

How to Implementation of Organizational Citizenship Behaviour with Performance on Accident Insurance Service?

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Abstract

The research is to know the effect of training standard, Organizational Citizenship Behaviour (OCB) on employee performance at. The object of the research is employees who work at PT. JASARAHARJA (Persero). This research was conducted by 70 respondents using quantitative descriptive approach. Therefore, the data analysis used is statistical analysis in the form of multiple linear regression test. The result of the research indicates that partially and simultaneously the standard variable of training, work attachment simultaneously have positive and significant effect on employee performance, organizational Citizenship Behaviour (OCB) have positive but not significant effect on employee performance at PT. JASARAHARJA (Persero). This is evidenced from the result of simultaneous tests (F test) and partial test results (t test) also show the significant value of three independent variables that support the hypothesis.

Keywords: Organizational Citizenship Behaviour (OCB), Training Standard, and Employee Engagement, Performance

Background

Knowledge improvement to do a job in the future, conducted on the approach integrated with other activities and in the same time hoped to change employees' performances. Otherwise, training is conducted to improve employees' skill and ability to do their job technically. It is hoped that there will be emotional interest and high intellectual quality between the employees and their job, organization, manager, and their own work mates. So that it will encourage the employees to do more for their job and the organization, Gomes (2010). Training is an effort to make employees' performance become better and better to their jobs and their responsibilities or do the things related with their jobs. Here are some purposes of education and training programs for employees : developing work productivity, developing employees' managerial ability, developing time efficiency, reducing employees' errors, developing public services, and developing employees; carriers. Education and training programs conducted give beneficial effects to the employees' performance as individual. It is off course will effect a great improvement for the employees' performances if the education and training are conducted systematically and continuously. Organizational citizenship behaviour is an attitude to enrich and do better than what a company hopes described as a formal or regular job. According to Aldag and Resekhe in Clifton (2009) that Organizational Citizenship Behaviour is an individual's contribution do more than what a company requires him/her do in his/her job. OCB includes some behaviours like being helpful for others, being volunteer for extra duties, being obedient upon rules and procedures of the company. These behaviours describe plus points for the employees which includes in one of pro social behaviours which is positive social behaviour, constructive and meaningful.

Schiemann (2009), employee engagement describes how far an employee's readiness to give more his power than minimal requirement asked by the organization or to advocate the organization from other organizations as a place to work or invest. An attached employee will work harder, stay at the company longer, satisfies much more customers, and effect positively to the company achievements. In reaching the company achievements, there are many problems faced by the management related with the employees. For example about compensation, disciplines, employees' relationship, company external factors, and many other things. Here is a Human Resources Development role to control and keep employees' harmonise. It will make mutual causative effects between employees' performances and the company.

From the total employees taken from the data of PT. Jasa Raharja inc. from 2014 – 2017 shows that the employee engagement created well can give a great empowering interpersonal relationship physically and psychologically so that the employees can work more focus in doing their duties. A good training standard will influence the employees; performance which will reach satisfying achievement for the company. PT. Jasa Raharja experiences a very low turnover development because of the employee engagment, and Organizational Citizenship Behaviour (OCB). It can be said that the employees' loyalty give great impact to the employees' performances of PT. Jasa Raharja. In the graphic, shows that the employee engagement influences the level of employees' performance, where the employees will be satisfied if they are motivated, and given compensation. It is to tie up the employees become more comfortable with the company.

Data of employees' attendance based on the overdue attendances from January – April 2017, data taken is from national data, shows that many employees come late within a month. It may happen because of weakness of employees' loyalty which causes the employees feel unconformable in doing their job. Employees'

performance is one of the company considerations to be able to develop the human resources. Because, the employees' performance is really important in increasing the employees' productivity. To do the duties and responsibilities are the expression of abilities and potentials belong to a person to have sense of belonging in anyways. So, the employees' performance will appear because of the jobs and the duties they do in a line with the profession and jobs description.

