

Analysis of Factors Affecting Organizational Citizenship Behavior (OCB) in Employees at PT Jalur Nugraha Ekakurir (JNE) Medan

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Abstract: PT JNE should have resources that continue to grow as the demand for freight forwarding services increases. Therefore, it is important to highlight employee organizational behavior because organizational citizenship behavior (OCB) can contribute to the success of the company in increasing the productivity of co-workers and managers. Based on interviews, it is known that OCB is influenced by several factors including leadership behaviors, task characteristics and cultural contexts. The low OCB can be one of the obstacles in increasing JNE productivity. This study aims to analyze the magnitude of the influence of OCB employee factors in improving employee performance and obtain a policy or strategy to increase employee OCB that needs to be implemented especially in improving employee performance. This study used a quantitative approach involving 155 JNE employees in the courier department. The data analysis technique used is multiple linear regression. The results of this study indicate that OCB is influenced by the following factors, namely leadership behaviors, task characteristics and cultural contexts. leadership behaviors, task characteristics and cultural contexts have a positive and significant effect on organizational citizenship behaviors of PT JNE employees. The implications of this research can help the company to increase OCB by implementing work training programs and cooperation training and policies to create human capital units.

Keywords: Organizational Citizenship Behavior, Leadership Behaviors, Task Characteristics, Cultural Contexts

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I. Introduction

Indonesia as an archipelagic country that has a population spread from Sabang to Merauke, the national economy must be supported by a good supply chain system so that the logistics distribution from upstream to downstream can run quickly and smoothly. PT Tiki Jalur Nugraha Ekakurir (JNE), which was established in 1990, is present as a national express and logistic shipping company that has an active role in meeting the community's needs for goods distribution and has an important role in the domestic economy.

It can be explained that JNE became the number one local express delivery service company in the category of courier services. As the number one local express delivery service company in Indonesia, PT JNE with its vision to become the world's leading global supply chain company must have relevant human resources to make its vision and mission achieved. All are supported by competent and trained human resources.

As the demand for freight forwarding increases, PT JNE must optimize its human resources. The results of the pre-research interview with the Head of North Sumatra's PT JNE Main Branch (2 October 2018) explained that amid the increasingly competitive shipping and logistics services business, PT JNE employees experienced a slowdown in growth. Some parts that are responsible for the company's operations in increasing the productivity of the company, one of them is the inbound unit unit in this study, the main focus is the delivery staff. Courier which is one of the spearheads of JNE, plays an important role in the distribution of goods and logistics.

It can be explained that the percentage of company growth from month to month is still below the set target of 50% for 2018. The growth in Labor cost per connote from 2017 to September 2018 is quite good (-11.3% to -7.4 %), even though the increase is still below the target set. Likewise, the growth in employee productivity from connote per FTE has been very good compared to the national which is still 20.4%. If the FTE has met the target set by JNE, it can minimize labor costs per connote that must be issued. In this case, PT JNE Medan Branch needs to increase productivity and be more efficient in order to achieve the growth targets set by the company.

Organizational citizenship behavior (OCB) is the behavior of workers that exceeds what is required by its formal role and is not directly and explicitly recognized by official/formal compensation/reward systems, and therefore facilitates organizational functions (Organ, 2006). Luthans (2011) OCB is voluntary for extra work activities, helping coworkers, and making positive comments about the company. Therefore, it is not enough for employees in the company to only carry out their respective duties without having extra behavior.

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Organ (2006) explains OCB can contribute to the success of an organization because it can increase workforce and managerial productivity, release various types of resources so that they can be used for more productive goals, improve performance stability and organization. OCB can also improve organizational performance by reducing the need to provide resources that are rare for group functions, help coordinate activities both within and across work groups, strengthen the organization's ability to attract and retain the best employees, enabling organizations to more effectively adapt to changing environments OCB may also benefit organizations by reducing variability in employee performance, increasing organizational performance by creating structural, cognitive and relational forms of social capital.

From the results of the data at JNE, the percentage of the company's growth from month to month is still below the set target of 50% for 2018. In this case the Medan Branch JNE needs to increase productivity and be more efficient in order to achieve the company's growth targets.

The interview results with the Head of the Main Branch of PT JNE North Sumatra (2 October 2018) explain several things related to the low Organizational Citizenship Behavior, among others, the low awareness to help fellow colleagues, low employee participation in providing input and opinions during the unit meeting, still less skilled employees in terms of attendance, especially in the courier section and there are still employees who have not maximally provided services to customers when delivering goods.

Based on the description above, it can be seen that, in leadership behavioral factors, characteristic tasks and cultural contexts can cause low OCB to employees of the courier department in particular. Through this quantitative research, we hope to explain what my factors influence organizational citizenship behavior.

