

The Effect of Organizational Citizenship Behavior (OCB) on the Performance of Civil Servants (PNS) at the Regional Secretariat of Kolaka Regency

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Abstract - Government organizations that are required to continue to prioritize good governance have one of the important assets in it, namely human resources. Civil Servants (PNS) which are one of the human resources in the government are located as state apparatus who carry out the policies set by the leadership of government agencies and are then required to display professionalism and have good behavior in order to fulfill the aspirations of the community, but currently this is This is still the biggest challenge in the realm of governance, especially local government. Civil servant behavior is often a problem that affects the performance of government agencies in the process of completing tasks, one other aspect that affects individual performance which also affects organizational performance is organizational citizenship behavior (OCB). The purpose of this study is to determine whether there is an effect of OCB and how much influence it has on the performance of civil servants at the Regional Secretariat of Kolaka Regency. The research method used is a quantitative research method with data collection techniques using a questionnaire where the respondents in this study amounted to 108 employees. The method of analysis in this research is simple linear regression analysis. The results of the study showed the value of $F = 52.280$ with a sig value. 0.000 and the significance is < 0.005 where the F table value is $3.93 < 52.280$ which means that the influence of OCB on the performance of civil servants leads to a positive value. The performance of civil servants at the Regional Secretariat of Kolaka Regency is influenced by OCB by 33% seen from the coefficient of determination (R square) of 0.330 .

Keywords: - Organizational Citizenship Behavior, PNS, Performance.

INTRODUCTION

In the current era of globalization, competition between countries in the field of organization, both private and government organizations, is getting tighter. Especially government organizations that currently must always prioritize good governance (transparency, accountability, and credibility). Good governance is assessed not only how the government runs and implements its authority properly but how citizens or the community participate in controlling the authority that is carried out properly as well. For the success of this authority, of course, government organizations need humans as their important assets. Human resources are one of the most important elements for government agencies to achieve their goals. Civil servants (PNS) as part of the state civil apparatus are one of the human resources in government agencies that support the success of government organizations and who carry out policies or authorities that have been determined by the leadership. Civil Servants according to the Indonesian General Dictionary, "Employees" means people who work for the government (companies and so on), "State" means the state or the government, so civil servants are people who work for the government or the state.

In government organizations, civil servants are required to behave professionally and with integrity because this is related to performance problems commonly faced by government agencies so that they affect and hinder the process of completing work. The behavior of civil servants is the main criterion for achieving effective public services and is the most obvious assessment of government performance. Several forms of behavior including complicating behavior, superiority, playing ignorant, special treatment, as brokers, all of which include behaviors that deviate from the procedures established in public services [1]. As for one other aspect that affects individual performance which also affects organizational performance is organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) is the behavior of employees or employees who carry out tasks beyond the assigned tasks or commonly referred to as extra-role or extra-role behavior [2]. In government agencies, of course, there are some civil servants who behave in extra roles (OCB) solely for the sake of smooth running of tasks and the smooth running of the organization. Civil servants work in various government duties and functions, both in the central government and local governments, as well as other state institutions in the legislative and judicial fields

LITERATURE REVIEW

1. *Organizational Citizenship Behavior (OCB)*

Organizational Citizenship Behavior (OCB) Denis W. Organ first introduced the concept of extra-role behavior in the 1980s. Organ uses the OCB concept to review the relationship between job satisfaction and job performance by distinguishing quantitative measures of output from more qualitative aspects of work, both of which are difficult to separate. By emphasizing the

qualitative aspects of work, Organ expands the commonly accepted definition of job performance to include behaviors that have a positive effect on the psychological, social, and organizational context of work [2]. OCB as individual discretionary behavior, which is indirectly or explicitly included in the reward system, and will overall increase the effectiveness of organizational functions [3]. OCB is a multidimensional construct [3]. Multidimensional means that OCB has certain aspects and each aspect of OCB is different and may have a special or general model. There are five dimensions that contribute to OCB behavior, namely [4]; (1) Altruism, namely behavior that is carried out by individuals voluntarily in their role as an employee who is more concerned with the interests of others than their own interests; (2) Civic Virtue, behavior that is carried out by individuals voluntarily in their role as employees to participate and be responsible in overcoming organizational problems for the sake of the continuity of the organization; (3) Sportsmanship, namely behavior carried out by individuals voluntarily in their role as employees in the form of tolerance to survive in an uncomfortable or unpleasant condition without complaining at all; (4) Conscientiousness, namely behavior that is carried out by individuals voluntarily in their role as employees to improve their performance in various ways even when they have to require creativity and innovation for organizational improvement; (5) Courtesy, namely behavior that is carried out by individuals voluntarily in their role as employees to prevent problems in the organization either due to provocations from outside the organization or from individuals within the organization.