LITERATURE REVIEW

Organization Citizenship Behavior (OCB)

Organization Citizenship Behaviour (OCB) is discussed in literature organizational research first time in the beginning of 1980 (s) (Bateman and Organ, 1983) Smith at al.,1983;in Bienstock et al. Robbins said that Organizational Citizenship Behaviour (OCB) is a chosen behaviour which does not include in regular or formal duties of an employee, but it supports the function of organization effectively (2006;31) Organizational Citizenship Behaviour is a willingness “ to work over the duties/responsibilities” or “to work extra” in a job. Organizational Citizenship Behaviour is an extra role behaviour, or behaviour to work over his/her duties or responsibilities. It is a behaviour that describes what it is meant with Organizational Citizenship, the Organizational citizenship related with the job satisfaction. According to Benhart in Kholid and Ali (2005) Organizational Citizenship Behaviour (OCB) is defined as a behaviour that can increase the value and keep social psychological environment which supports job result.

A person is a good Organization Citizen, will do things, although unrequired, will try to help increasing the organization performance. A service officer for instance, who will his extra time to serve the customers, a team member who wants to do extra duties or a worker who always wants to be a volunteer to have overtime without asking for extra payment, but just want to make sure that his duties already done well. Johns in Budiharjo (2014) said that Organization Citizenship Behaviour (OCB) has volunteer behaviour characteristic (extra role behaviour) which does not include in a position, a spontaneous behavior without target or someone's requirements, a helpful behaviour, and a behaviour that cannot be seen and evaluated based on the job evaluation. Organ, MacKenzie (2011) integrated the construction of Organizational Citizenship Behaviour (OCB) into 7 constructional dimensions. They are : 1) Altruism, shows a behaviour to help others sincerely and not his duties or responsibilities, 2) Sportsmanship, shows a willingness or tolerances to keep working at an organization or company without complaining though the company is in a bad condition, According to Podsakoff (2012) the dimension is not fully concerned in empirical research, 3) Organizational Compliance, shows an individual behaviour that accepts rules and procedures made by the organization. This reflected by the individual behaviour that never break the rules of the company although there is no supervision nor fined, 4) Organizational loyalty, shows an individual behaviour that relates to an effort to promote the organization image to others; in the other way he/she ties to protect the organization from external pressures and keep working at the organization although it does not benefits him/her and full of risks, 5) Civic Virtue, shows an individual participation in organization activities and cares about the organization existence. Sincerely participates, responsible, and takes a part in solving problems faced by the organization. He/she is also active in delivering opinions and through his/her observation about business environment whether about business obstacles or opportunities. 6) Conscientiousness shows an individual behaviour that shows sincere effort to improve ways in doing his/her duties creatively in order the organization performance increases. The behaviour includes the creativity and innovation in developing his/her capability to do his/her duties for increasing the organization performance, 7) Self-development, is an individual behaviour which relates to the efforts in developing knowledge, skill, and capability.

Employee Training Standard

According to Dessler (2009) a training is a process to teach and guide new employees or the employees exist basic skill needed to do their job. So, the training mentioned is a training in a very wide interpretation, not only on developing the employees' skill. There are some training methods usually conducted, they are : on the job and off the job training (Hasibuan, 2005) : On the job training (OT), also known as job instructional training is a training method where the employees or prospective employees are put in the real job condition, under control an supervision of the trained and experienced employees. Off the job training, is the training occurs when the trained employees do not do their regular job.

Work Engagement

According to Vazirani (2010) it is as a commitment level and engagement that the employees have for the organization and the values in it that can be seen an employee positive behavior upon the organization and the values in it. According to Schicmann (2009), employee engagement shows how far an employee's willingness to do more than organization minimal requirements, more than his/her role to give extra energy or advocate the organization from other organization as a place to work or invest. An engaged employee will work harder and

keep working longer, satisfies much more customers, and gives positive influences to the company achievements. Gallup Organization defines the engagement of employee an individual engagement to an organization and working spirit, it is in a line with Dernoyssek (2008) he relates the employees' engagement with positive emotional engagement between an individual and an organization and individual commitment to the organization.

