

**ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND ITS
IMPORTANT ROLE ON PARAMEDIC PERFORMANCE OF
PUSKESMAS IN EAST OKU DISTRICT**

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ABSTRACT

An organization needs to have qualified employees who are willing to work outside their main duties to support performance. This willingness is called organizational citizenship behavior (OCB). The problem faced by health centers as public health service providers is how the Organizational Citizenship Behavior (OCB) improves the Performance of Community Health Center Paramedics in East OKU District, while the purpose of this study is to determine the Organizational Citizenship Behavior (OCB) and its important role in the Performance of Health Center Paramedics in East OKU Regency. . The hypothesis proposed is that Organizational Citizenship Behavior (OCB) plays an important role in improving the performance of public health center paramedics in East OKU district. From the calculation results obtained $r = 0.318$ after being consulted with a conservative standard to determine whether or not this effect is strong, it turns out that $r = 0.318$. after consultation with the conservative standard it turns out that 0.318 lies between $0.200 - 0.399$ which is included in the low correlation. Then to answer the hypothesis test that was previously proposed to have a relationship or not, then tested with the hypothesis test and obtained $t = 0.671$. so when connected to the t table value with a confidence level of 95%, which means the error rate of 5% (0.05) is t count smaller than t table, namely $0.671 < (0.05: 4) = 2.132$. Thus, it means that H_a is rejected, H_o is accepted, this means that there is a low influence between the Organizational Citizenship Behavior (OCB) on improving the performance of the Puskesmas Paramedics in East OKU Regency.

Keywords: *Organizational Citizenship Behavior (OCB), Performance*

A. PRELIMINARY

Performance is a measure of the success of an organization and / or individual. In terminology, performance is the quality and quantity of work achieved by an employee in carrying out his duties. In such circumstances human resources (local government officials) must be able to build social networking with fellow employees in the organization and with stakeholders so that the accumulation of knowledge (knowledge building) can provide added value to increase job satisfaction and work motivation. and organizational citizenship behavior (Organizational Citizenship Behavior) as well as of course good quality work and service quality.

Mustopadidjaja (2003: 7) also argues that good apparatus performance is an indicator of the success of an organization. Thus it stands to reason, if the government emphasizes the work environment of public organizations so that the performance of the apparatus can be further improved. Improving the performance of the apparatus is a positive step in the framework of creating good governance (Good Governance).

In achieving employee performance, the human resource (HR) factor has a very dominant influence. Quality human resources can be seen from the results of their work, in the framework of good performance professionalism is how an employee is able to show work behavior that leads to the achievement of company goals and objectives, for example how to manage human resources to lead to good work results, because people can be the center of problems for companies when their potential is not optimally developed. On the other hand, humans can become the center of organizational success when their potential is optimally developed.

In creating these basic functions, local government officials should pay more attention to professional abilities to support apparatus performance. Professional ability is the ability to master and understand and carry out the field of duty according to the profession, in addition to understanding the problems of aspects of life others, such as ethics, morals and work culture. Professional apparatus are not only able to work productively, efficiently, effectively, independently, innovatively, but also have high dedication and morality.

Human Resources have an important role in the progress and improvement of Puskesmas services in East OKU Regency, so all these employees must be able to be managed and fostered so that they feel satisfied in carrying out their work so that they can contribute to perform better in providing services And it must also be understood that employees work not only economically, but also socially and working conditions can influence dissatisfaction in doing their job. Dissatisfaction at work can reduce the quality of health service delivery to the community.

Several factors were identified that influence individual performance which ultimately lead to organizational performance, namely organizational citizenship behavior (OCB). OCB is the behavior of employees / employees who exceed the assigned tasks. This OCB behavior is expected to increase organizational effectiveness. OCB behavior in the public sector is expected to improve the performance of public sector organizations.

OCB is translated as Organizational Citizenship Behavior (PKO). However, in this study, the discussion will still use the term OCB, because the term OCB is commonly used in studies both international and national journals. OCB is a unique aspect of individual activities at work. Organizations will be successful if employees not only do their main tasks but also want to do extra tasks such as cooperating, helping, giving advice, participating actively, providing extra services to service users, and willing to use their work time effectively. Proportional behavior or extra actions that exceed the defined role description in that organization or company is called OCB.

