

Organizational citizenship Behavior as Attitude Integrity in Measurement of Individual Performance Appraisal

Yupono Bagyo

(STIE Malangkuçęwara Malang)

Abstract: *Quality of Human Resource represent one of the factor which to increase performance productivity an institution or organization. Therefore, needed Human Resource having high interest because interest or membership will be able to support the make-up of employees performance achievement. During the time at generally in governance institution not yet had officer with adequate interest, proved with still lower officer productivity and is difficult measure officer performance [in] governance institution scope.*

Performance Management System in a modern concept of human resource management is an objective and transparent performance measurement model of Organizational Citizenship Behavior in giving reward to individual's sacrifice for organization.

Three main elements of individual's sacrifice performed in Organizational Citizenship Behavior (OCB) are compliance, loyalty, and participation. The organization should appreciate these attitudes by giving clear job description and brief reward system criteria to encourage the individual's job motivation. Combined with the individual assessment of job description, job grading is used to compile a correct Key Performance Index and a precise salary component.

The aim of this action research is to give a comprehensive solution for Hospital X, in order to determine a Key Performance Index model, in response to some problems such as job motivation, work stress and performance. An interviews with hospital's director and Human Resources section was conducted to compile the KPI.

The results of this research can be recommended to the hospital to make a comprehensive performance assessment consist of the review of employee's job descriptions, Key Performance Indicator (KPI), job grading, specifying fundamental salary based on work, Bonus Scheme and score summary.

Key words: *OCB, Job description, job grading, Key Performance Index.*

I. Pendahuluan

In the middle of business competition current which becoming tighten, measured performance management system development and objective become one unavoidable requirement .

Human resources development (HRD) domain is word of is end of an organization, more than anything else in this time business competition current which becoming tighten, measured performance management system development and objective become one unavoidable requirement (www.manajemenkinerja.com). Most of all research study performance and in it Motivation variable which its result most saying that motivation have an effect on to have a meaning of performance only sat one among the research pickings which find that motivation have an effect on negative though this matter do not have an effect on to have a meaning; and will have an effect on positive have a meaning if organisasional komitmen variable as variable (Yupono, 2010).

Splashy so motivate that, so that many HRD send its member to follow seminar motivate from super motivator; do their performance mount? Its answer is people will attend to listen motivator is one who have high motivation, but one who is its motivation lower [oppositely;also] do not want to listen motivator, so that its resolving only given way out why its motivation lower and its performance also lower and cause at lowering of organizational goals performance. According to Gal (2006) divisible performance become two: 1) In-Role-Performance and 2) Extra-Role-Performance. First, that is performance claimed by employees asked reaching it and can be depressed by top manager to be able to reach for maximally. While secondly, that is performance which do not be claimed by system, interpreted as social behavior employees caused by interdependence and interaction (interdependence) among employees in company. Extra-Role-Performance include; cover behavioral concept of organizational member (organizational citizenship behavior = OCB). This means that there are social interaction and interdependence among employees in organization. Condition of a kind of this require accomplishment of requirement social, requirement of affiliation, what is in general referred as " needs social". OCB consist of contribution without constraint, but coming from individual to conduct something that related to its work, can in the form of:

- Willingness to assist, for example: informing new employees about important information
- Downright, decent, for example: effort prevent the happening of undesirable problem by reminding better previously

- A friend at court, for example: assisting to prevent the happening of frustasi and stress. Involvement, for example: involvement in course of, offering opinion, suggestion, communicating with friend
 - Respecting organizational policy and regulation, for example: attendance, timely, and others
- goals earn because of 4 matter (Luthan, 2011), that is (1). problem of motivation, covering for example: static if work, negative thinking, less esteemed by the existence of conflict between activity friend, political of under the way office, autoritary, superior support less etcetera; (2). Problem of interest cover leadership style, delegation, organization and planning, analyse problem, communications, ability of negotiation, ability sell, (3). Problem of resource of is lack of resource, work exceed boundary, less supporting bureaucracy and system, procedure operating standard less clear, tools less, budget less etcetera (4) problem of employees to do more than simply formal duty and will give performance exceeding expectation and behave flexibly. Organization wish employees ready to duty which do not be contained in their work deskripsi. (And Judge Robbins, 2008), fact indicate that organization which its employees have Organizational Citizenship Behavior (OCB), will have better performance from other organization (Robbins 2008). Graham (1991) giving OCB konseptualization being based on political philosophy and modern political theory. By using this theoretical in perpective, Graham tell three OCB form that is:
- a) Obedience depicting willingness of employees for the menerimadan of to play the game and organizational procedure
 - b) Loyalty depicting willingness of employees to place their private interest to advantage and continuity of organization
 - c) Participation depicting willingness of employees to actively develop entire/all organizational life aspect
 - d) Participation consist of Social participation depicting involvement of employees in organizational business business and in social activity of organization For example: always put attention at organizational aktual issue or attend meeting without ceremony
 - e) Advokasi participation, depicting willingness of employees to develop organization by giving and support idea ofinovatif. For example: giving input at organization and support at other employees to partake to to give idea contribution to organizational development
 - f) Functional participation, which depict employees contribution exceeding obliged. For example: voluntary to execute duty extra, working overtime to finish important project, or follow additional training which good for organizational development.

