planning program.

4.2. Test Results of Measurement Model

This Measurement model is intended to test the validity of study instruments by using Confirmatory Factor Analysis/CFA. Result of confirmatory analysis was performed by testing the exogenous and endogenous variables.

4.2.1. Analysis of Exogenous Variable Confirmatory Factor

Construct of exogenous variables in this study consisted of one variable *i.e.* Organizational Citizenship Behavior (OCB). This construct is measured in three dimensions: Altruism that composed of three indicators, Civic Virtue (Nature of Virtue) that consisted of four indicators, and Sportsmanship (Sportive Attitude) that consisted of four indicators. Of the eleven indicators there were three invalid indicators which are the one indicator of altruism and two indicators of civic virtue, so that only the eight indicators used for further analysis. Results loading value has met the criteria suggested by Hair *et al.* (2006) in which the lowest score of 0.5 and ideally 0.7 or more. The testing results of fit models was indicated by the values of $DF = 28$, $C \text{ min}/df = 2.258$; $GFI = 0.924$; $AGFI = 0.878$; $TLI = 0.935$; $CFI = 0.949$ and $RMSEA = 0.085$. This indicator shows that the fit model is quite good.

4.2.2. Analysis of Endogenous Variable Confirmatory Factor

Construct of endogenous variables in this study consisted of two variables which are team development and employee performance (KB program implementers). Construct of team development is measured by eight indicators, but there was one indicator that is invalid, so that only seven indicators can be used. The construct of the employee performance which have seven indicators, there were two invalid indicators so that only five indicators that can be used. The validity test of which is shown on the loading values produced the smallest value of 0.571 and the greatest loading of 0.906. The results of loading value have met the criteria

suggested by Hair *et al.* (2006) in which the lowest score of 0.5 and ideally 0.7 or more. The testing results of vit models was indicated by the values of DF = 53, C min/df = 2.778; GFI = 0.871; AGFI = 0.810; TLI = 0.906: CFI = 0.924 and RMSEA = 0.100. This indicator shows that the model fit is quite good.

4.3. Reliability Test of Study Variables

In this study the reliability test results have given alpha value as suggested by Hair *et al.*, (2006) that is equal to 0.7. The reliability test results for each variable of this study are: OCB amounted to 0.745; team development amounted to 0.870; and employee performance by 0.778.

4.4. Test Results of Structural Model

Maximum likelihood estimation using structural equation model in this study has met the requirements of several assumptions. These assumptions are that the data have a normal distribution and free from outliers (Hair, *et al.*, 2006). The test fit of structural model shows the following values DF = 186, C min/df = 2.086; GFI = 0.815; AGFI = 0.770; TLI = 0.897; CFI = 0.908, IFI = 0.909 and RMSEA = 0.079.

5. DISCUSSION

The analysis showed that it accepts Hypothesis 1. This means that the better employees perform OCB the better development team committed by employees. It supports the study conducted by Piercy *et al.* (2006). Surprisingly OCB has the strongest influence on the team development that was reflected by the behavior of family planning program implementer who is easily accept input from others, do not make problems become bigger, and willing to admit his own mistakes. However, it still needs more attention as they were sometimes preferred to disfigure others.

Similarly, the results of hypothesis testing received Hypothesis 2. This indicates that the better team development performed by employees the better performance achieved by employees. The result supports the study conducted by Piercy, *et al.* (2006) and Michelle Kirtley (2007). Team development in the object of which is shown on the behavior of willing to encourage other workers in the team, giving encouragement to other co-workers as well as having commitment to the leader. However, there are behaviors that should become a concern in order the team development is more effective; amongst others acting as a mediator, expected to attend the meeting and follow-up directives of superior.

Furthermore, the study also received Hypothesis 3 which implies that the better OCB the better of employee performance achieved. These findings support the study of Podsakoff and MacKenzie (1996), Piercy, Cravens, Lane and Vorhies (2006),

Jati, Pantja, S. (2009). The findings of this study resulted in the strongest influence of OCB to the team development while the weakest influence was the OCB influence on employee performance. OCB can improve the performance by willing to help people around it and always follow the company development. It will be able to complete the job on time and generate employment contracts with long-term profitability. However, it still needs attention on the performance achievement of family planning program due to it still has relatively high number of childbirth. This condition resulted of less successful socialization of new contraception programmed.

Another finding that the team development has proved to be mediation between OCB influences in improving the employee performance. OCB is reflected in sportive working attitude, prefer to help the co-workers, and have a wise attitude. This condition will be able to create an atmosphere that can encourage co-workers in the team, giving spirit and commitment. This will have an impact on performance as reflected in the timely completion of the work, generating employment contracts with long-term profitability, and no less important is being able to do counseling in accordance with the target.

6. CONCLUSIONS

The findings of this study is that weapon to build a conceptual model of OCB is

1. That the better employees perform OCB the better team development conducted by employees.
2. The better team development performed by employees the better of performance achieved by employees.
3. The better OCB the better of performance achieved by employees.
4. The OCB is not only has directly influence on employee performance, but also through/mediated by the team development.

OCB is reflected from sportive working attitude, prefer to help other co-workers, and have a wise attitude. This condition will be able to generate an atmosphere that can encourage co-workers to give spirit and commitment in the team. This will also has an impact on performance as reflected in the timely completion of the work, generating employment contracts with long-term profitability, and no less important is being able to do counseling in accordance with the target.

7. RECOMMENDATIONS

1. To improve the creation of OCB faster, then management institutions of KB program should pay more attention or to motivate the implementers to further develop the tasks, not for example is replace co-workers who are ill and absent from work.

2. OCB has been proved to encourage the team development for family planning program implementer, so that this study model may be developed for future study on different objects.

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