

Role Of The Leader Towards Organizational Citizen Behaviour (OCB)

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Abstract: Successful organizations need employees who will do more than just their formal duties and they are willing to deliver performance more than the expectations. This positive behavior is known as the Organizational Citizen Behavior, and people who display OCB behavior are called good citizens/employees. To develop OCB behavior, it requires intervention from organizational leaders. The leader is a role model in an organization so that any change must start from the top level (leader). Leaders must be able to become a motor (reformist) for all members of the organization. For analysing the data, linear regression shows that respondents perceive a positive relationship between the role of the leader and OCB. Therefore, a leader is expected to have behavior in supporting employees in having attitudes that are in accordance with OCB. The significance value also shows that the role of the leader affects OCB behavior. The factor that respondents perceive the highest in the role of the leader is empowerment. This means that respondents expect a leader to be a motivator and always encourage employee development. Meanwhile, the highest perceived factor in the OCB variable is awareness of responsibility for duties and obligations.

Keyword: Role of Leader, OCB

1. INTRODUCTION

Resources are the power that is needed to create movement, activity, and action. In an organization, these resources include natural resources, financial resources, human resources, scientific resources, and technology resources. Among these resources, the most important resource is human resources (human resources). Human resources are resources that are used to synergize other resources to achieve organizational goals. Without HR, other resources cannot be maximally utilized in achieving organizational goals.

Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. Organizations want employees who are willing to do tasks that are not listed in their job descriptions, to be open and cooperate well with other colleagues, or to work as a team. Team effectiveness and performance is determined by the ability of team members to work in teams (work teams). However, not everyone is able to work in a team, because it requires the ability of individuals to communicate openly and honestly, cooperate with others, share information, acknowledge differences and be able to resolve conflicts, and can suppress personal goals for team goals. All of these positive employee behaviors will be able to support individual performance and organizational performance for better organizational development. This positive behavior is known as Organizational Citizen Behavior, and people who display OCB behavior are called good citizens/employees.

Organizational Citizen Behavior (OCB) does not appear by itself in employees but needs to be developed. Employees who basically have personal characteristics that meet OCB criteria can change due to the organizational environment. Therefore, good character needs to be developed into good interpersonal skills so that they can have a positive impact on an organization basically

have personal characteristics that meet OCB criteria can change due to the organizational environment. Therefore, good character needs to be developed into good interpersonal skills so that they can have a positive impact on an organization.

In developing OCB behavior, it requires intervention from organizational leaders. The leader is a role model or example in an organization so that any change must start from the top-level (leader). Leaders must be able to become a motor (reformist) for all members of the organization. If a leader tries to influence the behavior of others, then the behavior of a leader must be in accordance with the output or goal of change that the leader wants from his subordinates.

A leader not only has an impact on his behavior that will be imitated by his subordinates, but a leader is also able to create an organizational climate that will affect organizational culture, motivation, job satisfaction, and employee performance. The role of the leader is so big that there is a lot of research related to leadership. However, research that links the role of leaders in the creation of OCB behavior in organizations is still very limited.

In Indonesia, research related to OCB has not been carried out much because so far OCB has not become a specific competency required by an organization in the employee recruitment process. On the other hand, when the organization makes changes such as downsizing and efficiency of employees, it is recognized whether or not the employees that are retained are those who have behavior in line with OCB's behavior.

2. LITERATURE REVIEW

a. The Role of Leader

A leader is someone who has subordinates or followers for a purpose and his success is greatly influenced by his leadership.

The process of inspiring others to work towards accomplishing certain tasks. The process of influencing others to understand and agree on what needs to be done and how the task will be carried out to achieve common goals.

The role of the leader in the organization are:

1. Pathfinding (finding paths), containing a system of values and vision with customer needs through strategic pathway planning.
2. Aligning, an effort to ensure that the structure, systems and operations of the organization support the achievement of the vision and mission
3. Empowerment (empowerment), a spirit that is driven in people who express talent, ingenuity and creativity, to do anything and be consistent with agreed principles.

Another opinion regarding the role of a leader was expressed by H.G. Hicks and C.R Gullet in a book entitled Organization: Theory and Behaviors. both argue that the role of the leader is to be fair, to support the achievement of goals, as a catalyst, as a representative of the organization, to create a situation of security, to respect, and to be a source of inspiration.

b. Organizational Citizen Behavior (OCB)

OCB is individual behaviour that is free, not directly or explicitly recognized in the reward system, and in promoting the effective functioning of the organization. In other words, OCB is the behaviour of employees that exceeds the mandatory role, which is not directly or explicitly recognized by the formal reward system. (Podsakoff et.al. 2000: 513).

