

Organizational Citizenship Behavior in Employees of PT Port Indonesia Regional IV Makassar Branch

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Abstract

This research is to find out how Organizational Citizenship Behavior on employees. PT Pelabuhan Indonesia Regional IV Makassar Branch. This type of research is qualitative research with a descriptive approach, the data source comes from primary data and secondary data using observation, interview and documentation techniques. The results of this study indicate that Organizational Citizenship Behavior exists in employees who work at PT Pelabuhan Indonesia Regional IV Makassar Branch from aspects 1) Altruism is a caring attitude, employees of PT Pelabuhan Indonesia Regional IV Makassar Branch are willing to help or replace colleagues who have problems, 2) Conscientious is an attitude of respect and awareness of responsibility, employees have realized what they should do, 3) Sportsmanship is an employee's sportive ness, employees who work can always tolerate the obstacles they face, 4) Courtesy is an employee attitude who always maintain relationships with others, employees always avoid conflict, both to colleagues and especially to superiors, 5) Civic Virtue is an attitude of employee participation, employees always follow all the agendas at PT Pelabuhan Indonesia Regional IV Makassar Branch.

Keywords

organizational; citizenship behavior; employee



I. Introduction

Almost all existing companies have a goal to provide the best in order to maximize profits and company value in order to improve the welfare of the owners and employees who work. Soegandhi et al (2013), explained that the study of organizational behavior has suggested that there are three determinants of behavior in organizations, namely individuals, groups and structures. Talking about this, of course, will be closely related to the behavior of individuals in it, every individual in an organization or company has different behavior, it is shaped by their respective environments.

According to Wijaya (2017), organizational behavior is something related to how humans or employees act, react and behave in organizations. If we look at each individual organization, they have their respective main duties and functions, as well as employees in a company, the term that is often used is job description . According to Hasibuan, a job description or job description is written information describing tasks, responsibilities, conditions and job relationships, as well as aspects of work in a position (Azhar et al, 2014).

Each employee has their own daily tasks to do in an effort to develop the company. According to Greenberg & Baron in Hayat (2018), explaining that the work or daily tasks contained in the job description are also referred to as in-role behavior . It has become a must

for a company to assess employee performance not only from the perspective of their daily job description. Every employee who works will certainly give more roles to complete tasks and in order to achieve company goals. Contributions that exceed the job description, which are more about employee freedom (voluntary) that can increase the effectiveness of the company are referred to as Organizational Citizenship Behavior (Adare et al, 2015).

The definition of Organizational Citizenship Behavior (OCB) is centered on the behavior of each individual who carries out his duties that exceed his job description. According to Budihardjo, Organizational Citizenship Behavior (OCB) is an individual voluntary behavior (in this case employees) that is not directly related to the reward system but contributes to organizational effectiveness. In other words, Organizational Citizenship Behavior (OCB) is the behavior of an employee not because of the demands of his duties but rather based on his volunteerism (Nahrishah & Imelda, 2019).

According to Garay, OCB is a voluntary behavior of a worker to want to do a task or job beyond his responsibilities or obligations for the advancement and benefit of his organization. Meanwhile, according to Aldag & Resckhe, that Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of the role in the workplace (Ramadhan, 2018).

According to Sandria (2019), Organizational Citizenship Behavior is also part of organizational behavior. Basic behavior for Organizational Citizenship Behavior (OCB) in the form of helping, cooperative and showing sincerity in work. The concept of this behavior was first introduced in the mid-1980s by Dennis Organ and continues to grow and expand. Organizational behavior like this can make social interaction between employees smooth, reduce the occurrence of disputes so as to increase efficiency at work. This OCB behavior can also help co-workers who have piling tasks, help other employees who are having problems getting to work, help consumers effectively, on time in any case and be able to take advantage of time at work. It is also explained by Notanubun (2021), that OCB involves a number of behaviors including helping others, volunteering for additional tasks, complying with workplace rules and procedures.

According to Ristiana in Hariani (2018), employees who have OCB behavior act well at work, comply with regulations and their organization, and simultaneously have an impact, namely a sense of comfort at work. The OCB concept is also very important for a company because basically a company is not able to anticipate all behavior only by relying on a job description or job description that is stated formally.