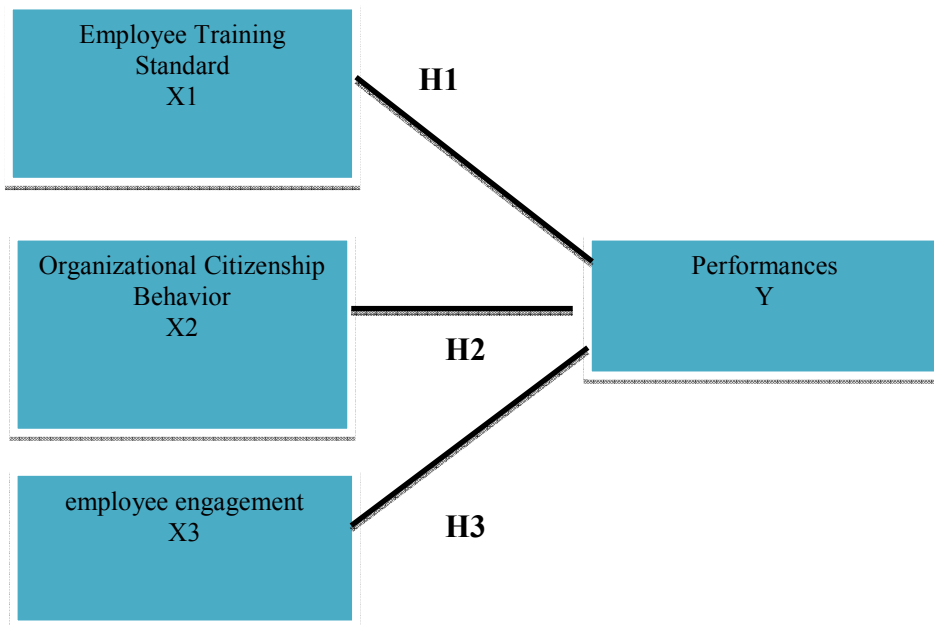
Employees' Performances

According to Sedarmayanti (2011) said that the employees' performance is an application of the output of what employees do, a process of managing or organizing, where the output of the job can be shown concretely and be measured (compared with the determined standard). According to Wibowo (2012), performance is a process of how the job is being done to reach the job achievement. However, the output of the job it shows the performance itself. According to Mangkunegara (2013), employees' performance is the output of the job in quality and quantity which is reached by the employees to do the responsibilities given.

THE THEORITICAL MODELS

1. Does the Organization Citizenship Behavior (OBC) influence the employees' performances of PT. JASARAHARJA?
2. Does the employee Training Standard influence the employees' performances of PT. JASARAHARJA?
3. Does the employee engagement influence the employees' performances of PT. JASARAHARJA?

Based on the library research and the previous research, the writer determines the theoretical framework as follows:



Pict. 2.1
Theoretical Frameworks

RESEARCH OBJECTIVE

To find the influences of Organizational Citizenship Behaviour (OCB), employee Training Standard, and the employee engagement with the employees' performances of PT. JASARAHARJA.

METHODOLOGY

The research process begins with identifying the problems in the place to be used the research location, formulation of identified problems, the collection of basic theories that strengthen the foundations in the variables, the preparation of the methods in data collection, the preparation of instruments, to the determination of statistical testing techniques used in this research. The writer uses the quantitative descriptive analysis, data analysis used that is a research design of casual research for analysing the relationship between one variable to other variables or how variable effects other variables. The population in this research is at the office of PT. JASARAHARJA Jakarta. Period July – December 2017. Determination of the sample used in this research using a type of saturated sampling technique. The term of saturated is a census, where all members of the problems are sampled. The design of analysis utilized in this research using Multiple Regration analysis aims to see the effects between two independent variable with one dependent variable. The statistical approach for this is through

multiple linear regression analysis that is useful for determining the magnitude of the influences between two or more variables at the same time looking at the level of influences. This method is also commonly used to predict or predict the value of the variable between more than one predictor variable (independent variable) to the dependent variable.