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The problems and scope of research is "Does the Organizational Citizenship Behavior (OCB) affect the increase in the performance of Puskesmas Paramedics in East OKU District", and scope of research are, object; the research object was the paramedics who served at the Puskesmas in East OKU Regency, the Problem; The scope of the problem is limited to the Organizational Citizenship Behavior (OCB) and its important role in improving the performance of health center paramedics in East OKU district, the research area; the research conducted by the author is at the Puskesmas Paramedic in East OKU Regency.

B. THEORY

OCB (Organizational Citizenship Behaviour)

Organ et al (2006) argued that OCB is the behavior of organizational members that indirectly promotes the effective function of the organization. Behavior is not a necessity of that role or job but is a matter of personal choice. According to Organ et al. (2006) OCB can influence evaluation and managerial decisions for several reasons, including the fact that managers believe that OCB increases organizational effectiveness so that employee companies have high OCB so as to increase organizational effectiveness.

Organizational citizenship behavior is described by the Organ as having two basic dimensions, namely altruism and general obedience. When individuals have a particular problem, and need help or ask for help, people will be more than happy to help them. Another aspect of civic behavior is compliance, which is more awareness of doing things that are right and right for their own benefit and not for every member of the organization. Some researchers have identified four

categories of organizational citizenship behavior, but they prefer two out of four. These include (1) Useful for the organization and (2) Benefit for every member in the organization.

Task variability is increasingly complex, so many organizations in completing certain tasks use team work, and this is one of the reasons why many organizations desperately need employees who have organizational citizenship behavior or Organizational Citizenship.

Good behavior (OCB), for example: willingness to help coworkers, willingness to do extra work, being able to avoid unnecessary conflicts, being respectful and obedient to the spirit and content of the rules and tolerating work-related losses and disturbances. So employees who have high OCB behavior are needed by organizations that have high performance targets.

The company must continuously improve the OCB behavior of its employees, so it is very important for the organization to know what causes or increases the OCB behavior of its employees.

Podsakoff et al, (2000) categorized the factors influencing OCB to consist of individual differences; attitudes on work attitudes and contextual variables.

1. Each individual has differences with other individuals, including their characteristics. In general, some of the individual differences that influence OCB behavior include:
 - a. Personality, such as awareness and friendliness, motivation, ability, experience, level of knowledge, attitude of indifference towards appreciation, and so on (Podsakoff et al., 2000; Van Dyne et al., 1994; Organ and Ryan, 1995).
 2. Work attitudes are emotions and cognitions based on individual perceptions of the work environment. The factors that influence OCB are seen from the aspect of work attitudes, including: organizational commitment, (Organ, 1988), leadership and organizational support, (Van Dyne et al., 1994; Podsakoff et al., 2000), job satisfaction (Bateman and Organ. , 1983), Psychological contract (Turnley et al., 2003), perceptions of organizational justice (Latham and Kenneth: 1995).
 3. Contextual factors are external factors that come from work, including: task characteristics (Van Dyne et al., 1994), attitudes at work (Organ and Ryan, 1995; Podsakoff et al., 2009), leadership style (Podsakoff. et al., 2009; Wayne and Green, 1993; Podsakoff et al., 2009), Group characteristics, organizational culture, organization (Organ et al, 2006. Podsakoff et al., 2000).

In addition to having many antecedents, OCB has an important role in increasing the efficiency and performance of employees which in turn will be able to build organizational performance (Gibson, et al (2000) .In his research, he found a close relationship between OCB and group performance. The existence of altruistic behavior allows a group to work compactly and effectively to cover each other's weaknesses so that it becomes a harmonious work group. In line with the findings of George and Bettenhausen, namely the findings of Podsakoff et al. (2000), who also found a close relationship between OCB with group performance.

Performance

Performance which is translated from the English vocabulary Performance, also means work performance, work implementation, work achievement, work results, work performance, or work performance. Colquitt (2009: 35) suggests that performance results from individual circumstances such as: job satisfaction, stress, motivation, trust, justice and ethnicity, learning and decision making. Meanwhile, individual circumstances are the result of organizational mechanisms consisting of organizational culture and organizational structure, and group mechanisms consisting of leadership, processes and individual characteristics and characteristics such as personality, cultural values and abilities.

In general, according to Colquitt (2009), performance is influenced by components: individual mechanisms, individual characteristics, group mechanisms, and organizational mechanisms.

