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*by* Zahara Tussoleha Rony

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## Organizational Citizenship Behavior (OCB) of Prison Officers in Social Reintegration Process (Study Case: Female Prison Class II Jakarta)

Fatimah Malini Lubis<sup>1</sup>, Zahara Tussoleha Rony<sup>2</sup>, Ita Soegiarto<sup>3</sup>

<sup>1</sup>Politeknik LP3I Jakarta, Indonesia

<sup>2</sup>Universitas Bhayangkara Jakarta Raya, Indonesia

<sup>3</sup>Sekolah Tinggi Meteorologi Klimatologi dan Geofisika, Indonesia

### Abstract

*Indonesia has challenges in the future in guiding prisoners. With the increase in the number of prisoners resulting in overcapacity in almost all prisons in Indonesia. It is a challenge for the Directorate General of Corrections in preparing employees who are loyal and willing to work extra in fostering the overcapacity of prisons in Indonesia. The State Civil Apparatus who works as a prison officer is not a common and easy job to do. So that high OCB is needed to improve coaching services in prisons and one of the ways to reduce problems in prisons, especially in terms of integrity. This research used qualitative case study approach by snowball and purposive sampling with the informant number are 12 prison officers at Female Prison Class II Jakarta. The novelty of this research is finding out how the OCB of female employee in social reintegration process.*

### Keywords

organizational; citizenship; behavior



## I. Introduction

Prison officer are employees who are currently in the spotlight of the Indonesian people in carrying out their duties as state officials whose function is to foster prisoners in Indonesia. The coaching process itself often experiences disruptions and obstacles in reaching the target of the organization. The disorder can come from the organization or from the prison officer. The aim of implementing prisoner guidance is to improve the quality so that prisoners are aware of mistakes, improve themselves, and do not repeat crimes so that they can be accepted back by the community, can play an active role in development, and live naturally as good and responsible citizens (Article 1 number 2 of the Correctional Law). More broadly, the aim of fostering prisoners based on the correctional system is for prisoners to integrate healthily with the community. As stated in that is to improve quality so that prisoners are aware of mistakes, improve themselves, and do not repeat crimes so that they can be accepted again. active in development and can live naturally as a good and responsible citizen (Article 1 number 2 of the Penitentiary Law). More broadly, the aim of fostering prisoners based on the penal system is for prisoners to integrate healthily with the community.

Another obstacle that emerged in the process of coaching in prisons was the number of prisoners who rose from year to year. Based on the data contained in the Correctional Data Base System (SDP) it shows that the number of prisoners throughout Indonesia has reached more than 151,303 more than 5% increase every year.

This article will explore how OCB of prison officer in carrying out their duties in prison so that the conducive prison environment and social reintegration process can run well even in conditions of overcapacity.

This research is ongoing research by Muhammad Quzwini (2013) which found in their research in Malang Prison Class I that 33 employees (60%) had moderate OCB, 8 employees (15%) had low OCB, 6 employees (11%) have very high OCB, 5 employees (9%) have high OCB, while the remaining 3 employees (5%) have very low OCB.

## II. Review of Literature

Organ (2017) defines OCB as an individual behavior that is discretionary, not directly and explicitly received an award from the formal system, and overall effectiveness encourage organizational functions. It is free and voluntary; as such behavior is not required by the requirements of the role or job description but as a personal choice.

The term organizational citizenship behavior (OCB) was first proposed by Organ, which offers five primary dimensions of OCB: Altruism, namely behavior helped other employees without any coercion on the tasks that are closely related to organizational operations. Civic virtue, showing voluntary participation and support the functions of the organization both professionally and social nature. Conscientiousness means that employees behave in a timely manner, high in terms of presence, and to do something beyond normal requirements and expectations. Courtesy, that doing good and respectful to others, including behaviors such as helping a person to prevent a problem, or make steps to reduce the development of a problem. Sportsmanship, which is more emphasis on the positive aspects of the organization rather than the negative aspects, indicates the behavior is not happy protest, do not complain and do not exaggerate small issues. Organ states that organizational citizenship behavior (OCB) as behavior will not directly or explicitly known from the formal reward system, and overall encourage the effective functioning of the organization (Choon et.al, 2012).