PT Pelabuhan Indonesia is a State-Owned Enterprise (BUMN) which is engaged in port services. This company was originally a Public Company (Perum) I-IV but based on Government Regulation Number 101 of 2021 concerning the Merger of PT Pelindo I, III and IV into PT Pelindo II, on October 1, 2021 the four companies were integrated into one Pelindo, where PT Pelabuhan Indonesia II is the holding while the others are the sub-holding. This merger was carried out to create a stronger national port industry (<https://www.pelindo.co.id/media/28/merger-bumn-pelabuhan-diresmikan-ppresi-ri>).

As is known, this company runs its core business, namely providing port service facilities such as ship services, passenger services, terminal services and freight services. In line with that, PT Pelabuhan Indonesia, especially Regional IV at the Makassar Branch office, is of course also required to provide good service to its customers. Various strategies have also been carried out by the company in order to maintain competitiveness, in accordance with the vision to be achieved, namely "Becoming a leader of an integrated and world-class maritime ecosystem".

To achieve this goal, of course, supported by human resources or employees who are competent in carrying out their duties, because the success of a company is also determined

by the performance of its employees. Based on the Annual Report of PT Pelabuhan Indonesia IV (2020) , they provide many development programs to add more value to each individual within the company, both in the form of mentoring, seminars, and workshops with the aim of improving the soft skills and hard skills of employees so that they can work professionally. and have high integrity. According to Agung (2018) , the behavior that is demanded by the company is not only in-role performance behavior or specific activities in the job description, but also extra-role performance behavior or employee voluntary activities at work, which is meant in this case, namely Organizational Citizenship Behavior . Therefore, according to Koven (2019) , organizations must direct their employees to exercise authority with their knowledge, not just following existing rules. So Vigoda and Golembiewski in Kim (2014) suggest that OCB is needed to improve service quality in public organizations and create a healthy organizational atmosphere.

However, based on the observations made by the author, there are still some employees who work only following applicable operational standards and there are even some employees who do not carry out their obligations in accordance with the existing demands. This is reflected when there are employees whose work is overloaded but other employees do not help and they choose to spend their free time sleeping, absent from work during working hours, or even go home prematurely. Whereas in the Annual Report of PT Pelabuhan Indonesia IV (2020) , it has been explained that this company has the principles of Good Corporate Governance (GCG) which have been carried out by all employees who work in realizing professional, transparent and accountable management. However, this has not been fully implemented among employees and this was also stated by Vidia (2017) that often problems that occur to employees at PT Pelabuhan Indonesia IV are that some employees enter and leave the office on time, this of course hampers the effectiveness of the company's work.

II. Research Method

This research uses qualitative research type with descriptive research type. Informants in this study came from leaders, employees and service users of PT Pelabuhan Indonesia Regional IV Makassar Branch. The main data collection technique is interviews and is strengthened by the results of observations or field observations and documentation.

III. Results and Discussion

Based on the results of research conducted to understand Organizational Citizenship Behavior in PT Pelabuhan Indonesia Regional IV Makassar Branch employees through indicators or dimensions presented by Organ, namely Altruism, Conscientious, Sportmanship, Courtesy and Civic Virtue are as follows:

3.1 Altruism

For employees who work at PT Pelabuhan Indonesia Regional IV Makassar Branch, based on interviews conducted with four interviewees, it was concluded that employees always help each other when they see their co-workers are in trouble, they will also be ready to be assigned if the co-worker holds the position. that responsibility is absent.

The attitudes presented by the four speakers have described Organizational Citizenship Behavior on the Altruism dimension which is behavior by showing an employee's caring attitude to his co-workers. This was also expressed by Organ in Nahrisah & Imelda (2019) Altruism is a behavior that helps others in dealing with problems in their work.

Based on the results of field observations conducted on employees who work at PT Pelabuhan Indonesia Regional IV Makassar Branch, there are still employees who will help their co-workers only if the co-worker asks him for help. And also from the author's observations in the field, there are still employees who will not help other employees if the things they are doing are not urgent. However, the writer sees that employee relations continue to run harmoniously and the attitude of helping each other continues to exist regardless of one another. This includes the affiliation motive in OCB which is a form of maintaining good relations with others, this is expressed by McClelland in Nahrisah & Imelda (2019) that the affiliation motive is a form of maintaining relationships which includes extra role behavior that involves OCB to establish and maintain relationships within the organization.

