

Determinant of Organizational Citizenship Behaviour and the Implication to Satisfaction and Retention Employees at Public Hospital in Pandemic Covid-19

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Abstract: A good organization in business or no business reach goal is to do various activities and will be faced the amount of challenges. They could in the form of how integrate all activities in the organization to lead to the achievement of goals, and how overcome problems that arise from environment external. Culture organization becomes something that important and attached in manage organization. Organizational Citizenship Behavior or OCB is behavior employees who are volunteer working that is exceeded from standard assigned task, to help continuity organization in reach the goal, Robbin (2016). The problem is that the determinant of organizational citizenship behaviour and the implications to satisfaction and retention employees at public hospital in Pandemic. Therefore, this paper proposes a more determinant of Organizational Citizenship. During the current pandemic experienced by Indonesian people Health Services Facilities needed an employee culture organization in facing this situation. This article has been prepared using the three-step method, beginning with browsing the literature. Next, find the main idea of each article. Finally, write in paraphrase style, not in direct quotation. The results of this study are recommendations related to working culture in public organization. With the paradigmatic concept of public service and Organizational Citizenship Behavior can support the satisfaction and retention employees. The kind of determinant Organizational Citizenship Behavior is important because it is very much in line with the culture of public service organization in pandemic.

1 INTRODUCTION

Culture organization Becomes something important and attached in managing organization. Organizational Citizenship Behavior or OCB is behavior employees who are volunteer work that exceeds from standard assigned task to help the company in reach the goals. Robbin (2016) emphasize that cooperative behaviors and each other which is outside formal condition important for functioning organization. Behavior addition outside the description profession in organization often called as behavior citizenship in organization or Organizational citizenship behavior (OCB). According to Podsakoff, 1996 OCB influence effectiveness organization. Organizational Citizenship Behavior appears because there are many factors which cause an employee to do OCB (Warawan, 2013).

Organizational Citizenship Behavior (OCB) is behavior individual which extra, which no by direct or explicit could recognized in something system formal work, and able Upgrade effectiveness function organization. Shweta and Sriarang (2009) state that OCB be marked with business in shape whatever which done based on wisdom employee which give benefit for organization without expect reward whatever.

OCB is a form of voluntary activity from members of the organization that supports organizational functions. This behavior is usually expressed in the form of actions that show selflessness and concern for others. Employees who have OCB will control their own behavior so that they are able to choose the best behavior for the benefit of the organization. Successful organizations need workers who are willing to do more than their job and seek to perform beyond what is expected by the company. OCB behavior towards employees

deserves special attention and appreciation so that employees will continue to be motivated to do OCB. These behaviors include helping colleagues, obeying rules and procedures at work, volunteering for extra assignments. (Novelia et al, 2016).

OCB's contribution is possible contributor or no possible profitable in the future. The main thing is increasing rewards to OCB is no direct and not sure, compared with formal contributions such as high productivity or good technique or innovative solutions (Organ & Ryan, 1995). In general, OCB refers to behavior that is not part of the employee job description formally (for example, helping colleague work ; polite to others), or employee behavior no valued formally (Jex , 2002). Culture organization in service health can too influence quality something service. During the current pandemic experienced Indonesian people Facilities Health Services to be end spear in face situation moment this.

Pandemic is global transmission of disease emerging and reemerging infections that affect many people, often cause many death and disturbing life social and economic. Pandemic disease respiratory tract caused by spread via droplet and interpersonal contact (Jamison et al , 2017). Experience To do treatment on condition pandemic potential cause consequence period long and long term short for self nurse, environment social and professional nursing (Fernandes et al ., 2020).