2. *Civil Servant Performance*

Civil servants are part of the state apparatus, state servants, and public servants who are loyal and obedient to Pancasila, the 1945 Constitution, the state, and the government. Based on Law no. 5 of 2014 concerning the state civil apparatus, it is stated that civil servants (PNS) are ASN employees with a work contract that has been appointed by the civil service officer then given a task in a government position or given other government duties and is paid according to applicable regulations. The scope of government organizations requires civil servants to always act professionally and with integrity where this is related to employee performance problems that are often faced by government agencies so that they can influence and hinder the process of carrying out the duties of civil servants. Basically, performance can be seen from two sides, namely employee performance or individual performance and organizational performance. Employee performance or individual performance is the result of individual work of employees in an organization while organizational performance is the result of overall work that has been achieved by an organization, both private organizations and government organizations. The performance of civil servants or government performance can be assessed directly by the general public based on the services provided directly or indirectly. Of course, the attitude and behavior of the government or employees as consumers of services are the determinants of the success of public services.

METHODS

1. *Types of research*

The type of research used in this research is quantitative research where quantitative research emphasizes objective facts and maximizes objectivity. Quantitative research in this study uses a regression analysis approach. This approach is used with the aim of testing how much influence the dependent variable (X) employee performance has on the independent variable (Y) Organizational Citizenship Behavior (OCB).

2. *Population and Sample*

The population in this study were all civil servants or state civil servants who were in the Regional Secretariat of Kolaka Regency, amounting to 148 people. The sampling technique used in this research is probability sampling technique. Probability sampling technique is a sampling technique by equating the probability that each member of a population will be selected as a sample. So from a population of 148 people, the representative number is calculated to be 108 respondents.

3. *Analysis Methods*

a) *Test validity and reliability*

Validity test is used to measure whether a questionnaire is valid or not. A questionnaire is declared valid if the statement in the questionnaire can reveal something that is measured by the questionnaire. In the validity test, the measuring instrument is said to be valid if the instrument shows a significant correlation between the item scores and the total score [5]. Reliability test is a test where the measurement results using the same object will produce the same data. Reliability tests were run for all instructions simultaneously. A measuring instrument is declared reliable if it always shows the same results when measuring symptoms at different times [6].

b) *Data Normality Test*

The normality test was conducted to test whether the independent and/or dependent variables had a normal distribution or not in the regression model [5]. To facilitate the normality test of the data, the author uses the SPSS 24 program to determine the determinants of the normality test are significant. If sig. (significance) > 0.05 then the data is normally distributed. Normality test in this study was measured using one sample kolmogrov-Smirnov.

c) *Simple Linear Regression Analysis*

Simple linear regression analysis in this study was used to determine whether there was an influence between the dependent variable and the independent variable, namely the influence of OCB on the performance of civil servants at the Regional Secretariat of Kolaka Regency. This simple linear regression analysis method was carried out with the help of SPSS version 24.0 which is a computer program package for managing statistical data. The simple linear regression equation is:

$$a = \frac{(\sum X)(\sum X^2) - (\sum X)(\sum XY)}{n \sum X^2 - (\sum X)^2}$$

$$b = \frac{n \sum XY - (\sum X)(\sum Y)}{n \sum x^2 - (\sum x)^2}$$

Information:

X = Free Variable

Y = Bound Variable

a = Constant (value Y if X =0)

b = Regression Coefficient (value of increase or decrease).

RESULTS AND DISCUSSION

1. *Research Results*

a. *Validity Test*

TABLE 1
OCB Variable Validity Test Results

Indicator	Corrected Item Total Correlation / r calculated Value	Itself.	r table	Information
X1	0,524	0,000	0,1891	Valid
X2	0,536	0,000	0,1891	Valid
X3	0,366	0,000	0,1891	Valid
X4	0,572	0,000	0,1891	Valid
X5	0,591	0,000	0,1891	Valid
X6	0,442	0,000	0,1891	Valid
X7	0,576	0,000	0,1891	Valid
X8	0,624	0,000	0,1891	Valid
X9	0,532	0,000	0,1891	Valid
X10	0,481	0,000	0,1891	Valid
X11	0,420	0,000	0,1891	Valid
X12	0,397	0,000	0,1891	Valid
X13	0,433	0,000	0,1891	Valid
X14	0,399	0,000	0,1891	Valid
X15	0,426	0,000	0,1891	Valid
X16	0,238	0,013	0,1891	Valid
X17	0,340	0,000	0,1891	Valid
X18	0,384	0,000	0,1891	Valid
X19	0,203	0,035	0,1891	Valid
X20	0,434	0,000	0,1891	Valid
X21	0,538	0,000	0,1891	Valid
X22	0,258	0,007	0,1891	Valid
X23	0,373	0,000	0,1891	Valid
X24	0,390	0,000	0,1891	Valid

Based on the table above, the instrument testing in this study was carried out with the help of the SPSS 24 program where this test was carried out on 108 respondents with 24 items OCB variable statements. Decision making is based on the calculated r value (Corrected Item-Total Correlation) > r table of 0.1891 with df = 108-2 = 106 and a significance value of 0.005. So the results of the validity test on the OCB variable are declared valid because r count > r table with a significance value < 0.05 in each statement item.