Bernardin (2000: 378) defines performance as a record of the results obtained from certain job functions or certain activities during a certain period of time. Meanwhile, according to Dessler (2001: 536). Assessment performance has an important role in increasing motivation in the workplace. Still according to Dessler, there are five (5) factors in performance appraisal, namely:

1. Quality of work includes; acquire accuracy, appearance and acceptance of outputs;
2. The quantity of work includes; output volume and distribution
3. The necessary supervision includes; need advice, direction or improvement;
4. Attendance includes; regularity, trustworthiness/dependability and timeliness;
5. Conservation includes; prevention, waste, breakage and maintenance.

According to Hariandja (2002: 195), performance or performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization. Employee performance or performance is very important in the organization's efforts to achieve its goals, so that various activities must be carried out by the organization to improve it.

The definition of work is defined by Ndraha (2002: 203) as activities that require energy expenditure or effort to create from 'raw materials' products or services that have value). It can also be said, work is the process of creating value in a unit of resources. Besides confronting work with leisure, we also question the use of the word work, even though this activity does not provide added economic value to others.

Another opinion states that performance is the result of work that can be achieved by an employee or a group of employees in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's goals legally, does not violate the law and is in accordance with morals and ethics.

Meanwhile, Bernardin and Russel (2003: 379) state that employee performance depends on the ability, work effort and job opportunities rated from the out put. Then Timpe (2000: 59), argues that performance is the level of individual performance, namely the desired result of individual behavior.

Sinambela (2012: 5) explains that performance is a person's ability to perform a particular skill. So performance is the implementation of a job and the

improvement of the job in accordance with its responsibilities so that it can achieve the expected results.

According to Gibson et. al (2000: 362) performance is the desire of every behavior that a person does). Sedarmayati (2001: 50) limits the notion of work as the result or output of a human or other process.

According to Agus (2002: 34) Performance is delivering results (values, benefits) that are important to shareholders, customers and employees. As'ad (2003: 63) states that in general performance is defined as a person's success in carrying out a job. Based on this, As'ad stated that what is meant by performance is the results achieved by a person according to the size applicable to the job concerned.

Performance (performance) refers to the individual achievement of the task given. An individual is said to have a good performance when the individual has a good performance in carrying out the task he has been carrying out.

In this sense, it seems clear that performance is related to the achievement of a task. Individual performance, can be described in the form of the following equation: $P = M \times A \times N$. Where P = Performance, A = Ability, N = Necesseries (resources, information, budgets, organization structure and procedure) and M = Motivation.

Measuring or appraising employee performance according to Milkovich (2000: 91) is called a performance assessment, or performance appraisal, which is the process of measuring employee performance, while employee performance is the level at which employees are able to complete tasks as required. Performance Goals are the performance that the organization wants to achieve, performance goals are also formal aspirations that are determined to be achieved. The purpose of performance goals is to compare the achievement of employee performance. (Simons 2000: 230).

Performance also needs to be assessed on the basis of standard performance which are guidelines or (benchmarks) that will be used to measure expected performance, so that the performance standard must be relevant to each work to be measured. Performance measurement must be easy to use, reliable and produce reports of critical behavior that affect performance (Davis at.all, 2000: 344).

C. METHODS

Data source

1. Primary Data

That is, data obtained directly from research activities. Data were collected from respondents by interview or filling in a prepared questionnaire.

2. Secondary Data

That is, data obtained from outside research that comes from books related to research.

Data collection and processing

1. Library Research

Namely data collection by studying various kinds of literature, scientific books related to research.

2. Field Research (Field Research)

Namely research that comes directly to the object of research to see and research directly. Done by:

a. Observation

Namely data collection by direct observation to the research location.

b. Questionnaire

Collecting data by providing a list of questions to Puskesmas paramedics related to the research.

c. Interview

Namely, the collection of data by conducting direct interviews of researchers with Puskesmas Paramedics in East OKU Regency who were considered to provide the information needed in the study.

d. Documentation

Namely the data obtained by looking at documents or records relating to research.

Data analysis

1. Qualitative Analysis

The analysis is used to solve existing problems by not using numbers as a basis for consideration, but by using sentences that explain the condition of the Puskesmas paramedics.

2. Quantitative Analysis

That is an analysis using numbers which aims to determine the size of the influence of the Organizational Citizenship Behavior (OCB) on the improvement of the Performance of Community Health Center paramedics in East OKU Regency.

An institution, a successful organization needs employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. In a dynamic work world like today, where the more often done in the team, flexibility is very important. Organizations want employees who are willing to perform tasks not listed in their job descriptions with high motivation. According to Robbins and Judge (2008: 40), the facts show that organizations that have employees who have good OCB will have better performance than other organizations (Robbins and Judge, 2008: 40).