2 CONCEPT AND HISTORY

The concept was first drawn from Barnard's (1938) concept on willing to cooperate and Katz's (1964) and Katz and Kahn (1966) difference between innovative and spontaneous behaviour and dependable role performance by organisation. Although the concept OCBs initially did not having substantial influence on the area, related and interest concepts such as prosocial organisational behaviour (O'Reilly and Chatman, 1986; George and Bettenhausen, 1990), extra-role behaviour, organisational spontaneity (George and Jones, 1997), etc., have improved the concept rapidly during the past few years. In 1983–1988, there were 13 papers published on the concept between the six-year periods, while there are more than 122 papers were published on these topics during the six-year period between 1993–1998. Meanwhile, during this period there is also an increased interest in citizenship-like behaviour and it is extended the area of organisational behaviour into a different variety of disciplines and

domains including people management, labour and industrial law (Cappelli and Rogovsky, 1998), hospital and health administration (Bolon and Organ, 1990), community psychology (Podsakoff et al., 1993), etc. According to Chen et al. (1998), the conceptualisation of OCB commonly enters into the ER equation. Researchers almost for more than 65 years have been paying attention in employee's cooperative types of behaviours. OCBs are common and widespread form of behaviour in the working area and always have a positive impact on the work environment. It provides a frame of the mind for the employee to demonstrate civic virtue behaviour when they feel that they are encouraged and supported by their top management. Koster and Sanders (2006) indicated that these behaviours are characterised as an individual's attribute of the employee which enlightens the reason why some employees behave more considerately than others. Moreover, successful organisations have employees who go much forth from their basic responsibilities and freely give their energy and time (job altruism) and contribute to the smooth functioning of the organisation (Jahangir et al., 2004). OCB is not specified by any contract or not even expected by an average employee, this behaviour is organisationally desirable because this behaviour assist resource transformation, adaptability and innovation in order to increase the organisation efficiency as is shown by Turnipseed (1996). Most recently, Lavelle (2010) indicated that demonstrating of OCB entails personal motivations that go beyond the need to demand something in return for being treated fairly. Morrison (1994) theorised and proved report showing that employees are most likely to view OCBs when the employees have such behaviours as in-role rather than extra-role behaviours and he argued that when employees are more indeed to engage in OCB they should more perceive it with in-role behaviour rather than extra-role behaviour. The organisation invests substantial amount of time, money and resources to hire an employee. There is no surprise the organisation loses the money and resources that they had invested on the particular employee when he leaves the organisation.

Concept of Organizational Citizenship Behavior (OCB) or can also be called as behavior role extra (extra-role) in organization is concept belonging to new developed, however in practice has been done by humans. The OCB concept was first introduced by Organ in 1987 developed by character others. A number of expert give definition about OCB. According to Organ (1988) OCB is defined as behavior free individual related by direct or explicit with reward system, however could upgrade

effectiveness function organization in line with Organ's opinion, Robbins (2006) also argued that OCB is behavior performed by volunteer with free choose, no becomes part from formal obligations, as well as exceed condition work, join play a role in success organization, support functioning organization by effective, as well no by direct or explicit recognized by the system formal award. Next behavior the covers behavior help friend work, orientation help employee new in department the place work, mentoring supervisors with his duties, do work extra if needed, and help solve problem in repair products and procedures (Hoffman, 2007; Cardona, et al., 2003).

Greenberg & Baron (in Sumiyarsih et al., 2012), defines OCB as behavior that is informal, beyond normal expectations of the organization and all it's in the end could make well-being organization. OCB is employee's behavior in his contribution outside from daily routine for interest organization. Furthermore, Borman and Motowidlo (1993) stated that OCB can upgrade performance organization (organizational performance) because behavior is the "lubricant" of machine social in organization. The interaction social to members organization is became smooth, so reduce happening disputes, and improve efficiency. OCB is free and voluntary (Organ, et al. 2006).