Nguni, Slegers dan Denessen (2017) define OCB as follow: "OCB is all about acts that are linked with offering assistance to colleagues without the expectation of quick reciprocity on the part of the coworkers receiving such help. Colin P. Silverthorne (2005) said that OCB represent individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. Jason A. Colquitt et.al (2015) define OCB as follow, citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place. John M. Ivancevich, et.al (2007) said a major influence on OCBs in the leadership that employees receive from their manager. Specifically, trust between an employee and a manager and a management style that encourages the development of leadership skills among employees have been found to encourage the expression of OCB.

Bolino, M.C., Turnley, W.H dan Bloodgood (2002) define organizational citizenship behavior is the behavior of corporate employees who intended to enhance the effectiveness of corporate performance without sacrificing the productivity purposes of individual employees. Organizational citizenship behavior aimed at increasing the effectiveness of organizational performance without ignoring the goals of individual employee productivity. Organizational citizenship behavior (OCB) is the contribution of individuals in exceeding the demands of roles in the workplace. This OCB involves several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace. This behavior describes the added value of employees which is one form of prosocial behavior, namely positive, constructive and meaningful social behavior. John W. Newstrom (2015) explain that organizational citizenship behavior as follow: "organizational citizenship

behavior as follow: “organizational citizenship behavior, which are discretionary and helpful actions above and beyond the call of duty that promote the organization's success”. Stephen P. Robbins and Timothy A. Judge (2017) define the OCB is, “argued that organizational citizenship behaviors are a behavioral choice that does not become part of an employee's formal job duties but support the functioning of the organization effectively”. The meaning of his statement was OCB is a choice behavior that is not part of an employee's formal work obligations but supports the functioning of the organization effectively. Or in other words, OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system.

11 Steven Mcshane, Mara Olekalns and Tony Travaglione (2013) define OCB is organizational citizenship behavior various forms of cooperation and helpfulness to others that support the organization's sosial and psychological context”. The dominant culture or indigenous culture commonly influences the culture of the minority or the immigrant culture, and subsequently, the minority culture is affected by the dominant culture due to the cultural pressures of the culture itself (Saragih, 2019). The financial factor was not the only main role (Pandapotan, 2020). OCB behavior can also be called extra-role behavior, namely the attitude or behavior of workers outside of the job description they have. It's just that, if there is no form of handling that is innovative, comprehensive, and on target, the slum area is expected to continue to increase (Saleh, 2019). Extra-role behavior simply arises not because of the existence of rewards, but because of the intrinsic awareness factor that causes the individual to do work outside of his job description. City. In this case, it is necessary to involve practitioners, entrepreneurs, and professional stakeholders in the mentoring program so that the aims and objectives of mentoring produce maximum results (Asmuni, 2021). While doing work in accordance with the tasks in the job description is referred to as in-role behavior. Different from Extra-role behavior, in-role behavior can arise due to the existence of reward or punishment from the organization. The behavior of extra-role workers is certainly more needed by the organization, because the presence of creative actions outside the tasks of the workers will be able to increase the effectiveness and efficiency of the organization.

Paul D. Sweeney and Dean B. McFarlin (2002) define OCB are those voluntary above the call of duty behavior that some feel not only contribute to company success but are necessary for success”. Organizational citizenship behavior is people volunteering for task behavior tasks that feel they not only contribute to the success of the organization but are needed for success. OCB's contribution is a contributor that may or may not be profitable in the future. The point is that the increased rewards to OCB are indirect and uncertain, compared to formal contributions such as high productivity or innovative solutions.