Specific characteristics of performance which in general will always be related to inputs, outputs, and outcomes. Input is a source used to produce services including humans, facilities or material sources such as the number of tons of material or money used to produce. Output refers to the activities produced in terms of both quality and quantity, while outcomes generally refer to the results or benefits obtained by the user.

D. DISCUSSION

The analytical tool used in quantitative analysis is to use the Product Moment Correlation formula, which is the following formula:

$$r = \frac{n \sum xi.yi - (\sum Xi)(\sum Yi)}{\sqrt{\{n.\sum Xi^2 - (\sum X)^2\}} \sqrt{\{n.\sum Yi^2 - (\sum Y)^2\}}}$$

(Anto Dajan, 2008 : hlm 376)

r = the correlation coefficient between x and y
 X = Variable Organizational Citizenship Behavior (OCB) (independent variable)
 Y = variable performance (dependent variable) n = number of samples
 X² = Result of squared of independent variable Y² = Result of squared of dependent variable
 Xy = The multiplication result between the independent and dependent variables

To find out the size of the correlation that arises between Organizational Citizenship Behavior (OCB) (x) and Performance (y), for this reason the authors use the Correlation Coefficient Interpretation guidelines which can be seen in Table 1 as follows:

Table 1
Interpretation of Correlation Coefficients

Coefficient Interval	Relationship Level
0,00 - 0,199	Very low
0,20 - 0,399	Low
0,40 - 0,599	Moderate
0,60 - 0,799	Strong
0,80 - 1,000	Very strong

(Sugiyono, 2009: 183)

To find out the size of the correlation that arises between Organizational Citizenship Behavior (OCB) (x) and Performance (Y), you must know the percentage level (%) using the formula:

$$KP = r^2 \times 100\%$$

After it is known that the percentage level is affected, there are other factors that influence using the formula:

$$100\% - KP$$

To test the hypothesis that has been described whether or not it is accepted, the authors use the formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

(Riduwan, 2010 hlm : 229)

Information:

t = Testing the correlation coefficient

r = correlation coefficient n = number of samples

"T" can be found by looking at the table "t" with degrees of freedom 0.05 for (n - 2), if t > t (n - 2) then Ha is accepted and Ho is rejected but if t < t (n - 2) then Ha is rejected and Ho is accepted.

Before being put into the predetermined formula, the results of the research from the questionnaire that had been distributed to respondents were tabulate into

tables with an assessment of each answer given by the respondent as follows:

- a. Alternative answer A is given a score of 3
- b. Alternative answer B is given a score of 2
- c. Alternative answer C is given a score of 1

Data analysis

For this analysis, table tools and correlation coefficient formulas are used, with the initial step being a table obtained from the answers to a research questionnaire regarding the effect of Organizational Citizenship Behavior (OCB) on the Performance of Community Health Center paramedics. Thus the work steps can be seen in the following tables:

(X) Variabel Organizational Citizenship Behavior (OCB)

Respondents	Question Number					Amount
	1	2	3	4	5	
1	3	2	2	2	3	12
2	3	2	3	3	3	14
3	2	3	2	3	3	13
4	3	3	3	3	3	15
5	3	3	3	2	3	14
6	3	3	3	3	3	15
Amount						83

Source: *Processed Data*

(Y) Variable Performance

Respondents	Question Number					Amount
	1	2	3	4	5	
1	3	2	3	2	2	12
2	2	3	1	3	3	12

3	2	3	3	3	3	14
4	3	2	3	2	3	13
5	2	3	2	3	2	12
6	3	3	2	3	3	14
Amount						77

Source: *Processed Data*

Correlation of (X) Variable (Organizational Citizenship Behavior (OCB) and (Y) Variable (Performance)

No.	X	Y	X ²	Y ²	X · Y
1.	12	12	144	144	144
2.	14	12	196	144	168
3.	13	14	169	196	182
4.	15	13	225	169	195
5.	14	12	196	144	168
6.	15	14	225	196	210
Amount	83	77	1155	993	1067

Source: *Processed Data*

From the table above, the following results are obtained:

$$\begin{aligned}
 n &= 6 & X^2 &= 1.155 \\
 X &= 83 & Y^2 &= 993 \\
 Y &= 77 & X \cdot Y &= 1.067
 \end{aligned}$$

Then the values above are entered into the correlation coefficient formula as follows:

