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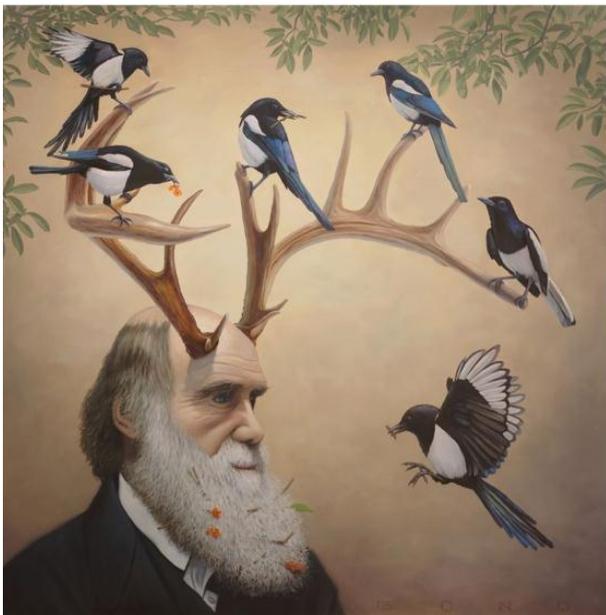
# Sequential Exploratory Organization Analysis Citizenship Behavior
# Paud Teacher In Cirebon City

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**Abstract**
**Organization Citizenship Behavior (OCB) Early Childhood Education Teachers (PAUD) become a very important part in the development of education, especially in facing demographic bonuses in Indonesia. This study aims to find variables related to OCB, the relationship model and the value of the strength of these variables with OCB. This research uses Mixed Sequential Exploratory Method. Data were collected from 196 PAUD teachers in Cirebon City. The quantitative research data were then analyzed using the SITOREM (Scientific Identification Theory to Conduct Research in Education Management) method to set recommendations and determine the order of priority in handling indicators that must be improved. The results of qualitative research found three variables related to OCB, namely organizational support variables, serving leadership, and work involvement. The results of quantitative research are (1) there is a positive relationship between organizational support and OCB ($r_{yx1} = 0.492$), (2) there is a positive relationship between leadership serving with OCB ($r_{yx2} = 0.503$), (3) there is a positive relationship between work engagement with OCB ($r_{yx3} = 0.520$). Based on the SITOREM analysis that the priority variables that must be corrected are work involvement with indicators (1) the importance of individual good work, (2) clarity of work, (3) work involvement because of being attracted/called by the objectives to be achieved, (4) development opportunities self.**

Keywords: Organization Citizenship Behavior, Sequential Behavior Analysis, Organizational Support, Work Engagement, Serving Leadership, SITOREM Analysis

Análisis secuencial de la organización exploratoria Comportamiento ciudadano
Profesor PAUD en la ciudad de Cirebon

Resumen

El comportamiento de la ciudadanía organizacional (OCB) Los maestros de educación de la primera infancia (PAUD) se convierten en una parte muy importante en el desarrollo de la educación, especialmente para enfrentar las bonificaciones demográficas en Indonesia. Este estudio tiene como objetivo encontrar variables relacionadas con OCB, el modelo de relación y el valor de la fuerza de estas variables con OCB. Esta investigación utiliza el método exploratorio secuencial mixto. Los datos fueron recolectados de 196 maestros PAUD en la ciudad de Cirebon. Los datos cuantitativos de la investigación se analizaron luego utilizando el método SITOREM (teoría de la identificación científica para realizar investigaciones en la gestión educativa) para establecer recomendaciones y determinar el orden de prioridad en el manejo de los indicadores que deben mejorarse. Los resultados de la investigación cualitativa encontraron tres variables relacionadas con OCB, a saber, variables de apoyo organizacional, liderazgo de servicio y participación en el trabajo. Los resultados de la investigación cuantitativa son (1) hay una relación positiva entre el apoyo organizacional y OCB ($ryx1 = 0.492$), (2) hay una relación positiva entre el liderazgo que sirve con OCB ($ryx2 = 0.503$), (3) hay un relación positiva entre compromiso laboral con OCB ($ryx3 = 0.520$). Según el análisis de SITOREM, las variables prioritarias que deben corregirse son la participación en el trabajo con indicadores (1) la importancia del buen trabajo individual, (2) la claridad del trabajo, (3) la participación en el trabajo por ser atraídos / llamados por los objetivos para ser alcanzado, (4) oportunidades de desarrollo propio.