RESULT AND DISCUSSION
Double Linear Regression Test

Table 4.16
Result of double linear regression test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,139	3,861		2,367	,021
Work Training Standard	,360	,133	,314	2,713	,008
Organizational Citizenship Behaviour	,138	,108	167	1,281	,205
employee engagement	,290	,108	,348	2,692	,009

a. Dependent Variable: employee Performances

Sources : data tabulation of SPSS

Based on the table of data above using SPSS shows that the similarity formulation of double linear regression for the independent variable (Work Training Standard, Organizational Citizenship Behaviour, and employee engagement) to the dependent variable (employees' performance) as follows : $Y = 9,139 + 0,360$ Work Training Standard + $0,138$ OCB + $0,290$ work engagement.

Based on mathematical similarity of double linear regression can be concluded that :

1. The result of SPSS output identifies that value a (constant) is 9.139, which means that without training standard, Organizational Citizenship Behaviour and employee engagement influence the employees' performances.
2. Coefficient value b_1X_1 (coefficient of training standard) is 0,360 which means that the training standard can increase the employees' performances.
3. Coefficient value b_2X_2 (coefficient of Organizational Citizenship Behaviour) is 0,138 which means that the Organizational Citizenship Behaviour can increase the employees' performances.

Coefficient value b_3X_3 (coefficient of Work engagement) is 0,290 which means that the employee engagement can increase the employees' performances.

Determination coefficient test (R^2)

Determination coefficient is used to know how far the independent variables influence the dependent variables. The value of determination coefficient is used adjusted R square. Like shown in the table below :

Table 4.17
The result of determination coefficient (R^2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,736 ^a	,542	,521	2,630

a. Predictors: (Constant), employee engagement , training standard, Organizational Citizenship Behavior

b. Dependent Variable: employee Performances

Source : Data tabulation using SPSS

Based on the table 4.17, it shows that the result of determination coefficient (adjusted R^2) is 0,521 which means 52,1% of employees' performance can be explained from the three variables, they are training standard, Organizational Citizenship Behaviour, and employee engagement. And the rest 57,9% (100% - 52,1%) is explained by other variables unmentioned in the research model like compensation, motivation, working environment, and organisation commitment.

Accuracy Model Test (Statistical Test F)

Statistical test F shows whether independent variables mentioned in the model have the same influences to the dependent variables. The result of statistical test F can be seen on table 4.18 as follows:

Table 4.18
Result of accuracy model test (statistical test F)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	540,845	3	180,282	26,059	.000 ^b
Residual	456,598	66	6,918		
Total	997,443	69			

a. Dependent Variable :employee Performances

b. Predictors: (Constant), employee engagement , training standard, Organizational Citizenship Behavior

Source: Data tabulation using SPSS

Based on the table 4.18 shows that significant probability 0,00 is that probability less than 0,05, so the model is accepted that can be concluded that training standard, Organizational Citizenship Behaviour, and employee engagement influence the employees' performances.

Partial Significant Accuracy Test (Test T)

Statistical test t basically shows how far the influences of dependent variables to independent variables individually in describing variation of dependent variables. Decision making can be done by looking at the probability. If probability/significant > 0.05 Ho is accepted and Ha is rejected and if probability/significant is < 0.05 Ho is rejected and Ha is accepted.

