

# The Influence of Organizational Citizenship Behavior on the Kindergarten Teacher's Performance in Cimahi, West Java, Indonesia

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**Abstract**---This research was conducted to find out how much the influence of organizational citizenship behavior (OCB) in driving the emergence of kindergarten teacher's performance in Cimahi. The influence is expected to create increased productivity in adapting to the conditions of organizational development and high level of engagement from the teacher to the organization. The type of research used is a combination of descriptive methods and correlation methods by taking a sample of 110 kindergarten teacher in Cimahi. Data analysis used in hypothesis testing is simple linear regression analysis. From the results of the study, it can be concluded that the level of OCB that occurs in kindergarten teacher is high with a percentage of 81,4%, while the application of teacher's performance is also high with a percentage of 82,2%. The result show that OCB has a positive and significant effect on teacher's performance with an effect of 50,7%. While the remaining influence of 49,3 % is caused by other variables outside the research model.

**Keywords:** Organizational Citizenship Behavior; Work Performance; Kindergarten Teacher

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## I. INTRODUCTION

Early childhood is a very brilliant time for education. Many experts call the period as the golden age that is owned by a human, or a period where children have enormous potential to develop. At this time, children are experiencing an extraordinary process of growth and development. Children do not have many negative influences from outside or the environment, in other words, parents and educators will be easier to direct children to be better.

Early childhood education is one of the most basic forms of education and has an important role in developing children's personalities and preparing them for further education. The role of educators or teachers in early childhood education is one of the important things, because the noble responsibilities and duties that are carried out are the basis for the formation of children's character in the future.

The duties and obligations of a teacher are stated in Law Number 14 of 2005 concerning Teachers and Lecturers <sup>[1]</sup>. Furthermore, the Minister of Education and Culture of the Republic of Indonesia Number 137 of 2014 concerning the National Standards for Early Childhood Education is explained specifically regarding the duties of a kindergarten teacher or PAUD teacher. In article 24 paragraph 1, it is mentioned that early childhood educators are professionals who are tasked with planning, implementing learning, and assessing learning outcomes, as well as guiding, training, nurturing and protecting <sup>[2]</sup>.

Based on interviews with the Chairperson of the Cimahi Early Childhood Education Association (HIMPAUDI) on January 21, 2019, although there are rules and regulations that discuss the duties of a kindergarten teacher, in reality many teachers who do work exceed their job description. This is usually due to the lack of workforce in the school, so

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that a teacher does not only carry out the teaching and learning process, but sometimes also as an administrative and cleaning staff, for example. Even so, these teachers don't mind getting more responsibility than they should because they do it based on a sense of togetherness and brotherhood.

To strengthen the statement, an open survey was conducted on 110 kindergarten teachers in Cimahi. In the survey, the teachers were asked to choose several tasks and responsibilities that were part of their work at school. The results of the survey can be seen in Table 1.

**Table 1:** *Job Description of Kindergarten teacher in Cimahi*

Number	Job Description	Percentage
1	Planning learning activities	100 %
2	Carry out learning activities	100 %
3	Assess learning outcomes	100 %
4	Guiding and training students in character building and developing their potential	100 %
5	Conduct care and protection to students	100 %
6	Others:	74,5 %
	Conduct marketing activities	76,8 %
	Manage administration and reporting	73,2 %
	Clean the classroom	53,6 %

The choice of numbers 1 to 5 is the job description contained in the regulation, if there are other jobs performed besides the 5 jobs, the respondent will also choose the option "Others" and write the additional works. From the results of survey processing, it was found that 74.5% of respondents chose option "Others". Three answers with the largest percentage are conducting marketing activities with a percentage of 76.8%, managing administration and reporting (73.2%), and cleaning up the class (53.6%).

Based on the results of interviews and surveys, it can be seen that there is a tendency for kindergarten teachers in Cimahi to implement extra-role behaviors, also known as Organizational Citizenship Behavior. According to Organ<sup>[3]</sup>, OCB is a form of behavior that is an individual choice and initiative, which is not related to the formal organizational reward system but in aggregate increases organizational effectiveness. This means that the behavior is not included in the job requirements or job descriptions so that if not shown, no punishment is given. Organizational Citizenship Behavior (OCB) relates to the general behavioral order that is shown by employees as assistance, discretionary, and becomes a normal job requirement<sup>[4]</sup>.

