

Analysis of Organizational Citizenship Behavior (OCB) on Employees at PT Perkebunan X

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Abstract. An employee that are able to give more contribution beyond their regular organizational formal responsibilities is vital for the company's productivity and competing in these volatile times. The purpose of this study is to understand how Organizational Citizenship Behavior (OCB) in the Perkebunan X company is perceived by both senior employees and also junior employees. The writer conducts this study by using a qualitative method in order to get a better understanding and the uniqueness from each of the subjects regarding the topics of this study by using five dimensions of OCB. Results found that there are differences between how senior and junior employees perceive OCB related to factors such as culture, compensation, age, and tenure.

1. Introductions

Human Resources (HR) is one of the important assets for companies in order to survive in competition with other companies [1]. This is due to the company's assumption that employees are one of the important factors for the company's sustainability [17]. In relation to what has been said, HR development is a matter of concern for the company so that it can continue to compete and survive in this era of globalization. Human resource development related to improving the performance of each individual in the company is one of the keys to the company's success in achieving company goals if only when HR plays an active role.

A person's performance and the effectiveness of performance in an organization are determined by various things, one of which is Organizational Citizenship Behavior (OCB) [2]. Several previous studies have shown that all components or dimensions in OCB have a significant effect on performance (Novliadi, [15]; Troena & Noermijati, [13]; Sadeghi, Ahmadi, & Yazdi, [12]). In addition to performance, OCB behavior is also correlated with the maintenance of group functioning. OCB is proven to be able to reduce the chance of disputes, increase the effectiveness in interactions, reduce the intensity of employee turnover, increase employee engagement [1], increase organizational stability, and accelerate employee adaptability [3]. Hurriyati [14] defines OCB as an extra-role performance that exists in an organization, carried out by employees which is a positive and beneficial behavior of their own volition regardless of the provisions or obligations that have been given to the employee with the intention of helping others in achieving organizational goals. OCB that appears and is

owned by every employee exists because of the feeling of kinship in the organization and they feel satisfied when they can do something more for the organization so as to provide a snowball effect that makes employees more motivated to do more and contribute optimally so that it benefits the organization [4].

One of the phenomena that occur today is the lack of interaction and communication skills both between colleagues and to superiors or subordinates in a company. This of course triggers the ineffectiveness of implementing OCB in a company or organization [5]. This phenomenon also occurs in a Plantation X company in the West Java region. The secondary data that the writer got from the 2020 Employee Engagement Index (EEI) at the X Plantation company showed that the Management Support variable (Work Environment, Superiors, and Subordinates) was the lowest with a score of only 71%. From these variables, there are several dimensions and employee assessments, namely the dimensions of management support for awards/praises when exceeding the target (57%), guidance, motivation, and attention support (76%), and sufficient time support to complete the work (76%).

Plantation X's employees consist of the majority aged > 40 years with only 9% of the total 9500 employees aged < 40 years. The existence of a significant difference in the percentage of age in one group can trigger several things including social interaction problems [6]. According to Kartikarini [16] this occurs because OCB in new employees or young employees has a lower level of OCB behavior than old employees or employees with a more mature age. This is shown in the excerpt of an initial interview with one of the senior operational leadership employees regarding junior leadership employees as follows:

“... these new employees do have a pattern that tends to be different from our old ones. Their work does look fast but as long as their work is done well. I and my generation remember very well when we were their age when we worked like we didn't have free time. Weekends are also often controlled by us, especially at night, especially when there is trouble, sometimes it hurts, but yes, it is an obligation.”

However, according to some junior leadership employees, they have done everything written in the job description, even more, but the workload and targets which are not matched by adequate support and appreciation make them reluctant if they have to always do this. The purpose of this research is to analyse how OCB is perceived in both of senior and junior employee. The writer tries to analyse the behavior of both employees according to the theories of OCB by using qualitative study therefore, we will receive more comprehensive and broad discussion about OCB according to the subjects real personal experiences. The writer hopes that this article could help management in the company specifically to get better understanding how their employees works and interacts with each other so they could help them create better social environment to boost productivity in workplace.