II. Theoretical Review

2.1 Organizational Citizenship Behavior (OCB)

Expert opinions that have provided an explanation of organizational citizenship behavior (OCB) are:

- a. Organ (2006) OCB is individual behavior that is discretionary in nature, not directly or explicitly recognized by the formal reward system, and in aggregate supports the effectiveness of the functions of the organization.
- b. Luthans (2011) OCB is voluntary for extra work activities, helping coworkers, and making positive comments about the company.
- c. Baron (2000) OCB is a prosocial behavior that occurs in an organization that may or may not be valued by the organization.

Based on the above opinion it can be explained that organizational citizenship behavior (OCB) is voluntary behavior carried out by employees towards companies outside of work should without any reward.

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2.2 Dimensions of OCB

Organ (2006) suggests that there are five dimensions of OCB, namely:

1. Altruism, which is the behavior of helping other employees to do their jobs.
2. Conscientiousness, showing behavior beyond the minimum requirements of the job, doing more than necessary. for example, an employee who prides himself for not having missed a workday or taking a short break shows sincerity.
3. Civic virtue, shows concern for the life of the organization. For example, attending a meeting voluntarily.
4. Sportmanship shows a willingness to tolerate unfavorable conditions without complaining. if an employee decides to grin and bear it rather than complain.

2.3 Research Hypothesis

Based on the conceptual framework, the hypothesis in this study can be formulated as follows, which is assumed:

1. Leadership Behaviors have a significant effect on OCB
2. Task Characteristics has a significant effect on OCB

3. The Cultural Context has a significant effect on OCB
4. Leadership Behaviors, Task Characteristics and Cultural Contexts significantly influence OCB simultaneously.
5. Courtesy, is behavior making an effort to prevent interpersonal problems with others. Examples include "turning the other cheek" when disturbed by other people at work or behaving politely towards others even when they are rude.

III. Materials and Method

Type of Research

The type of research in this research is descriptive causal research. The respondents of this study were JNE Medan courier employees. The technique for taking respondents is the census (saturated sample) technique. The analysis used in this study is multiple linear regression analysis. The entire research process was carried out at the Medan Branch of JNE.

Respondents

Based on the population amounting to 155 respondents (employees in the courier section), the researchers took 100% of the population in the Medan Branch JNE. Thus the use of the entire population without having to draw the research sample as an observation unit is referred to as the census technique (saturated sample).

Data Collection Technique

This study uses interviews, questionnaires and documentation studies. Interviews were conducted for Branch Heads, HRDs and courier employees (PT JNE branch Medan delivery staff. Questionnaires were given to 155 delivery staff in the form of a likert scale. Study documentation obtained from various sources such as books and journals related to organizational citizenship behavior.

IV. Research Results and Discussion

1. Effect of Leadership Behavior on Organizational Citizenship Behavior in employees of PT JNE Medan Branch

The results showed that the Leadership Behavior variables had a positive and significant influence on the Organizational Citizenship Behaviors of PT JNE employees. This indicates that Leadership Behaviors, especially the transformational leadership possessed by PT JNE superiors, influence employee organizational citizenship behaviors significantly. This is in line with the research of Gunawan (2016) regarding the effect of transformational leadership on organizational citizenship behavior (OCB) at PT First Machinery Tradeco Surabaya Branch. The results show that there is a positive and significant relationship between transformational leadership on organizational citizenship behavior. Furthermore, research by Muhdar et al (2015) found that leadership positively and significantly influences employees' OCB.

The right leadership will certainly be able to make employee performance increase. This is because if the leader can find the best way to respond to employees well, of course this will make employees strive to achieve organizational goals well. Transformational leadership involves fundamentally changing employee values, goals, and orientation so that they are intrinsically motivated to do their work because it is consistent with their values, rather than being externally motivated by the hope that they will get rewarded for their efforts (Organ, 2006). For example, as noted by Kuhnertand Lewis in Organ (2006), transformational leadership is possible when the leader's final value (internal standard) is adopted by subordinates so as to produce changes in subordinates' attitudes, beliefs, and goals.

2. Effect of Task Characteristics on Organizational Citizenship Behaviors in employees of PT JNE Medan Branch

The results showed that Task Characteristics variables had a positive and significant effect on Organizational Citizenship Behaviors of PT JNE employees. This can be seen from the comparison between the tcount and ttable where $t_{hitung} > t_{table}$. This indicates that Task Characteristics can increase Organizational Citizenship Behaviors of PT JNE employees.