OCB's behavior has several positive influences for the organization, one of which is the performance of employees. Some theories state that performance can be influenced by OCB behavior. Robbins and Jugde<sup>[5]</sup> propose facts that show that organizations that have employees who have good OCB will have better performance than other organizations. Purba and Seniati<sup>[6]</sup> argue that the benefits of OCB are increasing work productivity. Furthermore, Podsakoff et al.<sup>[7]</sup> revealed that OCB can influence overall organizational performance.

The theory is also supported by research conducted by Yu-Chen<sup>[8]</sup>, with objects namely technical employees and supervisors, the results show that OCB has a positive effect on organizational performance. If examined more deeply, the research found facts, namely the longer the employee works within the organization, the smaller the positive effects of OCB on performance will be smaller. The same thing can be seen from the research of Chiang and Hsieh<sup>[9]</sup> to hotel employees in Taiwan. The research found that OCB's behavior has a positive effect on employee performance.

## II. THEORETICAL FRAMEWORK

According to Organ<sup>[10]</sup>, when employees work in an environment that provides satisfaction, they "often feel bound by reciprocal norms" and then produce behaviors that help and support organizational performance. This behavior was later called the OCB. Furthermore, Organ states that OCB can be assessed from five dimensions, namely:

- 1) **Conscientiousness.** Behavior is shown by trying to exceed what is expected by the company. Voluntary behavior that is not an obligation or duty of employees. This dimension reaches far above and far ahead of the task that should be done.

2) **Altruism.** Employee behavior in helping coworkers who experience difficulties in the situation being faced both regarding assignments in the organization and other people's personal problems. This dimension leads to giving help which is not an obligation borne by him.

3) **Civic Virtue.** Behavior that indicates responsibility for organizational life (following changes in organization, taking this initiative to recommend how operations or procedures - organizational procedures can be improved, and protecting the resources owned by the organization). This dimension leads to the responsibility that the organization gives to someone to improve the quality of the field of work they pursue.

4) **Sportmanship.** Behavior that tolerates less ideal conditions in the organization without raising objections. Someone who has a high level of sportmanship will improve a positive climate among employees, employees will be more polite and cooperate with others so that it will create a more pleasant work environment.

5) **Courtesy.** Maintain good relations with colleagues to avoid interpersonal problems. Someone who has this dimension is someone who respects and cares for others.

A company can run well and achieve its full goals because the performance produced by each component runs smoothly and supports each other. Each component must work to carry out its duties. Definition of work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [11]. Job assessment conducted by the company aims to know the level of performance, which is a description of the results of achievement of targets within or the company. In measuring performance, Mathis and Jackson [12] describe several factors used to measure employee performance, namely:

- 1) The quantity of work, see the number of work results in accordance with established work standards;
- 2) The quality of work, is the quality of work results based on established standards;
- 3) Timeliness, seeing the ability of employees to complete work in accordance with the deadline that has been given;
- 4) Presence, shows employee discipline in work;
- 5) The ability to cooperate, show the ability of employees to socialize and build interpersonal relationships to complete work.

Based on the background and research framework, the hypotheses can be defined as follows “OCB have a positive and significant influence on teacher performance”.