2. Literature Review

Experts in the field of Organizational Management and Human Resources since the 1980s have developed a definition of the concept that has the same core meaning. Organ in 1988 as one of the originators of the concept of Organizational Citizenship Behavior (OCB) said that OCB is an individual behavior that is respectful, not directly or explicitly regulated by formal provisions or systems, but increases the effectiveness of functions within an organization [7]. Van Dyneet, et al., [19] then provide a second, broader complements definition that Organ's definition, namely OCB is behavior that benefits the organization and/or is intended to benefit the organization which is a behavior commendable and exceeds one's expectations in the description of his position. Lay, Basana, & Panjaita, [18] added that OCB is a voluntary behavior of employees who have a tendency to be judged or not but are able to contribute to

the organization to improve performance. From the expert opinion above, it can be concluded that OCB has a definition of core behavior, namely commendable behavior carried out by an employee outside of his daily work or job description, and is able to have a positive impact on the organization.

OCB itself has various dimensions. However, Thiruvankadam & Durairaj, [4] stated that the dimension that is most often used and accepted by many experts is that of Organ which contains five dimensions, namely altruism (behavior of voluntarily helping coworkers related to work-related tasks), courtesy (preventing work-related tasks through interpersonal), conscientiousness (approach the minimum requirements in the organization, It includes time punctuality, the following of rules, laws, and procedures when no one saw), sportsmanship (employees' tolerance for less than ideal situations without much complaint and compromising the rights of others), and civic virtue (employee attention and participation in non-work activities in the organization)

3. Research Method

The writing method used in this paper is a qualitative method. The qualitative writing method is a writing method based on the philosophy of postpositivism, used to examine the condition of natural objects, (as opposed to experiments) where the author is the key instrument, sampling of sources data is carried out purposefully and snowball [8] .

Qualitative writing is explored and deepened for sources originating from a social phenomenon or a social environment consisting of actors, events, areas, and times. Qualitative writing is done because the author wants to explore phenomena that cannot be quantified that are descriptive, such as the process of a work step, the formula of a concept, the notions of a variety of concepts, the characteristics of a product and service, pictures, styles, procedures for a culture, a physical model of an artifact and so on [9].

The type of writing used is descriptive qualitative with the aim of describing Organizational Citizenship Behavior (OCB) on Employees Plantation X in Bandung, West Java, in which data acquisition is obtained from direct observations to several interviewed subjects. Determination of the subject of this writing using purposive sampling where the sampling has been determined by determining the specific characteristics that are in accordance with the purpose of writing so that it is expected to be able to answer the problem of writing. By using this method, the authors found the ideal subject, namely two senior management employees and two junior employees.

Sources of data used in this paper are primary data and secondary data. According to [10] it is stated that primary data is a source of data obtained directly from the original source (not through intermediary media). The method used to obtain primary data is the method of interview and observation. The interview for this article conducted started from July to September 2021 at Plantation X in Bandung with 4 respondents that include two senior employees and two junior employees. Second, the secondary data, is a source of data obtained indirectly through intermediary media (obtained and recorded by other parties). Secondary data is generally in the form of evidence, records, or historical reports that have been archived. The writer obtained the secondary data in the form of company's *Employee Engagement Index* 2020 and also the demography of the employee.

4. Discussions

Organizational Citizenship Behavior (OCB) as extra-role performance behavior which means behavior outside of daily work, is an action taken by employees and gives positive things to the company. OCB has proven to be able to provide many good impacts, as well as on plantation companies. The results of interviews with senior and junior leadership employees

showed a similar pattern related to the dimensions that were the core questions or guidance in the interview.

The first dimension is altruism. The results of interviews with senior leadership employees show that it is a sense of family that makes them able to create a sense of mutual cooperation and work hand in hand to solve problems. A sense of kinship also creates a sense of trust and a feeling of being able to rely on other colleagues to solve problems. This is also found in junior leadership employees. The impact of the interaction and the environment that is received continuously creates a sense of kinship as well. However, this behavior is more likely to occur in employees who work in the unit. This causes them to sincerely work until the night, especially if there are obstacles that require them to complete in groups. As for employees at headquarters, it shows that *gotong royong* is more carried out in a small scope such as one subdivision or only one division. This is due to the limitations of daily communication which tends to be done internally.

The second dimension that becomes a topic in the interview is also courtesy. This dimension focuses on the efforts or actions of an employee in preventing the emergence of a problem [4]. Senior management employees stated that this was related to experience, quality of interaction, active communication, and good planning. According to this subject group, preventing the emergence of a problem is to really explore what work is being done, giving 100% dedication to the work so as to be able to learn a lot and absorb the experiences. Furthermore, from their junior employees, they thought that preventing problems would be more appropriate to do with detailed planning. The planning involves many other individuals in various fields so that the planning is more mature and comprehensive. This proves that junior employees are also collaborative but in a different way from seniors.

