

Organizational Citizenship Behavior of Entrepreneur in Indonesia

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ABSTRACT

In about Organizational Behaviour, are there are two perspectives of any company: internal and external. Throughout the aspects, we inquire both group and individual's performance amidst all the activities within an organization. One of them is Organizational Citizenship Behavior (OCB) which refers to the behaviors of individuals that promote effectiveness in organizational functioning. In this research, there are three steps to calibrate the instrument of OCB of the entrepreneur in Indonesia. Firstly, content validity instruments by entrepreneurs. Afterward is to construct validity by employing orthogonal approach with a sample of 30 correspondences and 5% significance level. Finally, the reliability index of OCB instrument was calculated using Cronbach Alpha formula. It was revealed that the most dominant dimension is Team Building (X2), which contributes up to 93.5% effectiveness in establishing Citizenship Behavior of Entrepreneur in Indonesia (Y).

Keywords

Organizational Citizenship Behaviour, Positive Behaviour, Team Building, Entrepreneur.

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Introduction

Organizational Citizenship Behaviour (OCB) affects the adeptness of the team during a crisis period in management. Such act would include being conscientious and helpful toward others to minimize tensions between groups, allowing managers to concentrate on more critical issues (MacKenzie et al., 2000). However, the behaviour of employees is believed to be dependent on the behaviour portrayed by the organization, whereby employees will respond according to the display of positive attitude that is presented (Shapiro et al., 2004).

Currently, Small Medium Enterprises (SMEs) holds a vital position within the industry as it is a driving factor in the economic development and job creation in many countries, i.e. both developed and developing (Chinomona & Dhurup, 2014). In numerous occasions, SME is proven to be more resilient in facing economic crisis than large-scale business has been. This resilience is induced primarily by the versatility it provides and the availability of local capitals that can be readily be depended on to foster economic resilience (Purnama, 2013).

SME in Indonesia is an essential part of the economic system as SMEs' share are considerably more massive than large-scale industrial enterprises, implying it absorbs more labour. During the financial crisis of 1997 to 1998, only the SME sector remained steady. Central Bureau of Statistics released data that during post-crisis, the number of SME increased as it absorbed up to 107 million workforces until 2012 (Suci, 2017).

Every Human Resource Management (HRM) in any organizations aim is to utilize people in accomplishing goals efficiently. HRM seeks to increase the productivity and competence of organizations, showing that they can maximize the resources available. HRM system is a source

of organizational capability that allows every employee to learn and take advantage of every opportunity that exists.

To establish a strong and beneficial presence within the industry, companies should focus on their employees' welfare. HRM procedures relies on human resources (Marlow & Patton, 1993 in Gamage (2014)). HRM practice in SMEs is limited, given their minimal ability concerning finance, knowledge and managerial skills. It is also generally established from many literatures that HRM procedures are less formalized in SMEs as compared to their larger rivals (Compeer et al., 2005; Hornsby & Kuratko, 1990; Koch & Van Straten, 1997; Little, 1986; Lyles et al. 1993; Matlay, 1999 in Mesu et al., 2009).

Nevertheless, it is undeniable that HR's role in SME is enormous. A variety of variables defined the capability of SMEs, such as human capitals. Data reveals that poor and ineffective control of human capital is a factor which leads to failures for smaller organizations (Mathis & Jackson, 1991; Mc. Evoy, 1984 in Gamage, 2014).

For HR in the organization, especially for SME to work effectively and efficiently, some things need to get the attention of the owner of the company to achieve organizational goals. For this situation, the organization's success is based on the member's behaviour (Gibson, Ivancevich, and Donnelly, 2000, in Purnama, 2013). Organization behaviour is inseparable from the individual in the organization--the citizen of the organization.

Several previous studies have examined the significance of Organizational Citizenship Behaviour (OCB) within organizations including SME. According to Kinicky & Kreitner (2008), OCB is a behaviour consisting of employee behaviours that are beyond the call of duty. Meanwhile, others define OCB as an optional behaviour that is not acknowledged by the incentive system nor in the

contribution of facilitating the organization's efficient operation (Organ, 1988).

Chinomona (2015) explains that OCB is when employees willingly stay in the company, and both their behaviours and activities exceeds their professional responsibilities. Hence, this behaviour is based on the motivational impact that is received out of their daily operation, such as peers' collaborations, self-development, and the creation of respectful organizational image.

OCB has a variety of forms including altruism, courtesy, sportsmanship, civic virtue and conscientiousness (Organ, 1988). Employees view these acts as optional (Kohan & Mazmanian, 2003). Compliance (the intention of employees in obeying the regulations) and altruism (the voluntary acts in support of others and work) are the two essential factors of OCB (Organ & Ryan, 1995; William & Anderson, 1991 in Lee (2013)).