### III. Research Methods

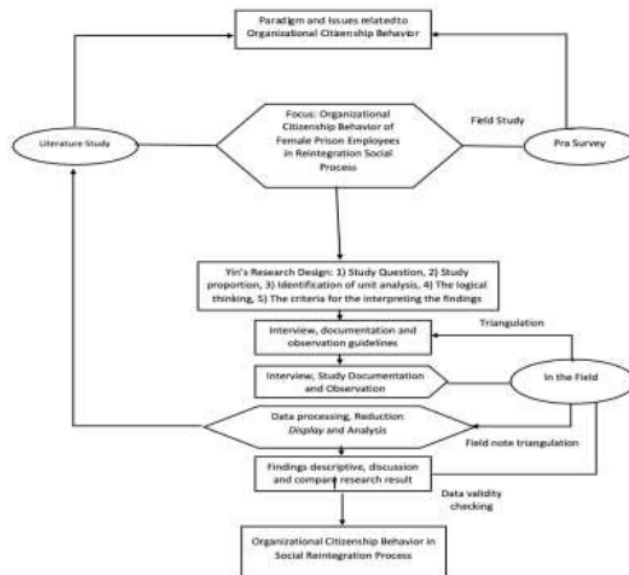
14 This research is a qualitative research with a case study research approach. The research was conducted in 2018 and location was carried out in the female prison class II Jakarta, located at Jalan Pahlawan Revolusi Pondok Bambu, Duren Sawit, and East Jakarta. The method and procedure employed in this study is case study research design by Yin (2012), with the following stages:

- (1) Research questions; before making a series of questions, the researcher began by conducting a literature review by reading journals related to OCB, reintegration process and journal of prison officers inside and outside of Indonesia.
- (2) Research theorem or theoretical framework (proportion of studies); Researchers study, collect, and analyze the data related to social reintegration process refer to government regulation and also study the legal basis of government employees.



- (3) Unit identification analysis; the next stage, the researcher made preliminary observations with government officials. To add some accurate information and more than one source, researchers also conducted observations in the government office and talked with informants. Researcher observed the location to get the real situation. The results of information and discussions with various internal parties become the data, hence will be a multi-source document for researchers. To get direction and sharpness on these problems, researchers conducted discussions with human resource practitioners who had conducted research with case studies, head of prison to get insight into the research and agreement on OCB in social reintegration process.
- (4) The logical relations of data with theorem or theoretical (logical relation); The researcher made a research proposition and set out the analysis units from the start which had been chosen by the researcher as a case study. Then, the researcher also assembled the logic by the research question, proposition, and analysis units. Propositions were necessary to identify the relevant information related to the problems of OCB. If the researcher did not make a proposition, the researcher would be easily tempted to collect everything that was not needed.
- (5) Criteria to interpret the findings; the researcher conducted the data collection and analysis. In this activity, researchers prepare time, mentally and practice skills to foster good relations with related parties and improve the ability to obtain information through the interview process. This interview process requires skills to listen, ask questions, read the body language of the informants and conclude the results of interviews. After completing the interview process, the researcher also discussed with other researchers' friends to make sure the results of the interview could be used as a reference in making interview transcripts. Other preparations are a set of interview guides and media to make it easier for researchers to conduct interviews such as recorders, cameras, mobile phones, pens, memos, and other supporting tools. During conducting research, in addition to the informant's expressions summarized from the body language of the informant also the complements of the analyzed information. In this process, researchers observed things visually so that the research was better to understand the full context of the information conveyed by informants. The task of the researcher is to collect data and present it in written form that can provide life and in-depth information on the research.

This research was conducted with 12 informants who worked at female prison Clas IIA Jakarta. The data collection techniques used observation, interviews, documentation and audio material. In the process of data analysis techniques, the researchers used the Miles & Huberman approach (1992), namely the procedure of analyzing qualitative data with data reduction, data presentation and conclusion / verification. The validity check of the data utilizing Moleong's (2013) opinion with four criteria for data validity checks. There are credibility, transferability, dependability, and conformability. The research process carried out by the researchers can be described in figure 1 as follows:



**Figure 1. Frame of Research Methodology**

#### IV. Discussion

Based on the interviews conducted by researcher, most of the informants revealed that the sense of ownership of the organization was so high. This is indicated by the behavior of informants who are willing to do good work and the emergence of mutual help helps informants in supporting work and adherence to regulations in prisons. This is in line with the results of research conducted by Yonnette Hyman and Shurland (2017) where practitioners are advised to grow OCB because OCB employees contribute to the success of the organization. Because small discretionary behaviors that formal job descriptions can lack are needed compared to the performance of in-role work. It is important to create a stimulating work environment that positively contributes to this voluntary behavior. In line with previous studies the results show that transformational leadership behavior is an important aspect of such a stimulating work environment that contributes to OCB.