Palabras clave: comportamiento de ciudadanía organizacional, análisis de comportamiento secuencial, apoyo organizacional, compromiso laboral, liderazgo de servicio, análisis SITOREM

A.        Background and Purpose

Organizations must provide fair treatment for employees such as honesty, equality, and politeness and mutual respect so that employee OCB is increased (López-Cabarcos, M. Á., Vázquez-Rodríguez, P., Piñeiro-Chousa, J., & Caby, 2019). Organizational goals are more easily achieved if employees are involved in OCB and are responsible (Davison, R. M., Ou, C. X., & Ng, 2019). Based on a preliminary survey by distributing questionnaires to 30 PAUD teachers in Cirebon City on 16-20 July 2018, the following data were obtained; there are 48.3% of teachers who have problems in altruism, there are 50% of teachers who have problems in conscientiousness, there are 55% of teachers who have problems in sportsmanship there are 45% of teachers who have problems in civic virtue, there are 51.6% of teachers who have problems in courtesy. In addition, there are 78.72% PAUD teachers in Cirebon City with a high school education equivalent. This condition will be balanced if the teacher has a high OCB.

Teachers who have OCB will help their friends who experience problems in their work voluntarily so that quality is equally improved. Teachers who have OCB are highly dedicated to carrying out their duties. Limitations in the educational background can be covered by hard work in building up his quality. Furthermore, PAUD Pure Participation Rate (APM) in Cirebon City in 2017 was 48.03% lower than the national level PAUD APB of 57.68%. Another fact, there are still 31.5% of young children who have not participated in Early Childhood Education. For this reason, PAUD teachers who have OCB are needed. Many variables affect OCB (Abu, 2007; Modassir, 2008; Newman, A., Schwarz, G., Cooper, B., Sendjaya, 2017; Sabine Pohl, Adalgisa Battistelli, 2013; Vondey, 2010). This study aims to find variables related to OCB, find a model of the relationship of the findings variables with OCB, and find the strength of the relationship between variables and OCB.

B. Overview of Theory
1.        Organization Citizenship Behavior (OCB)

Colquitt, et.all argues that OCB is a voluntary employee activity that may or may not be valued but contributes to the organization by improving overall quality in the setting of work in progress (Colquitt, Jason; A, Lepine, Jeffery A., Wesson, 2015). Atika Modassir states that OCB is a discretionary behaviour that is not part of an employee's formal job requirements

that encourages the effective functioning of the organization (Modassir, 2008). Nadim Jahangir said OCB is a series of behaviours in the workplace that exceeds a person's basic needs and is often described as the behaviour that goes beyond the call of duty (Haq, 2004).

Whereas Fred Luthans that OCB are certain personality characteristics possessed in individuals, including cooperative, happy helping, and caring (caring) of others, and seriousness at work (Luthans, 2011).

Jha, et. all stated that OCB is characterized by discretionary efforts of employees for the benefit of the organization without the expected rewards (Jha, 2009).

Polat believes that OCB is a behaviour that is not included in the formal reward system carried out voluntarily which contributes to the effective functioning of the organization (Polat, 2009). Elkins stated that OCB has antecedents, and consequences, so in defining them contains four main themes: 1) the behaviour is something other than the function of routine work; 2) behaviour increases organizational effectiveness, both directly and indirectly; 3) behaviour is voluntary behaviour, or not something required by a job description or role; and 4) behaviour is variable, in the sense that some people are more involved in behaviour than others (Elkins, 2015).

Travis and Jamie stated that OCB is discretionary individual behaviour, indirectly or explicitly recognized by the formal reward system, and in improving the efficient and effective functioning of the organization (Carpenter, 2008).

Kamile Demir states defining OCB as discretionary individual behaviour, not directly or explicitly recognized by the formal reward system, and that in enhancing the effective functioning of the organization (Demir, 2015). Mahembe and Engelbrecht argue that OCB is a behaviour that is displayed by employees who are discretionary, not directly or explicitly recognized by the formal reward system and that it as a whole promotes the effective function of an organization (school) (Mahembe, B., & Engelbrecht, n.d.).

Based on the above theory explanation, it can be synthesized that OCB is free individual behaviour that does not directly and explicitly get an award from the formal reward system, and which as a whole encourages the effectiveness of organizational functions.