Next is the conscientiousness dimension. In this dimension, it is shown that the Plantation X company has a culture of working time that is quite flexible. This is shown by the results of interviews with senior and junior management employees, especially those who work in units or plantations. They think that they should accept the work culture on plantations which cannot work only during working hours. Sometimes if there is something urgent, especially in the field, it must be resolved right away. This is regardless of the habit of having a picket or traveling around the night to ensure safety. This culture also exists in senior and junior leadership employees who work at headquarters. For some things, sometimes there are employees who are willing to stay at the office to complete the work, but they are not alone but are sometimes assisted and accompanied by other employees. Junior employees feel that this is actually not a good thing because it can interfere with time outside of work which they think should be used for something that is also productive for themselves.

Fourth, there is a dimension, namely sportsmanship. One of the variables in that dimension is accepting and not easily complaining about the situation. Here there are differences between senior and junior leadership employees. Senior management employees who have spent decades of their life working in this company feel that they understand very well the reasons and causes and circumstances that exist in their company and accept it. However, there are also leadership employees who think that now is the time for transformation. Likewise, for junior leadership employees, they think that there should be massive changes and improvements in the company. It's not that they can't accept it but they choose to want something new that can improve the quality of life not only for individuals but also for all employees.

Finally, on the civic virtue dimension, the author conducted interviews related to more behaviors outside of work, such as employee participation in non-work activities in the organization. This dimension shows that junior leadership employees are more engaged in activities like this. This is shown by the results of interviews with both those who work at the headquarters and in the field. For senior employees, they tend to think that maybe these

activities are fun, but they are more likely to focus only on core work and others around it so that some activities or company programs that are "outside production" tend to be less engaged unless the activity is mandatory or an increase. performance/productivity.

From the results of interviews with 2 senior leadership employees and 2 junior leadership employees above, it can be shown that OCB behavior is actually carried out by the two groups, but there are several things that distinguish them. OCB is a behavior that results from interaction and culture within a company. This is supported by the results of the writing of Ebrahimpour, Zahed, A, & Sepehri, [11] which says that there is a positive correlation between OCB and corporate culture. Corporate culture itself is the impact of values, ways, customs, and policies in a company that forms a characteristic of the company and the employees in it [11]. Employees give a perception of the environment in which they work so that they respond to what is felt around them compared to what they feel. Senior employees tend to already understand and be able to accept the company culture and the customs that exist in it, while junior employees are still more adapting the existing reality to what they expect so that some of the ways they do are considered different from what is expected by senior employees even though they have the same goals.

The result of the Employee Engagement Index which has done in 2020 shows that most of the junior employee's critics toward the company are to have senior employees, especially the top line management to be open in terms of ideas, critics, and suggestions from others. They also demand more recognition from the company for their work. The result suggests that their leaders or senior employee often careless for their work, therefore, makes junior employees grow more patient toward the company's productivity. Also, this behavior correlates with how OCB is practiced in the workplace. If their extra work and efforts are not valued commensurately by the social environment, surely individuals tend to withdraw from their activity which leads to low OCB.

The next factor was the influence of age and years of service. The majority of employees at Plantation X are over 36 years old and it gave more impact. This is showed that there is a positive relationship between tenure and employee age with OCB [12]. The higher the age and tenure of an employee, the greater the amount of OCB that can be given to the company. This is supported by the fact that the majority of employees are seniors, which indicates that this age affects their work environment, thus facilitating interaction and behavioral adjustment, including OCB [13]. This makes senior management employees at Plantation X feel that junior employees have lower OCB behavior compared to them. However, this is not entirely true because junior employees show OCB behavior in just a different way. The characteristics of junior employees are more practical and collaborative in solving a problem.

5. Conclusions and Suggestions

In this article, the author finds that there are differences in behavior in the work performed by senior and junior employees. This causes the perspective of senior employees to juniors regarding OCB's score to be very low. However, actually, junior employees also show several traits or variables in the OCB dimensions and this is caused by many things, one of which is the existing environmental or organizational culture elements. Also, OCB in Plantation X are involving tenure, the difference between generations is indeed making OCB perceived differently even though the subjects already doing OCB. Suggestions for the management of the Plantation X company from the results above are to make the company's management is better able to encourage employees to work together, work collaboratively and create a more positive environmental-climate so that all employees are encouraged to do OCB. However, this article focuses more on the basic analysis of what causes senior management employees to have a low OCB perspective on junior employees. To expand the results of this paper there should be

further writing related to other individual factors such as age, position, gender, and race that may also affect OCB. In addition, the subject is taken from the headquarters and 2 different field units so that it is better to have a more diverse subject in order to add the uniqueness of each workplace.

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