Literature Review

Organizational Citizenship Behaviour, Positive Behaviour, Team Building

Organizational Citizenship Behaviour (OCB) is an optional behaviour that is not acknowledged by the incentive system nor in the contribution of facilitating the organization's efficient operation (Organ, 1988).

Organ (1997) stated that OCB is the activity where duties execution occurs through the facilitation of employees' social and psychological state Borman (1993) has a different argument about the Organizational Citizenship Behaviour, that employee behaviour supporting the social and psychological fabric of the organization.

There are three categories for OCB: grumbling, can work as a volunteer for sometimes, and true voluntarily.

While discussing behaviour within organizational, according to John (1944) there is positive behaviour that tends to satisfy the desires of the respondent. However, there are also negative behaviour or sometimes in between.

Initially, team building was an initiative targeted at strengthening interpersonal and social relationships, which then advanced to involve accomplishing outcomes, objectives and assignments (Dyer, 2007).

Factors that influence the team include specific goals, task specification, accessible and transparency in communication (Meesad, 2013). In addition, other factors involve efficient decision-making, impartial engagement, values integration, conflict management, a supportive environment, collaborative partnerships and participative leadership.

Traits required in team building include outstanding coordination, comprehension and appreciation for responsibilities, combination of expertise, efficiency and care results, resource-compatible team structures, strong aims and objectives, incentives and individual opportunities, versatility, ethical leadership, teamwork, resources for growth and advancement, professional representation, personal qualities (Nancarrow, et al., 2013).

Alteparmakian (2010) believes that the objective of the tasks in workplace, installation, and also interaction within people in a team is the characteristic of teamwork. The objective of tasks can include a generalized name and

activities, the probability of achievement, whereas installation is recognizing the involvement of one's self within an impartial work environment. In addition, reciprocal of trust, sense of membership, clear and open confrontation management, accessible knowledge, open communication, a healthy degree of stress, resilience and capacity to respond can be considered to be relationship between individuals. Mangi et al. (2015) had another idea about the team building management which are full of understanding, skills, and also attitudes in working area.

Through some previously mentioned definitions on the concept of teamwork, researchers described teamwork to be a group of people with expertise, principles, mutual responsibilities, integration and interaction. These people affect one another as to accomplish the mutually established goals through certain behaviours and performative criteria, along with accountability for the outcome of the achieved goals.

Materials And Methods

This research employed simple random sampling method through a quantitative survey. The instrument used is the Organizational Citizenship Behaviour instrument that has been adapted to the condition of Entrepreneurs in Indonesia. This instrument has been through the content and construct validity stages so as to produce 2 dimensions, which are positive behaviour and team building, and 9 indicators, such as grumbling, sometimes work as voluntary, voluntarily, negative behaviour, sometimes in between, positive behaviour, work individually, occasionally individual or teamwork, create team building. Construct validity is executed through Orthogonal Iteration and index reliability is calculated through Cronbach Alpha.

Results And Discussions

The results of calculation of reliability index on Instrument Organizational Citizenship Behaviour with the formula Cronbach Alpha is 0.788. Due to the number of samples collected from more than 200 individuals, normality test was conducted through Proportion Estimation using Blom Formula with Q-Q Plot. Seen in the picture that there is no outlier and data distribution does not depict a sinus or cosine curve. This result indicates that the data has a normal distribution.

Table.1.2. Linearity Test of Line Relationship between Exogenous Variable and Variable Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y) as Endogenous Variable

No	Linearity Y from X	Deviation from Linearity		F from 11 Curve's Estimation	Sig	Remarks
		F	Sig.			
1.	Positive Behaviour(X ₁) → Organizational Citizenship Behaviour(Y)	2,638	0,004	732,283	0,000	Linear
2.	Team Building (X ₂) → Organizational Citizenship Behaviour (Y)	2,488	0,000	7795,596	0,000	Linear

From the table above, all line relationships between exogenous variables include Positive Behaviour (X₁) and Team Building (X₂) with Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y) as an endogenous variable proven linear.