Correlation coefficient

$$r = \frac{n \cdot \sum X \cdot Y - (\sum X)(\sum Y)}{\sqrt{n \cdot \sum X^2 - (\sum X)^2} \sqrt{n \cdot \sum Y^2 - (\sum Y)^2}}$$

$$r = \frac{6(1067) - (83)(77)}{\sqrt{6(1155) - (83)^2} \cdot \sqrt{6(993) - (77)^2}}$$

$$r = \frac{(6402) - (6391)}{\sqrt{(6930) - (6889)} \sqrt{(5958) - (5929)}}$$

$$r = \frac{11}{\sqrt{41} \cdot \sqrt{29}}$$

$$r = \frac{11}{(6,40) \cdot (5,39)}$$

$$r = \frac{11}{34,496}$$

$$r = 0,318$$

Based on the above calculations, the results obtained for $r = 0.318$. after consulting a conservative standard to determine whether or not this influence is strong, it turns out that $r = 0.318$, which lies between 0.200 to 0.399. including low correlation.

To determine the percentage level between Variable X and Variable Y percentage levels.

Then use the following formula: $KP = r^2 \times 100\%$

$$= (0.318)^2 \times 100\%$$

$$= 0.101 \times 100\%$$

$$= 10.1\%$$

From the above calculations, it can be seen that the role of the Organizational Citizenship Behavior (OCB) in improving the performance of Puskesmas paramedics in East OKU Regency is low, reaching 10.1%, this means that other influencing factors are $100\% - 10.1\% = 89,9\%$ in order to improve employee performance, for example motivation, training etc.

To test the hypothesis that has been proposed, the authors use the following formula:

From the above calculations, it can be seen that the role of the Organizational Citizenship Behavior (OCB) in improving the performance of Puskesmas paramedics in East OKU Regency is low, reaching 10.1%, this means that other influencing factors are $100\% - 10.1\% = 89,9\%$ in order to improve employee performance, for example motivation, training etc.

To test the hypothesis that has been proposed, the authors use the following formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

$$\alpha = 0,05$$

$$t = (n-2) = t_{0,05} (n-2)$$

$$= t_{0,05} (6-2)$$

$$= t_{0,05} (4)$$

$$t = 2,132 \dots\dots\dots \text{ dari tabel terlampir}$$

$$r = 0,318$$

$$r^2 = 0,101$$

$$t = \frac{0,318\sqrt{6-2}}{\sqrt{1-0,669}}$$

$$t = \frac{0,318 \cdot \sqrt{4}}{\sqrt{1-0,101}}$$

$$t = \frac{(0,318) \cdot (2)}{\sqrt{0,899}}$$

$$t = \frac{0,636}{0,948}$$

$$t = 0,671$$

From the above calculations, it is known that $t = 0.671$. so when connected to the t table value with a confidence level of 95%, which means the error rate of 5% (0.05) is t count smaller than t table, namely $0.671 < (0.05: 4) = 2.132$. Thus, it means that H_a is rejected, H_o is accepted, this means.

There is a low influence between Organizational Citizenship Behavior (OCB) on the performance of Puskesmas paramedics in East OKU Regency. Thus the hypothesis that has been stated previously cannot be accepted.

Thus, based on calculations by means of hypothesis testing that has been formulated previously, namely: there is a strong influence between the Organizational Citizenship Behavior (OCB) on the improvement of the Performance of Public Health Center Paramedics in East OKU Regency is not proven because that (to) count is smaller than (t) table.

E. CONCLUSIONS

The correlation between Organizational Citizenship Behavior (OCB) and its important role in improving the performance of Puskesmas paramedics in East OKU District obtained $r = 0.318$. after consultation with the conservative standard it turns out that 0.318 lies between 0.200 - 0.399 which is included in the low correlation. So it can be said that there is a low influence between Organizational Citizenship Behavior (OCB) on improving the performance of Puskesmas paramedics in East OKU Regency. To answer the hypothesis that has been stated in the previous chapter by using the hypothesis test formula, it is obtained (t) table = 2.132, while (t) arithmetic = 0.671 which can be concluded that (t) count is smaller than (t) table, so that the proposed hypothesis in the previous chapter it is not proven, because the correlation is low. So, the suggestion: 1. Based on the results of this study, it is hoped that other researchers can use it as the basis for further research and examine (OCB) organizational citizenship behavior with other dependent variables it affects; 2. As a paramedic, must be aware of the various consequences of work and any consequences or impacts on his job. If all of this is well understood and realized, the paramedics will work smartly, thoroughly and sincerely, so that OCB behavior will increase and performance will automatically increase;

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