Table 4.19
Result of partial significant accuracy test (Test t)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,139	3,861		2,367	,021
Work Training Standard	,360	,133	,314	2,713	,008
Organizational Citizenship Behaviour	,138	,108	167	1,281	,205
employee engagement	,290	,108	,348	2,692	,009

a. Dependent Variable: employee Performances

Source: Data tabulation using SPSS

Based on the description above, it shows that :

- Hypothesis test of training standard to the employees' performances.
 Based on the table 4.20 significant probability of training standard 0.008 less than 0.05, so Ho is rejected and Ha is accepted that is stated that partial of training standard (X1) influences significantly to the employees' performances.
- Hypothesis test of Organizational Citizenship Behaviour to the employees' performances.
 Base on the table 2.40 significant probability of Organizational Citizenship Behaviour is 0.25 less than 0.05, so Ho is rejected and Ha is accepted that is stated that partial of Organizational Citizenship Behaviour (X2) influences significantly to the employees' performances.
- Hypothesis test of employee engagement to the employees' performances.
 Base on the table 2.40 significant probability of employee engagement is 0.009 less than 0.05, so Ho is rejected and Ha is accepted that is stated that partial of employee engagement (X3) influences significantly to the employees' performances.

Result Discussion

1. The influences of Organizational Citizenship Behaviour to the employees' performances.

Based on the result of T test, it shows that value t calculated is 1.281 and significant value is 0.250 more than 0.05. so, it can be concluded that Organizational Citizenship Behaviour does not influence positively and significantly to the employees' performances.

It shows that a good Organizational Citizenship Behaviour or effort in increasing Organizational Citizenship Behaviour does not influence the employees' performances. This means that hypothesis 2 is rejected. It is not in a line with the research conducted by Puput Tri Komalasari, Moh. Nasih, and Teguh Prasetyo (2009) where Organizational Citizenship Behaviour does not influence positively and significantly to the employees' performances.

2. The influences of training standard to the employees' performances.

Based on t test that value t calculated is 2.713 and significant value is 0.008 less than 0.05. so it can be concluded that variable of training standard influences significantly to the employees' performances of PT. JASA RAHARJA head office. It shows that if the working standard given by the company is good, it will increase and influence the employees' performances. It means that hypothesis 31 is accepted, and it is in line with the result of the previous research conducted by Denny Triasmoko, Moch. Zudi Muksam Gunawan (2013) where the training standard influences significantly to the employees' performances.

3. The influences of employee engagement to the employees' performances.

Based on t test that value t calculated is 2.692 and significant value is 0.009 more than 0.05. so it can be concluded that variable of employee engagement influences significantly to the employees' performances of PT. JASA RAHARJA head office. It shows that if the employees' working engagement is good, it will increase and influence the employees' performances. It means that hypothesis 3 is accepted, and it is in a line with the previous research conducted by Ronny H. Mustamu (2016) where the employee engagement influences significantly to the employees' performances.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Training standard influences positively and significantly to the employees' performances. It means that there must be development and improvement of training standard so that it will be able to increase the employees' performances at PT. JASA RAHARJA head office.
2. Organizational Citizenship Behaviour does not influence positively and significantly to the employees' performances. It means that all efforts of increasing and performance and improving Organizational Citizenship Behaviour will not increase the employees' performances at PT. JASA RAHARJA head office.
3. Employee engagement influences positively and significantly to the employees' performances. It means that there must be improvement and increase of employees' working engagement to increase the employees' performances at PT. JASA RAHARJA head office.

Recommendation

1. Increasing indicator "loyalty" in an Organizational Citizenship Behaviour. If the employees have a high loyalty so it will make the Organizational Citizenship Behaviour which belongs to the employees will increase, where we can help one another in doing our duties.
2. Increasing indicator "purposes of training" in a training standard. By understanding the purposes of the training, so the output of training conducted can be more effective
3. Increasing indicator "readiness" in a employee engagement. By having the readiness to work, so that will increase the employees' employee engagement, and ready to have additional duties given.

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