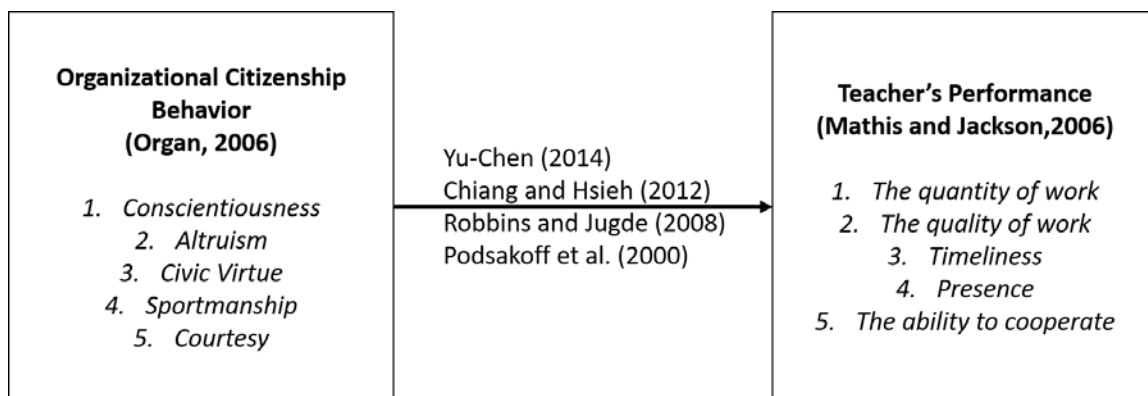


Figure 1: Research framework

### III. RESEARCH METHODOLOGY

In this study, the authors used two research methods: descriptive method and correlation method. According to Sugiyono [13], the descriptive research is independent of other variables, or one with more variables. Meanwhile, according to Istijanto [14], correlation research is research that is intended to determine whether or not there is a relationship or influence between two or more variables. The analysis used to determine the effect of each variable using simple linear regression analysis techniques. This analysis technique was chosen because in addition to knowing whether there is an influence of OCB on teacher performance, it is also to find out how strong the influence is. The independent variable in this study was OCB (X), while the dependent variable was the performance of the

Cimahi Kindergarten (Y) teacher. The number of samples respondents in this study were 110 kindergarten teachers in Cimahi. The sample was taken through simple random sampling.

#### IV. RESEARCH RESULT

##### IV.I.Descriptive Statistics Analysis

Descriptive statistical analysis was conducted to see the level of OCB and the performance of kindergarten teachers in Cimahi. The results of this analysis are compared with the reality of the company and become supporting data in the discussion of the influence of OCB on the performance of kindergarten teachers in Cimahi. With the largest measurement scale value is 4 and the smallest measurement scale value is 1, and the number of samples is 110 people, the smallest percentage of the interpretation category is 25% at 18.75% interval. Based on these provisions, the interpretation categories for variables X and Y are as follows:

**Table 2:Presentation Category**

Percentage	Category
25% – 43,75 %	Very low
43,76 % – 62,50 %	Low
62,51% – 82,50 %	High
82,51 % – 100 %	Very High

##### IV.II.The OCB in kindergarten teachers in Cimahi

The level of OCB that occurred in Cimahi based on responses from respondents was in the high category with a percentage of 81.4%. This shows that the respondent is willing to behave more than what is assigned to him in the job description. This result also proves the results of previous surveys that indicate a high level of OCB in Cimahi.

**Table 3:OCB Level for Kindergarten Teachers in Cimahi**

Dimension	Percentage	Category
Conscientiousness	84,1 %	Very High
Altruism	85,1 %	Very High
Civic Virtue	76,8 %	High
Sportmanship	81,9 %	High
Courtesy	81,5 %	High
Total	81,4 %	High

The OCB dimension that gets the highest score is altruism with a percentage value of 85.1% and is in the very high category. Altruism or helpful behavior carried out by people in the organization can help improve employee performance. By having a colleague who can support the work of other co-workers will certainly make the job quickly completed and the expected performance results achieved. A high percentage in this dimension shows kindergarten teachers in Cimahi are willing to give mutual assistance to colleagues or other people in the organization. The results of this study are in line with the results of interviews that have been conducted previously which state that teachers do not mind doing tasks outside of their work. This can be indicated because of the high sense of solidarity or mutual cooperation in the work culture in kindergarten. Meanwhile, the OCB dimension with the lowest value is Civic Virtue with a percentage of 76.8%.

##### IV.III.The performance of kindergarten teacher in Cimahi

The level of performance that occurred in Cimahi Kindergarten Teachers based on the responses of respondents was in the high category with percentages of 82.2%. This shows that the respondent is able to complete the work according to his target so that a high level of performance is achieved.