The attitude of OCB which is a voluntary action of an employee, this is also expressed by Nahrisah & Imelda (2019) that OCB is the behavior of an employee who works not because of his duty but rather based on his volunteerism, in this case the Altruism dimension is fulfilled. Because employees of PT Pelabuhan Indonesia can take or assist other employees who are in trouble or have problems with what they are responsible for.

3.2 Conscientious

Employees who work at PT Pelabuhan Indonesia Regional IV Makassar Branch based on the results of interviews that have been conducted with four sources, it is concluded that every employee who works at PT Pelabuhan Indonesia Regional IV Makassar Branch is able to work outside the formal rules that apply, they will work beyond the time that has been set. determined if it is an urgent matter, they also always obey the rules that apply to the company.

Based on what was concluded from what was explained by the informants, this is Organizational Citizenship Behavior on the Conscientious dimension which is described as the behavior of employees who are aware of what they are responsible for, this behavior will certainly have a huge impact on the company. This was also explained by Nahrisah & Imelda (2019) Conscientious is behavior that is above the expected normal requirements.

From the results of observations made by the author, there are still employees who are often late in coming to the office or resting more than the specified time. However, when they have been reprimanded by their superiors, they will correct it. What's more, PT Pelabuhan Indonesia has sanctions or disciplinary laws for employees who do not comply with the rules. From this it can be concluded that every employee who works is expected to have an awareness of the rules and responsibilities that are carried out. In OCB this is an achievement motive which according to McClelland in Nahrisah & Imelda (2019) an employee will try to show a special standard through what he does.

OCB for employees who work at PT Pelabuhan Indonesia Regional IV Makassar Branch, in this case the Conscientious attitude possessed by employees is fulfilled, because they already understand what their responsibilities are, and comply with the rules that have been applied to the company. With this Conscientious attitude in each employee, they are aware of supporting the work system or applicable company rules.

3.3 Spormanship

The attitude shown by the employees of PT Pelabuhan Indonesia Regional IV Makassar Branch based on the results of interviews concluded that they carry out their duties with sportsmanship, which means that they can tolerate any obstacles they face, one of which is not complaining while working.

Based on the conclusions above, it has described Organizational Citizenship Behavior on the Sportmanship dimension, which is behavior that can tolerate problems both in the tasks they do and with their co-workers. Nahrisah & Imelda (2019) also revealed that

Sportsmanship is the attitude of someone who does not like to protest or express dissatisfaction over small problems.

Based on the results of field observations made by the author on employees of PT Pelabuhan Indonesia Regional IV Makassar Branch, it is very rare to find employees who complain or exaggerate their work problems. From the observations made, they even tend to be enthusiastic about doing what is their responsibility as employees. In OCB this is an achievement motive which according to McClelland in Nahrisah & Imelda (2019) that employees will try not to complain.

OCB employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this case the attitude of Sportsmanship is fulfilled. Described by the behavior of employees who can accept less than ideal conditions without raising objections. When employees have high levels of Sportsmanship, they always build a positive climate among employees. According to Organ in Ramadhan (2018), this is caused by internal factors, namely motivation where employees make high efforts to achieve organizational goals.

3.4 Courtesy

Based on the results of interviews conducted, the attitude of employees who work at PT Pelabuhan Indonesia Regional IV Makassar Branch is known that they always maintain interpersonal relationships with co-workers, especially to the company's superiors. They will always look after and respect each other for the common good, especially the interests of the company. Because this behavior affects the work that will be carried out by employees.

This is Organizational Citizenship Behavior on the Courtesy dimension or described as polite behavior of an employee. In this case Nahrisah & Imelda (2019) revealed that Courtesy showed an attitude of courtesy and respect shown in every behavior. From this it can be seen that an employee must have a good attitude in order to build a pleasant atmosphere in the company.

From the results of field observations made by the author, it is very rare to find employees who have conflicts with each other, they highly uphold kinship, one of which is by having lunch together. They maintain good relations so that the coordination of the work carried out remains in proportion. As said by the Administrative Staff, when employees have problems with other employees, the impact is difficulty in coordinating work. In OCB, this is an affiliation motive which according to McClelland in Nahrisah & Imelda (2019) that a person always places the value of others and cooperative relationships.