TABLE 2
Results of the Validity Test of Civil Servants' Performance Variables

Indicator	Corrected Item Total Correlation / r calculated Value	Itself.	r table	Information
Y1	0,613	0,000	0,1891	Valid
Y2	0,670	0,000	0,1891	Valid
Y3	0,614	0,000	0,1891	Valid
Y4	0,560	0,000	0,1891	Valid
Y5	0,412	0,000	0,1891	Valid
Y6	0,272	0,004	0,1891	Valid
Y7	0,401	0,000	0,1891	Valid
Y8	0,334	0,000	0,1891	Valid
Y9	0,321	0,001	0,1891	Valid

From the results of the validity test above, a questionnaire related to the performance of civil servants consisting of 9 statement items was then filled out by 108 respondents. As explained above, the instrument is declared valid if $r_{count} > r_{table}$ or significance value < 0.05 . As for $df = 108 - 2 = 106$ so that $r_{table} = 0.1891$, then the statement related to the civil servant performance variable is declared valid. As can be seen in each of the indicators in the table above, $r_{count} > r_{table}$ and the significance value is < 0.05 .

2. *Reliability Test*

TABLE 3
Ocb Variable Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.725	25

Based on the results of the reliability test of the OCB variable above using the SPSS 24 program, it can be seen that the Cronbach Alpha value on this variable is 0.725. This proves that the statement related to OCB is reliable because the Cronbach Alpha value is $0.725 > 0.60$.

TABLE 4
Reliability Test Results of State Civil Apparatus Performance Variables

RELIABILITY STATISTICS	
Cronbach's Alpha	N of Items
.695	10

Based on the results of the reliability test of the State Civil Apparatus (ASN) Performance variable above using the SPSS 24 program, it can be seen that the Cronbach Alpha value on this variable is 0.695 where the Cronbach Alpha value is > 0.60 . This proves that the statements in the questionnaire related to ASN performance are said to be reliable.

3. *Data Normality Test*

TABLE 5
Normality Test Of Residual Organizational Citizenship Behavior (Ocb) Data On The Performance Of Civil Servants At The Regional Secretariat Of Kolaka Regency

		Unstandardized Residual
N		108
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.24138323
Most Extreme Differences	Absolute	.069
	Positive	.049
	Negative	-.069
Test Statistic		.069
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal. b. Calculated from data.

The Kolmogrov-Smirnov normality test is part of the classical assumption test where the test aims to determine whether the residual value is normally distributed or not. A good regression analysis model has a residual value that is normally distributed as the results of the SPSS output above. Based on the basis of the decision making of the normality test in this study, if sig. (significance) < 0.05, then the data is not normally distributed and if sig. (significance) > 0.05, then the data is normally distributed, the Kolmogrov Smirnov normality test above shows a significance value of 0.200 > 0.05. So it can be concluded that the residual value is normally distributed.

4. *Simple Linear Regression Analysis*

TABLE 6
Anova The Effect of Organizational Citizenship Behavior (Ocb) on the Performance of Civil Servants at the Regional Secretariat of Kolaka Regency

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	265.120	1	265.120	52.280	.000 ^b
	Residual	537.546	106	5.071		
	Total	802.667	107			

a. *Dependent Variable:* PNS Performance

b. *Predictors:* (Constant), OCB

Source: Output SPSS

Based on the table above, it can be seen that the calculated F value = 52,280 with a significance level of 0.000 < 0.05, meaning that the regression model can be used to predict the OCB variable or in other words, there is an effect of the OCB variable (X) on the civil servant performance variable (Y). The influence of OCB on the performance of civil servants can also be seen in the calculation in the summary model, namely the R square number, as shown in the table below:

TABLE 7
Model Summary the Effect of Organizational Citizenship Behavior (OCB) on the Performance of Civil Servants at the Regional Secretariat of Kolaka Regency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 ^a	.330	.324	2.252

a. *Predictors:* (Constant), OCB

Source: Output SPSS

Based on the output table above, it can be explained that the value of the correlation or relationship (R) is 0.575. From the output above, the coefficient of determination (R square) is 0.330, which means that the effect of OCB on the performance of civil servants at the Regional Secretariat of Kolaka Regency is 33%. The value of the influence of OCB on the performance of civil servants at the Regional Secretariat of Kolaka Regency based on the interpretation of the r value can be seen in the correlation coefficient table as follows:

TABLE 8
Correlation Coefficient of the Effect of Organizational Citizenship Behavior (OCB) on the Performance of Civil Servants at the Regional Secretariat of Kolaka Regency