The contemporary concept of OCB first time used by Bateman and organ (1983) they defined organizational citizenship behaviour as “OCB represents individual behavior that is discretionary,

not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization”.

These extra-role behaviours include burden sharing in place of a colleague, readiness to fulfil extra duties whenever required by the organization and employees, play a key role in the organizational functioning and solving non-productive interpersonal conflicts (Organ, 1983).

Organ's OCB include five dimensions, they are:

1. Altruism -- helping colleagues on a task or helping behaviours for supporting personnel or the workers who have work related problems.
2. Courtesy -- alerting others in the organization about changes that may affect their work or polite manners that prevent creation of problem at workplace.
3. Conscientiousness – carrying out one's duties beyond the minimum requirements or behaviours that cause a person to do tasks more than what he is expected
4. Sportsmanship -- refraining from complaining about trivial matters
5. Civic virtue -- participating in the governance of the organization or manners representing individual's involvement in the activities related to the organization.

3. METHOD

3.1. Hypothesis

The hypothesis in this study is "There is an influence on the role of leaders on Organizational Citizen Behaviour (OCB)".

This research is a descriptive study with a quantitative approach. Using the help of the SPSS program with linear regression analysis tools. Where, this research was conducted at the village government office (Pekon) Sukodadi, Pringsewu district in November 2020 with the population in this study were 12 employees at Pekon Sinarmulya Pringsewu district. All populations were sampled in this study and data used in primary data and obtained through a questionnaire.

3.2. Definition of Operation Variable and Research Instrument

There are two main variables in this study, namely:

1. Role of Leader (X)
A set of behaviors that are expected to be carried out by a person according to his position as a leader.
2. Organizational Citizen Behavior (OCB)
The behavior of employees that exceeds the mandatory role, which is not directly or explicitly recognized by the formal reward system

Research Instrument

1. Role of Leader as follows pathfinding, aligning, empowerment.
2. Organizational Citizen Behaviour (OCB) as follows altruism, courtesy, conscientiousness, sportsmanship, civic virtue

4. RESULT AND DISCUSSION

a. Data Analysis

Respondents' responses

Respondents' responses based on questionnaire to each variable dimension are shown in the table below:

Table 1. Respondent's responses on Variable X

Indicator	Interval Value	Category
Pathfinding	70	High
Aligning	65	High
Empowerment	72	High

From the table above, the empowerment factor is the behaviour that is most expected to emerge from a leader. Empowerment, is the attitude of a leader who is able to be a motivator, role model, prioritizes creativity and encourages employees to always develop their abilities.

The responses of respondents to the variable OCB are shown in the table below

Table 2. Respondent's responses on Variable Y

Indicator	Interval Value	Category
Altruism	110	High
Courtesy	105	High
Conscientiousness	120	High
Sportsmanship	90	Medium
Civic Virtue	85	Medium

From the table above, the conscientiousness factor is the factor most expected by respondents in OCB behaviour. This concept means the awareness of employees in carrying out their duties and obligations. Do not burden others with neglect of their duties.

This factor can also be interpreted that all respondents agree that being responsible for duties and obligations is a very important behaviour in the OCB concept.

a. Statistic Result

Statistical testing using linear regression with the help of the SPSS version 23 program shows the following results:

Table 3. SPSS Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	61,116	10,103		6,049	,000
RoL	1,336	,333	,817	4,012	,004

a. Dependent Variable: RoL

From the table above, the regression equation can be form as follows:

$$Y = 61,111 + 1.336x$$

By looking at the regression coefficient value above, it can be explained that every addition of one variable x will add to the y variable by 1.336 positively. From this equation, it can be seen that the relationship between the role of the leader and OCB is positive. If employees' perceptions of the role of leaders are positive, their perceptions of OCB are also positive.

Apart from the regression equation, if it is seen from the sig value. It is known that the significance value is 0.004. Because the significance value is less than 0.005 (5% confidence level), there is an influence on the role of the leader on OCB.

5. CONCLUSIONS

Data analysis using statistics shows that respondents perceive a positive relationship between the role of the leader and OCB. That is, a leader is expected to have behaviour that is able to support employees in having attitudes that are in accordance with OCB.

The factor that respondents perceive the highest in the role of the leader is empowerment. This means that respondents expect a leader to be a motivator and always encourage employee development. Meanwhile, the highest perceived factor in the OCB variable is awareness of responsibility for duties and obligations. The significance value also shows that the role of the leader affects OCB behaviour.

OCB is still very possible to be examined from various points of view. Research on leadership also has to be done a lot in relation to OCB, so that leadership styles can form ideal behaviour in the organization.

This research is also conducted in a very limited place, so it is hoped that further research can use more respondents and a larger place to be able to detect novelty in the research process.

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