2.      Organizational Support

P Robbins and Timothy A Judge said that organizational support is the level at which employees believe the organization values their contribution

and cares for their well-being (Robbins, 2008). Zagenczck et.all believes that organizational support is the attention of employees to the treatment offered by organizations in an effort to determine the extent to which their contribution to the organization is valued and the organization cares for them (Zagenczck, T.J., Gibney.R., Few.W.T., 2011). The organization provides material and socio-emotional benefits to employees in return for employee work commitments and efforts on behalf of the organization. Nwancu said that organizational support is the level at which employees believe organizations value their contribution and concern for their well-being (L.Nwancu, 2017). Teng et.all states that organizational support can be defined as the motivation of organizational managers to value their employees' contributions and care for their welfare (Teng, 2017).

Sabine Pohl et al. Stated that organizational support is a belief about the extent to which organizations value personal contributions and concern for employee welfare (Sabine Pohl, Adalgisa Battistelli, 2013). An organization that treats employees well and appreciates the efforts of the employees will put greater effort into the organization. Baran et.all has the opinion that organizational support focuses on the extent to which employees believe their work organization values their contributions and cares about their well-being (Baran, 2012).

Based on the above theory, it can be concluded that organizational support is an organization that provides fairness to its employees, gives proper appreciation to the contribution of its employees, conducts supportive supervision of employees, and cares for the welfare of its employees.

3.      Serving Leadership

Dirk Van Dierendonck states that serving leadership is the behaviour of leaders who prioritize service, namely service arising from a person's desire to perform services to others, aiming that individuals served can grow, be healthy, independent, and have a soul of service (Van Direndonck, 2011). Adam F and Micheal Ponton define serving leadership as starting from the desire to provide services to individuals (subordinates) and subsequently developing aspirations to direct individuals towards certain goals (Focht, 2015). Coetzer believes serving leadership is leadership that begins with the desire to serve followed by the intention to lead and develop others to ultimately achieve higher goals for the benefit of individuals, organizations and society (Coetzer, M.F., Bussin, M.H.R. & Geldenhuys, 2017).

Parris and Peachey stated that serving leadership is placing those / people

who are lead more than the personal interests of the leader (Parris, D.I., 2013). Danon Carter and Tomothy Bagghurst stated that leadership serving servant leadership begins with a heart that seeks to serve the needs of others, and through this service, people follow (Carter, 2014). Doina Popescu Ljungholm states that leadership serves as the level of leader performing as a role pattern for an individual follower and displays considerations for the progress and development of followers (Ljungholm, 2016).

Based on the above theoretical explanation, it can be synthesized that serving leadership is the behaviour of a leader who is more concerned with serving members than his personal interests so that the person being served can develop and be independent for higher goals for the benefit of individuals, organizations, and society.

## 4.      Work Involvement

Laurie JM stated that work involvement is the level of commitment of members to the work or organization (Laurie J. Mullins, 2008). Britt.et.all argues that work involvement is the extent to which work is related to one's self-image (T. W. Britt, J. M. Dickinson, T. M. G. Shortridge, 2007). According to Shaheen and Farooqi work involvement is defined as individual identification or commitment to work (Farooqi, 2014). Stephen P Robbins and Timothy A Judge argue that work involvement is the extent to which people identify themselves psychologically with their work, actively participate in it and consider the level of performance that is considered important for their self-esteem (Robbins, 2008).

Chen and Shiu stated that work involvement is a psychological identification with one's work and the extent to which the work is carried out (Chen, C.-C., & Chiu, 2009). Abdullah.et.all defines work engagement as referring to how people view their work in relation to the work environment, the work itself, and how their work and life are integrated (Azhar, Abdullah ; Javaid, Annum, 2010). Meanwhile, Kinicki and William stated that work involvement is the extent to which a person is immersed in his current job (Kinicki, Angelo and William, 2014).

## B. Research Methods

The study began with a qualitative method, after finding the variables related to OCB and the relationship model was continued by looking for the level of the relationship with quantitative methods. Data collection uses observation, interviews, focus group discussions, data analysis using Miles and Huberman theory starts from data collection, data reduction,

data presentation, and drawing conclusions. The purpose of this qualitative study is to find variables related to OCB. After finding variables related to OCB, quantitative research is conducted to prove the level of relationship between these variables.