Hypotheses Test

1. Entrepreneur Indonesia Overview

The results of the analysis to prove the first hypothesis show the existence of three critical things: Entrepreneurs in

Indonesia tend to act and behave to work as voluntary in significance with $\alpha < 0,05$, Entrepreneurs in Indonesia is managing to behave in positive way of significance with $\alpha < 0,05$ and The condition of Entrepreneurs in Indonesia sometimes tend to create the team building, however in some other way they focus on working individually insignificant $\alpha < 0,05$

Table 1.3. Hypotheses 1

Variable	Categories	95% Confidence Interval for Mean		Analysis Results
		Lower Bound	Upper Bound	
Organizational Citizenship Behavior (Y)	1. Grumbling 2. Sometimes work as a volunteer 3. Voluntarily	68,7189	69,8059	Entrepreneurs in Indonesia tend to act and behave to work as a volunteer in significantly with $\alpha < 0,05$
Positive Behaviour (X ₁)	1. Negative behavior 2. Sometimes negative and sometimes positive 3. Positive behavior	16,3730	16,7095	Entrepreneurs in Indonesia is tending to behave in a positive way significantly with $\alpha < 0,05$
Team Building (X ₂)	1. Work individually 2. Sometimes work in a team or individually 3. Create the team building	52,2908	53,1514	The condition of Entrepreneurs in Indonesia sometimes tend to create the team building, however, in some other way they focus on working individually insignificant $\alpha < 0,05$

2.The Most Dominant Dimension that Determines Organizational Citizenship Behaviour of Entrepreneur Indonesia through analysis of each dimension.

The research was conducted to show that the second hypothesis is independent of the Organizational Citizenship

Behaviour of Indonesian entrepreneurs (Y) through self-analysis of the factors and aspects of Organizational Citizenship Behaviour.

Table. 1.4. The results of Self-Exogenous Variables include Positive Behaviour (X1) and Team Building (X2) against Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y) as an endogenous variable

No.	Analysis	Symbol	$X_1 \rightarrow Y$	$X_2 \rightarrow Y$
1.	The correlation between variable X and variable Y in sampling	r_{yn}	0,758	0,967
2.	Variance determination	r^2_{yn}	0,573	0,935
3.	Relative correlation variable X to create variable Y	$r^2_{yn}(\%)$	57,3	93,5
4.	The correlation between variable X with variable Y in population	t	27,061	88,293
5.	Significance value	Sig.	0,000	0,000
6.	The influence of variable X to variable Y in sampling	\hat{Y}	2,448 X_1	1,221 X_2
7.	The influence of variable X to variable Y in population	F_{Reg}	732,283	7795,596
8.	Significance value	Sig	0,000	0,000

The results show that the ability to create Team Building (X2) is the most dominant dimension that determines Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y), as it contributes up to 93.5%.

3. The Analysis of Overall Dimension between exogenous variables include Positive Behaviour (X1) and Team Building (X2) on Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y)

Binary Segmentation with Classification and Regression Trees is used for the overall dimension of the research. Pruning of Depth is 2, Parent is 2, and Child is 1, with $\alpha < 0.05$ being the significant degree. The findings indicate that the Ability Team Building (X2) is the superior factor in deciding to accomplish Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y).

It can be inferred that the Ability Team Building (X2) is the influential factor in deciding the establishment of Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y) based on the facts as stated earlier.

There are two types of business that determine the establishment of Organizational Citizenship Behaviour namely (a) based on the legality of the company include culinary business, service, contractor, fashion, product design, art, publishing, games, TV, radio, automotive, photography, and music. This business will be able to predict the increase of the type of business that can realize Organizational Citizenship Behaviour that is equal to 69,553. While (b) is considered based on its primary product such as electronic, visual, communication design, film, animation, video performing, and artist are capable of building the type of business that changed the Organizational Citizenship Behaviour of 64,040 from the current condition.

Conclusions

It shown that the Ability Team Building (X2) is the superior factor upon deciding the establishment of Organizational Citizenship Behaviour of Entrepreneur Indonesia (Y). This variable determines success to the aspect of Organizational Citizenship Behaviour, as evident in type of business which can predict the progress of behavioural changes to 69.262. The ability to contribute was up to 93.5% in establishing Citizenship Behaviour of Entrepreneur Indonesia (Y).

To achieve this, which determines success in terms of Organizational Citizenship Behaviour is from the type of business that is able to predict the progress of behaviour changes to 69.262. There are 2 (two) types of business that determine the establishment of Organizational Citizenship Behaviour namely (a) based on the legality of the company include culinary business, service, contractor, fashion, product design, art, publishing, games, TV, radio, automotive, photography, and music. This business will be able to predict the increase of the type of business that can realize Organizational Citizenship Behaviour that is equal to 69,553. While (b) is considered based on its primary product such as electronic, visual, communication design, film, animation, video performing, and artist capable of building the type of business that changed the Organizational Citizenship Behaviour of 64,040 from the current condition. For further study, accordingly, it is suggested that researcher perform a couple of modifications. First, the subsequent study had better conduct the research with extra various samples from diverse types of company. Second, based on the result of influence of variable X1 (Positive Behaviour) with Organizational Citizenship Behaviour, it was found that X1 is lower than the influence of Team Building with Organizational Citizenship Behaviour; hence the following research may change the variable of X1. Finally, the research efforts had better be directed solely towards particular dimensions of Team Building variables.

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