Informants who were placed in the clinic felt how lacking supporting facilities to do their work and the informants did not hesitate to issue a personal pocket to support the work. One of the informants said that he was willing to spend personal funds to support his work. This is in accordance with the definition of OCB, which is voluntary activity of employees who may not be valued but contribute to improving the overall quality of the organization. Organizational citizenship behavior (OCB) or also known as Organizational Citizenship Behavior is a behavior where a person wants to do something outside what has been described by his work and does not have a reward for it. For example, if there is a worker who is willing to help his boss or co-worker to do work that is not in his employment contract, then that person is said to have a good OCB. With this example we can conclude that OCB has an impact on the effectiveness of an organization (Robert Kreitner and Angelo Kinicki, 2010).

The need for facilities to support the work of informants is in the form of gloves, masks and other supporting tools that are not yet available. Thus, this makes the informants feel they

are not supported to carry out their duties. On the one hand, the informant had to carry out his duties as a prison officer whose function was to maintain the health of the WBP (Warga Binaan Pemasyarakatan), but on the other hand the informant also felt required to sacrifice more in carrying out his duties. Another thing that was revealed was the religious section where religious infrastructure was still in the process of being improved. In addition, kitchen facilities that have been hitching a trip to the detention center have not been fulfilled properly. With less flexibility in carrying out activities and taking responsibility for their duties as prison officer. According to informants, sometimes there are still frequent differences of opinion in the field relating to existing facilities. Even though the condition of the prison was overcapacity, this could be handled well by prison officer to ensure that all WBPs received guidance as part of the process of social reintegration. Forms of coaching activities that exist in the Female Prison Class IIA Jakarta are dance dancing, sewing classes, handicrafts, knitted arts and other classes held in accordance with the budget. External parties also routinely fill coaching activities in prisons such as singing competitions, fashion shows and other arts. Other coaching activities such as the field of spirituality are also well fulfilled and certainly involve prison officers to ensure the activities run well and are followed by all existing WBPs. The coaching activities in prison are expected to help WBP prepare themselves to return to their social environment (social integration). This needs to be done to provide reinforcement to the WBP to return to the social environment in good condition and be accepted by the community.

The rapid condition of technological development and the needs of organizations that are not in normal conditions, the employee OCB is expected not only as a sense of ownership (simply citizenship behavior), but an organization that wants success today or often termed the age of now must have employees who do things more than ordinary work or according to the job description (Robin and Judge, 2017). The organization expects that employees provide performance with the predicate beyond expectation, namely employees who have the following characteristics: increasing team performance, having good flexibility, volunteering to do additional work, avoiding unnecessary conflicts, respecting existing regulations and being able to tolerate incoming work suddenly even with forced conditions and interference. This behavior is similarly expressed by Colquitt et al. That loyal work behavior will create an organizational citizenship behavior as an outcome.

The behavior of prison officer who support each other in carrying out tasks that are seen from mutual help and back up work with each other is one of the characteristics that states that employees have good OCB. This is in line with the statement of the Organ that OCB applies not only to one person, but in almost all of its employees OCB will have a good impact on the organization. Organizational behavior citizenship improvement through the provision of rewards to the achievements of employees on a regular basis to increase employee ownership of the organization. This can be realized through routine activities in prison in the form of competition between employees in achieving certain targets. OCB will assist the organization in carrying out the process of social reintegration in the WBP. In addition, by giving employees confidence in the leader can increase OCB for the organization. This is in line with the research conducted by Stephen P. Robbins, Mary Coulter (2014) has shown that trust in leadership is significantly related to positive job outcomes including job performance, organizational citizenship behavior, job satisfaction and organizational commitment.

Based on the results of the research and literature review it can be concluded that: first, Organizational citizenship behavior are seen with mutual support for each other to do their routine work even in the overcapacity conditions. Second, based on the results of the research that has been conducted, OCB is the key to the success of the coaching process in prisons because prison officer are spearheads in the field in ensuring the coaching process goes according to the government's goals. Third, trust in leaders can be increased to help increase employee OCB.

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