In a quantitative approach, data collection uses a research instrument in the form of a questionnaire distributed to teachers as research respondents. The research instrument items are derived from the research indicators that will be explored. Before being distributed to respondents, the research instrument was first tested to determine its validity and reliability. Validity test is done by using the Pearson Product Moment technique, whereas for reliability testing calculations are used using the Cronbach Alpha formula. After the data collected the analysis prerequisites are tested linearity and normality of the data. Furthermore, data analysis and simple correlation test, coefficient of determination, linearity test and significance test were performed.

In the final stage, an analysis of indicators was carried out using the SI-TOREM Method from Soewarto Hardhienata to determine the order of priority for the improvement of indicators as recommendations for implementing action plans and recommendations for related parties from this study (Hardhienata, 2017).

B. Research Results and Discussion

1. Qualitative Research Results
The results of this qualitative research are based on observations, triangulation of observational data, interviews, triangulation of interview data, Focus Group Discussion (FGD), and triangulation of FGD results from data, it is found that there are three variables related to OCB, namely organizational support variables, serving leadership variables, and work engagement variables. The relationship model for the four variables is
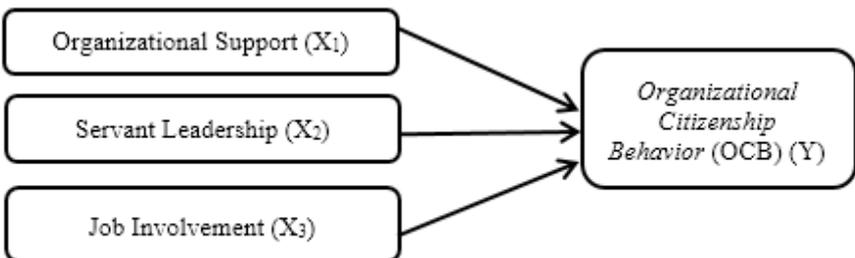


Figure 1. Model of Relationship Findings

Based on the above model, the research hypothesis that must be proven is as follows:

1) there is a relationship between organizational support and OCB
2) there is a relationship between serving leadership and OCB
3) there is a relationship between work involvement with OCB

## 2. Quantitative Research Results
### a. Research Data Description

The data described is data derived from the score of research instrument items for each research variable which includes OCB (Y), Organizational Support (X1), Leadership Serving (X2), and Work Engagement (X3). Data were collected from 196 respondents who became the study sample. Summary of research data descriptions is listed in the table below.

Table 1. Descriptive Statistic

| No. | Measurement | Organizational Support | Servant Leadership | Job Involvement | Organizational Citizenship Behavior (OCB) |
|---|---|---|---|---|---|
| 1. | sum | 26673 | 26424 | 24363 | 29105 |
| 2. | count | 196 | 196 | 196 | 196 |
| 3. | maximum | 175 | 181 | 169 | 184 |
| 4. | minimum | 92 | 88 | 80 | 109 |
| 5. | mean | 136,086 | 134,81 | 124,3 | 148,49 |
| 6. | median | 137 | 136 | 124,5 | 149,00 |
| 7. | Modus | 141 | 136 | 129 | 158 |
| 8. | Range | 83 | 93 | 89 | 75 |
| 9. | Standar deviation | 18,93 | 21,82 | 19,48 | 16,90 |

### (1) Testing Analysis Prerequisites
This analysis prerequisite test uses a normality test and linearity test. The results of the normality and linearity test analysis are summarized in the table below

Table 2. Summary Test for Normality

| No | Estimated Error | $L_{count}$ | $L_{table}$ | Information | Conclusion |
|---|---|---|---|---|---|
| 1 | Variable Y of $X_1$ | 0,0619 | 0,0653 | $(L_{table(0,05;196)})$ | Normally distributed |
| 2 | Variable Y of $X_2$ | 0,07287 | 0,0736 | $(L_{table(0,01;196)})$ | Normally distributed |
| 3 | Variable Y of $X_3$ | 0,0402 | 0,0633 | $(L_{table (0,05;196)})$ | Normally distributed |

(2) Test of Significance and Regression Linearity

The recapitulation of the results of the analysis of the significance of the regression and linearity can be explained in the table below:

Table 3. Summary Test for Significant and Linearity

| No | Regression | $F_{count}$ | $F_{table}$ | | Conclusion |
|----|-----------|-------------|-----------|-----------|-----------|
| | | | α (0,05) | α (0,01) | |
| 1 | $Ÿ = 63,33 + 0,6258X_1$ | 187,62** | 3,89 | 6,76 | Very Significant |
| | | 1,183ᵃˢ | 1,38 | 1,57 | No Significant (Linear) |
| 2 | $Ÿ = 74,45 + 0,549X_2$ | 196,42** | 3,89 | 6,76 | Very Significant |
| | | 1,211ᵃˢ | 1,42 | 1,64 | No Significant (Linear) |
| 3 | $Ÿ = 70,736 + 0,6256X_3$ | 210,26** | 3,89 | 6,76 | Very Significant |
| | | 1,343ᵃˢ | 1,39 | 1,59 | No Significant (Linear) |

(3) Hypothesis Testing

Research hypothesis testing is done by using correlation analysis and simple regression. Recapitulation of simple correlation and regression calculations can be explained in the table below.