Organizational Citizenship Behavior of Employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this case the Courtesy dimension is fulfilled. Because it is known that employees always maintain relationships and avoid interpersonal problems between employees and between employees and their superiors.

3.5 Civic Virtue

The attitude shown by employees at PT Pelabuhan Indonesia Regional IV Makassar Branch based on the results of interviews it is known that employees will be ready to participate when getting directions from their superiors, they are also always able to adapt to changes made by the company. This will certainly have a positive effect on every agenda that will be carried out by the company because employees always participate in the company's work or in its development.

Based on what was conveyed by the four sources who had been interviewed by Organizational Citizenship Behavior on the fifth dimension of the theory presented by Organ, namely Civic Virtue which was described as the behavior of employees who always participated in the company's agenda, whether it was meetings, rules or changes made by the

company. According to Nahrisah & Imelda (2019) Civic Virtue is a behavior that shows the contribution in an organization to a responsibility.

Based on the results of field observations made by the author, employees who work are always involved in every meeting by their superiors, they also always follow the latest information from the company, and they actively participate in socialization held by the head office of PT Pelabuhan Indonesia in order to change the work system. company, although the socialization that was held was online but they were enthusiastic about it. This certainly shows that they are ready for all the changes that the company will make. In OCB this is an achievement motive, McClelland in Nahrisah & Imelda (2019) reveals that they always participate both in unit meetings to form OCB which is considered the key to success.

Organizational Citizenship Behavior on employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this case judging from the dimensions of Civic Virtue fulfilled. Because employees always contribute to the agenda carried out by the company. Employees who work also indicate themselves for the benefit of the company, such as following information and changes made by the company. For example, in October 2021, PT Pelabuhan Indonesia had just merged and every employee seemed so enthusiastic about participating in the socialization even though it was only through a zoom meeting. Of course this has a positive impact on the activities carried out by the company, because employees always participate in the success of activities that can benefit the company. The increase in the value of the company's shares, the higher the company value, the higher it will be (Katharina, 2021). In the current economic development, manufacturing companies are required to be able to compete in the industrial world (Afiezan, 2020). The existence of the company can grow and be sustainable and the company gets a positive image from the wider community (Saleh, 2019).

IV. Conclusion

Based on the results of research conducted by the author with the title Organizational Citizenship Behavior on Employees of PT Pelabuhan Indonesia Regional IV Makassar Branch. To find out the OCB of employees, it is reviewed through 5 indicators or OCB dimensions, namely: (1) Altruism, that Organizational Citizenship Behavior of employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this dimension can be seen from how they act by helping other employees who are having problems in carry out their duties. In this case, the employees of PT Pelabuhan Indonesia Regional IV Makassar Branch, are willing to help or replace colleagues who have problems.

(2) Conscientious, that the Organizational Citizenship Behavior of the employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this dimension can be seen from how they value and use time well and are aware of the applicable rules. In this case, the employees of PT Pelabuhan Indonesia Regional IV Makassar Branch, have understood what the rules are in the company and the employees are also willing to work overtime in order to increase the effectiveness of the company. (3) Sportsmanship, that the Organizational Citizenship Behavior of the employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this dimension can be seen from how they can tolerate every problem they experience, whether it is the task they are doing. In this case, the employees of PT Pelabuhan Indonesia Regional IV Makassar Branch, rarely complain or exaggerate work problems, they even tend to be eager to complete the assigned tasks.

(4) Courtesy, that Organizational Citizenship Behavior on employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this dimension can be seen from how employees can maintain relationships in order to avoid interpersonal problems, both to colleagues, especially to superiors. In this case, the employees of PT Pelabuhan Indonesia Regional IV

Makassar Branch, always avoid conflicts with other employees by not interfering with their rights or creating problems with other employees. (5) Civic Virtue, that Organizational Citizenship Behavior of employees of PT Pelabuhan Indonesia Regional IV Makassar Branch in this dimension can be seen from how employees can participate and indicate themselves to activities, rules and changes that exist in the company. In this case, the employees of PT Pelabuhan Indonesia Regional IV Makassar Branch, are willing and ready to attend various meetings at the direction of their superiors, as well as follow the socialization carried out by the company to obtain information that will be carried out at the company.

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