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.791	2.911		6.112	.000
	OCB	.210	.029	.575	7.230	.000

a. *Dependent Variable:* Kinerja PNS

Source: Output SPSS

Based on the table above, it is known that the constant (a) value is 17.791, while the OCB (b) value or regression coefficient is 0.210 so as to produce the following regression equation:

$$Y = a + bX$$

$$Y = 17,791 + 0,210X$$

The regression equation above shows that the constant value of 17.791 means that the consistent value of the civil servant performance variable is 17.791. The equation above also shows that the regression coefficient X is 0.210, meaning that for every

1% addition to the OCB value, the PNS performance value increases by 0.210. It can be stated that the regression coefficient is positive and it can be said that the direction of the influence of the X variable on Y is positive

1. *Organizational Citizenship Behavior (OCB)*

Organizational Citizenship Behavior (OCB) is an extra-role behavior aimed at improving organizational functions effectively and efficiently [7] [8]. OCB shows that an individual has a high level of initiative and a high level of sensitivity to organizational situations. The impact of OCB behavior on organizations, including government agencies, can certainly have a positive or negative impact. With the support of employees who are loyal and enthusiastic about the organization, the organization will survive and be reflected in the attitudes and behavior of employees in the workplace. OCB behavior at the Regional Secretariat of Kolaka Regency is reflected when employees are given more and more complex work than the predetermined workload, several other field employees also help complete the work, although not a few also do it with displeasure. Not only that, some employees also choose not to do tasks that are not their responsibility.

2. *Employee Performance*

Performance is a measure of work results and work performance that is expected to be optimal and the real behavior shown by each individual as the performance they do, depending on their role in the organization [9]. Employee performance at the Regional Secretariat of Kolaka Regency is measured based on five performance indicators consisting of quality, quantity, timeliness, effectiveness, and independence. Civil servants at the Regional Secretariat of Kolaka Regency have achieved an excellent level of performance. In short, civil servants have high service quality, quantity, timeliness, effectiveness, and independence within the framework of the Kolaka District Secretariat. With a high sense of responsibility as an employee, the work can be carried out both in quality and quantity. One of the reasons for the good performance of civil servants at the Regional Secretariat of Kolaka Regency is the large initiative behavior of employees towards their responsibilities in carrying out their duties for the sustainability of the organization.

3. *The Effect of Organizational Citizenship Behavior (OCB) on the Performance of Civil Servants at the Regional Secretariat of Kolaka Regency*

The results of this study indicate the value of $F = 52.280$ with a sig value. 0.000 where the significance is < 0.005 . Based on the F table value of 3.93 and the calculated F value, it shows that $F_{\text{arithmetic}} > F_{\text{table}}$ which means that the effect of X on Y leads to a positive value. With the explanation above, it is obtained that the hypothesis which states that OCB has a positive and significant effect on the performance of civil servants at the Regional Secretariat of Kolaka Regency. This shows that employees at the Regional Secretariat of Kolaka Regency need OCB behavior for every employee so as to form employees who are not only concerned with individual interests but also employees who prioritize the interests of the agency and the sustainability of the development of the agency.

CONCLUSION

This study was conducted with the aim of knowing the effect of Organizational Citizenship Behavior (OCB) and how much influence it has on the performance of Civil Servants (PNS) at the Regional Secretariat of Kolaka Regency with 108 employees as respondents. Based on the data listed above which was then collected and tested using a regression model, several conclusions can be drawn. First, most civil servants at the Regional Secretariat of Kolaka Regency agree and support the existence of OCB behavior, namely Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportsmanship behavior. This shows that OCB has been owned by most of the civil servants in the Regional Secretariat of Kolaka Regency and has been running well. Second, the performance of employees in the Kolaka Regency Regional Secretariat as seen from the five indicators has been running very well. This is evidenced from the processed results of the questionnaire above which reached a percentage level of 86.1 and was in the very good category. Third, the effect of OCB on the performance of civil servants at the Regional Secretariat of Kolaka Regency is positive and significant where the results of the regression analysis of each variable show the value of $F = 52.280$ with a sig value. 0.000 and the significance is < 0.005 . Based on the F table value of 3.93 and the calculated F value, it shows that $F_{\text{arithmetic}} > F_{\text{table}}$ which means that the effect of X on Y leads to a positive value. With the explanation above, it is obtained that the hypothesis which states that OCB has a positive and significant effect on the performance of civil servants at the Regional Secretariat of Kolaka Regency. Judging by the correlation coefficient value and the size that has been determined by the author, the coefficient of determination (R square) is 0.330 with a percentage of 33% indicating that the influence of OCB on the performance of civil servants at the Regional Secretariat of Kolaka Regency is quite strong while the remaining 67% is influenced by other variables that not researched.

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