Table 4. Summary Hypothesis testing

| Df | Correlation Coefficient | $t_{count}$ | $t_{table}$ | | Conclusion |
|----|------------------------|-------------|-----------|-----------|-----------|
| | | | α = 0,05 | α = 0,01 | |
| 194 | 0,701 ($r_{v1}$) | 19,21** | 1,96 | 2,576 | Very Significant |
| 194 | 0,709 ($r_{y2}$) | 19,85** | 1,96 | 2,576 | Very Significant |
| 194 | 0,721 ($r_{y3}$) | 20,93** | 1,96 | 2,576 | Very Significant |

(4) Final Result of SITOREM Analysis

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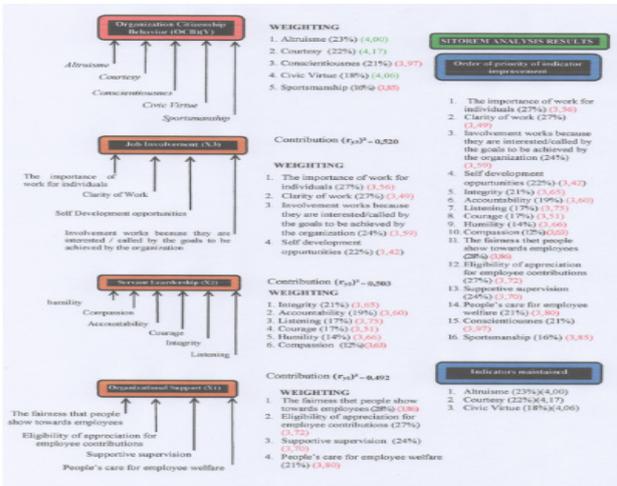
C.      Conclusion

Based on the results of research and hypothesis testing in the discussion chapter, some conclusions can be drawn as follows.

1. There are 3 (three) variables related to the Organization Citizenship Behavior (OCB) variable, i.e.

a)      Organizational Support variable;
b)      Serving Leadership variables;
c)      Work Engagement variable.

2. The model of the relationship between the three findings variables with the OCB variable, i.e.
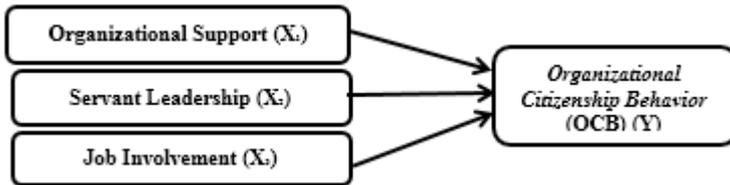


a)      Quantitative research results show that there is a very significant positive relationship between Organizational Support variables with OCB variables with a correlation coefficient (ry1) of 0.701 based on the regression equation $\hat{Y} = 63.33 + 0, 6258X1$. This means that the higher the Organizational Support, the higher the OCB. The contribution of Organizational Support of 49.20% is indicated by the coefficient of determination (ry1)2 of 0.492.

b)      Quantitative research results indicate that there is a very significant positive relationship between the variables of Serving Leadership with OCB variables with a correlation coefficient (ry2) of 0.709 based on the regression equation $\hat{Y} = 74.45 + 0, 549X2$. This means that the higher the Leadership Serving, the higher the OCB. Serving Leadership Contribution of 50.30% is indicated by the coefficient of determination (ry2)2 of 0.503.

c)      Quantitative research results indicate that there is a very significant positive relationship between the Work Engagement variable with the OCB variable with a correlation coefficient (ry3) of 0.721 based on the regression equation $\hat{Y} = 70.736 + 0, 6256X3$. This means that the high-

er the Work Involvement, the higher the OCB. The contribution of work involvement by 52.00% is indicated by the coefficient of determination (ry3)2 of 0.520.

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