**Table 4:Performance Level of Kindergarten Teachers in Cimahi**

Dimension	Percentage	Category
The quantity of work	77,2 %	High
The quality of work	83,9 %	High
Timeliness	82,5 %	High

<b>Presence</b>	84,8 %	<b>Very High</b>
<b>The ability to cooperate</b>	85,3 %	<b>Very High</b>
<b>Total</b>	<b>82,2 %</b>	<b>High</b>

The performance dimension that gets the highest score is the ability to work together with a percentage value of 85.3% and in the very high category. This means that kindergarten teachers in Cimahi have a high ability to work together. This is in line with the results of the OCB level assessment in Cimahi in Table 4 where the altruism or encouragement to help others is very high. Employees who have the desire to be involved in all changes that occur in the organization will be more cooperative in adapting. This ability is considered to give a good impact on the organization. Meanwhile, the performance dimension with the lowest value is the quantity of work with a percentage value of 77.2%, in the high category.

#### IV.IV.Simple Linear Regression Analysis

Simple linear regression analysis was carried out to determine whether there was an influence between OCB and the performance of kindergarten teachers in Cimahi, and how much influence it had. To find out whether or not there is influence, a hypothesis test is done by calculating the test statistic F. The calculation results can be seen in the following table:

**Table 5:ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.224	1	17.224	110.956	.000b
	Residual	16.765	108	.155		
	Total	33.990	109			

a. Dependent Variable: Performance  
b. Predictors: (Constant), OCB

With a significance level of 95%, the value of Ftable is 3.94. Based on the ANOVA test, obtained Fcount of 110,956, which means that the calculated F value is greater than Ftable (Fcount > Ftable), so it was decided to accept the hypothesis. So it can be concluded that OCB has a significant effect on the level of performance of kindergarten teachers in Cimahi. This conclusion is also strengthened by the significance value produced is 0 or less than 0.05. After it is known that there is a significant influence, then the magnitude of the effect is calculated through the Model Summary Table:

**Table 6:Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712a	.507	.502	.39400

a. Predictors: (Constant), OCB  
b. Dependent Variable: Performance

After previously concluded that OCB influences the performance of kindergarten teachers in Cimahi, the magnitude of the influence can be seen through the calculations in Table 6, especially the R Square figures. The R Square number (coefficient of determination) obtained is 0.507. This shows that there is an influence of 50.7% by OCB on the performance of kindergarten teachers in Cimahi, while the rest (100% - 50.7%) is 49.3% due to other variables outside the research model. Because the hypothesis test has been decided, and suggestions for influence are also known, then the next step is to determine a simple linear equation by looking at the results of the research in Table 7.Coefficients.

**Table 7:Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.605	.212		2.849	.005
	OCB	.727	.069	.712	10.534	.000

a. Dependent Variable: Performance

From the results of the calculations above obtained the results of a simple linear regression equation  $Y = a + bx + e$  are as follows:  $Y = 0,605 + 0,727X + 0,702$ . This means that the value of  $\alpha$  or a constant of 0.605 indicates that if OCB is not raised, the teacher performance will get a value of 0,605. The regression coefficient ( $\beta$  value) is 0.727 which shows a direct (positive) relationship which means that any increase in OCB will affect the increase in the teacher performance, where the effect is positive on  $\beta$  which shows the direction of direct regression.

## V. CONCLUSION

Based on the results of the analysis of data processing in this study, some conclusions can be summarized as follows:.

- 1) OCB consisting 5 dimensions: Conscientiousness, Altruism, Civic Virtue, Sportmanship, Courtesy are in the category: high with percentage of 81.4%. This shows that respondents gave good value to OCB and showed that the teachers behaved extra-role high in addition to continuing to perform in-role behaviour.
- 2) The performance level of the teachers. which is seen from the five dimensions of performance (The quantity of work, the quality of work, timeliness, attendance, ability to work together) is in the category: high with total percentage of respondents' responses of 82.2%. This shows that kindergarten teachers in Cimahi can complete their tasks well, especially for tasks that require high collaboration.
- 3) OCB has a positive and significant effect on teacher's performance at 50.7%. This means that the high and low of teacher's performance acts as a result of the high and low level of OCB that occurs. The higher the level of OCB, provides great potential for the creation of a high performance of the teachers. Conversely, the lower the level of OCB, provides great potential for the creation of a low teacher's performance.

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