Organisational Citizenship Behaviour (OCB), characterised by individuals voluntarily extending contributions that are above and beyond their respective job duties, is regarded as a factor influencing an organisation's effectiveness (Organ 1990). Organ (1988) proposes that there is no perfect management system and that it is not possible to effectively reach organisational goals if staff members perform only their own work. A better management system must encourage extra behaviour that enhances organisational effectiveness. This extra behaviour is called OCB. OCB is defined as 'individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organisation'. In these uncertain times, it is important for hospital administrators to deeply understand the concept of OCB and to attempt to retain employees capable of exhibiting such behaviour (Bolon 1997). Nurses account for the largest group of health care professionals offering direct patient care in hospitals and the quality of care for hospital patients is strongly linked to nursing staff performance metrics (Hassmiller & Maureen 2006). According to the notion of the service-profit chain (Heskett et al. 1994), employees' ability to extend quality service

will strengthen customer satisfaction especially in pandemic.

OCB is behavior extra employees, namely mark plus employee performed on base will employee alone for give contribution to organization. In other words OCB is behavior choice individuals (employees) who do with volunteer for work profession outside formal requirements of workers, which in the end effective Upgrade well-being organization. According to Organ (2006) OCB is behavior individual who is free (discretionary), no related by direct or explicit with system awards as well as could Upgrade efficiency and effectiveness functions organization.

Aspects that can becomes size for evaluate is a employee own OCB behavior or not. According to Organ (2006), includes :

(1) Behavior help (altruism). Behavior help related with readiness employee for want to help or help other employees without there is coercion.

(2) Habits social (civic virtues). Behavior habit social related with concern employee to continuity future life organization. This thing could showed through willingness employee for support organizations, such as willing for represent organization follow meetings outside office hours on name organization.

(3) Ethos work (conscientiousness). Ethos work related with readiness employee for To do performance that exceeds minimum standards. This thing showed through willingness employee for give mark plus with To do profession exceed specified requirements.

(4) Behavior appropriate and courteous. Behavior appropriate and polite related with behavior volunteer employees for lighten up problem about profession colleague work. This thing showed with behavior willing employees for To do guidance or consultation for employees who experience difficulty in work work, effort for avoid happening conflict that can cause problem in organization.

(5) Tolerance to things that are less than ideal (sportsmanship).

Government center and region since beginning March 2020 issued various continued policy with set Large Scale Social Restrictions (PSBB). Large Scale Social Restrictions (PSBB) is policy that government issued through Regulation Government Number 21 of 2020 concerning Restrictions Social Scale Big In frame Acceleration Handling Corona Virus Disease 2019 (COVID-19). Large Scale Social Restrictions (PSBB) is restrictions activity certain resident in a suspected area infected with Corona Virus Disease 2019 (COVID-19) so appearance for prevent

possibility spread of Corona Virus Disease 2019 (COVID-19). This PSBB policy then next with Enforcement Restrictions Emergency Community Activities (PPKM) implemented since take effect on July 3, 2021, in the middle soaring Covid-19 cases. Emergency PPKM applied in 48 districts / cities that have registered mark assessment level 4 where the city of Palembang is included in the Implementation of Emergency PPKM since end month July until early September 2021. The implementation of Work From Home is carried out every year moving employee serviced make public but for essential sectors as House sick no apply. Increase Covid-19 cases make House sick covid referral for add total The place Sleep in serve Covid-19 patient, this naturally impact will increase total Source Power Man specifically nurse in serve Patient take care stay at Covid 19 so recruitment power. Covid volunteers continue carried out which resulted in filtered power only prioritized have registration letter, fresh graduate and not yet own experience work because recruitment and personnel who have there is currently to do isolation independent in the middle increase total treated patients due to Covid 19.

3 CONCLUSIONS

This has necessitated the nurses to go an extra mile reflecting a sense of responsibility towards patients, colleagues, hospitals, society, and nation and discharge their duties performing activities beyond the formal job descriptions, formal reward system, or direct and explicit recognition. In the present study, the researchers have empirically investigated the nature, extent, and mechanism of the impact of variables transformational leadership, job satisfaction, and emotional intelligence that lead to nurses displaying the organizational citizenship behaviour at this unprecedented juncture of time in Indonesia.

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