In line with previous researchers Majdzar (2018) who examined the impact of job characteristics on organizational citizenship behavior (OCB) through field studies among employees of private Syrian banks. The results showed that there was a significant positive impact on the dimensions of job characteristics (autonomy, feedback, work significance, and skill variation) on OCB, while there was no significant impact on the dimensions of job characteristics (job identity) in OCB. This study found that organizations can focus on job design by considering the following:

1. Increase freedom in the role of the individual who shows a high level of trust in the organization of the knowledge and competence of employees.
2. Give clear and regular feedback, that the organization cares about employee self-development.
3. There are important tasks that make employees feel proud of their roles, and have the pride to tell others about their importance in the organization.
4. Offer the use of high skill variations so that employees have the opportunity to improve their skills, which leads to self-growth.

Managerial practices mentioned in return lead to higher levels of voluntary positive behavior towards the organization because of the desire of employees to engage in behaviors that lead to organizational success and growth.

3. The influence of Cultural Context on Organizational Citizenship Behaviors in employees of PT JNE Medan Branch

The results showed that the Cultural Context variable had a positive and significant influence on PT JNE's Organizational Citizenship Behaviors. This can be seen from the comparison between the tcount and ttable where $t_{hitung} > t_{table}$. This is in line with Musyafidah's research (2018) which shows that organizational culture variables have a positive and significant effect on OCB. Pemayun (2017) research also found that organizational culture is able to influence employee OCB. Furthermore, research by Muhdar et al (2015) found that organizational culture was able to positively and significantly influence OCB employees. Previous research from Robert (2018) also shows that organizational culture has a positive and significant effect on Organizational Citizenship Behavior.

The positive and significant influence between cultures on Organizational Citizenship Behaviors in this study indicates a good culture that causes employees to display Organizational Citizenship Behaviors. The old criteria for working in this study, that the longer it works, the employees have Organizational Citizenship Behaviors. This indicates that the Cultural Context is able to increase the Organizational Citizenship Behaviors of PT JNE employees. This was also indicated by the culture of teamwork at PT JNE which made the couriers feel that even though hierarchical relationships were seen as very necessary in the company, it did not rule out the employees of the courier, especially feeling that every issue was discussed together and the uniform regulations who get special treatment by superiors.

V. Conclusion and Suggestion

Conclusion

1. Factors that influence Organizational Citizenship Behavior in PT Tiki Nugraha Ekakurir (JNE) employees are leadership behavior, task characteristics and cultural context factors whose percentage values are 74.6% and the remaining 25.4% are influenced by other factors that are not examined in this study. The following are the results of the research:
 - a. Leadership behavior has a positive and significant effect on organizational citizenship behaviors of PT JNE employees.
 - b. Task Characteristics has a positive and significant effect on organizational citizenship behaviors of PT JNE employees.
 - c. Cultural context has a positive and significant effect on organizational citizenship behaviors of PT JNE employees.
 - d. Leadership Behaviors, task characteristics and cultural context together have a positive and significant effect on organizational citizenship behaviors of PT JNE employees.
2. Task Characteristics has the greatest influence on OCB with the largest regression coefficient, namely 1.075. While Leadership behaviors have the smallest influence on OCB with the smallest coefficient value of 0.179.

Suggestion

1. For PT JNE
 - a. Leadership behavior, task characteristics and cultural context factors have a positive and significant influence on the Medan Branch's organizational citizenship behaviors (JNE) employees. It is expected that company leaders will pay attention to employee organizational citizenship behaviors of the three factors.
 - b. Policies that can be done to improve OCB in terms of these three factors are:
 - 1) Leadership behavior factors
Companies can create one human capital unit that can be used by employees to directly convey the obstacles they face while working more openly about work orders submitted by superiors.
 - 2) Factor Task Characteristics

The company can provide job training to employees of the courier department specifically so that the company can give confidence to the courier employees in completing their work.

3) Cultural Context Factors

Training methods are a fairly effective method for increasing motivation, changing cognitive structures, modifying attitudes, and adding behavioral skills to be able to behave OCB, for example cooperation training. Cooperation between employees can be a strong cause for the development of OCB in an organization. Collaboration and cooperation causes members to be attracted to one another and respect each other. The existence of cooperation between employees, will create a culture where self-oriented behavior will be reduced and will turn into behavior-oriented tasks and maintenance of the company. This condition motivates a person to take the initiative to do extra work which is a reflection of OCB's attitude.

2. For Courier Employees PT Tiki Nugraha Ekakurir (JNE) Line Agar Field Branch:

a. Able to be open to changes - changes that exist in the company environment both the company's external environment and internal company.

b. Want to accept and be adaptive to the approaches taken by superiors or managers to employees.

c. Changing the old mindset that is always oriented towards the old culture and willing to accept the culture and new thoughts on the culture of new changes from the company.

3. For Researchers

Further researchers are expected to be able to analyze other variables that contribute to organizational citizenship behavior such as service quality, work period, personality, group characteristics, organizational characteristics and other factors associated with organizational citizenship behaviors.

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