Graham (1991), And Blood good Turnley (2002) in Marita 2006 giving OCB konseptualisasi being based on political philosophy and modern political theory By using this theoretical in perpective, Graham tell three OCB form that is:

- a) Social participation depicting involvement of employees in organizational business business and in social activity of organization. For example: always put attention at organizational aktual issue or attend meeting without ceremony.
- b) Participation advokasi, depicting willingness of employees for organizational by giving and support idea ofinovatif. For example: giving input at organization and support other employees to partake to to give idea contribution to organizational development.
- c) functional Participation, which depict employees contribution exceeding obliged standard. For example: voluntary to execute duty extra, working overtime to finish important project, or follow additional training which good for organizational development

Concept Human Resource Management Modern look into that HR is partner work and top-drawer resource in an organization, they have to have three element that is: And loyalitas compliance represent citizenship definition in wide of congeniality, so that esensi from behavior citizenship[is participation. In participation, attention is especially addressed by at national arena, communal arena, and organisasional arena. In this article, behavior citizenship will be discussed in organisasional dimension, that is OCB (MaritaAhdiyana, 2009), passing discipline attitude. Sincerity, research have, initiative to and organization as to specify standard performance goals by entangling entire/all existing element in organization performance management system (PMS)/ key performance indexes (KPI), supported by adequate reward systems, can be elaborated to through problems of employees performance, with Disiplin variable Work Sincerity, Correctness, Initiative. Measurements is a central part of the assessment system, in order to form a judgment managerial employees' performance is sort results the merits. Measurement of work performance baikharus consistent through the organization. So all managers are required to maintain the standards therein comparison rate. Measurement of employee performance involves a number of provisions to reflect the behavior of the employees in the introduction of several characteristics and dimensions. Technically, as well as a number of provisions that predicate excellent, good, average (enough), and Poor (less) can be used with the numbering from 1 to 4 for levels of employee performance. In terms of measurement tools, Gomez-Mejia et al (2001).has classified assessment format in two ways: (1) the type of judgment that is required (relative or absolute), and (2) the focus of the measure (trait, behavior, or outcome).

Relative judgment is an assessment format that encourages supervisors to compare performance among employees with each other on the same type of job. While the absolute judgment regarding the assessment format that encourages supervisors to make judgments about employee performance based standards. Performance measurement systems can be classified with the data form that focuses on: trait (characteristic) of data, behavior (behavioral) data, and outcomes (results) data. Trait appraisal instruments (assessment of the nature or character) is the duty of supervisors to make judgments about the characters that workers tend to be consistent and long lasting. The second system of measurement is the behavioral performance appraisal instruments (behavioral assessment) focused on aspects of employee behavior assessment. In the appraisal outcome instruments (assessment results-oriented) are used to assess the employee's performance has been done.

This assessment form requires specific targets in the form of measurable results, previously agreed upon by superiors and subordinates.

The big question in our minds is why until now little has been researching and writing how organizations can encourage employees to work in accordance with the expectations of the organization? Though life can be formed from the OCB and hospital bylaw and KPI?

II. Reward System Problems Of Hospital

Rewards system that shaped the Financial rewards in the form of remuneration with the aim to increase the motivation to work and teamwork in one part and between the team and the cohesiveness in hospital, while the non-financial rewards such as recognition of seniority is characterized by a more senior trusted to do something, employees who are not experienced by youth. This reward system after the evaluation has not been able to improve the performance because of the feelings that lead to excessive seniority employee dissatisfaction, because senior employees are more often played on the junior command and role ambiguity arises because the senior was able to run all of what's in the hospital, as a result of employees in particular section was interfering with senior employees who do the work instead of competence and not his job. Reaction to such employee actions will lead to conflict, and can form a variety of shapes. According to Tosi, et al. (2000) there are five models in reaction to the conflict are taken from several theories of conflict, namely: Competing, Avoiding, Accommodating, compromising, Collaborating. The fifth model is divided into two categories: Assertiveness (pride) and Cooperation or can be called forself Concern (selfish) and Concern for others (concerned togetherness). Reactions to the conflict there is nothing wrong depends on its accuracy in using the model. (Miller, 2008). Employees who receive the intervention will turn out to be avoiding because you feel better to avoid conflict than compromise must always be no conditions in accordance with expectations.

Avoiding categorized, when seen from the diagram above, the position is lower than the side Avoiding Concern for self and low on Concern for others. In the model of this reaction often avoid conflict when someone does not have the ability to resolve conflict, this happens to reduce the pressure that is and when it is at a lower position kukuasaan. In addition the employee will work potluck in reaction to conflict Accommodating categorized, Concern for low and high self Concern for others, this shows a high sense in order to create a peaceful atmosphere. Employees had a reaction to conflict Accommodating categorized, Concern for low and high self Concern for others, this shows a high sense in order to create a peaceful atmosphere.

Below is position of junior employees and seniors taffas well as the position of charge nurse and nurse in RS. X related to there action of the conflict.

Reaction to the conflict in the distribution of duties among senior employees and other junior employees. This is especially relevant when associated with the sub-culture theory to the three categories of the human resources. Sub-culture is in herentin each of the employees character created great influence on the reaction of the conflict. Reaction tothe conflictthat is, employees who do not feel comfortable and they makes strategie saccording totheir individual interests. There are more self is hand some area voiding conflict because its exist enceis not very power ful and has the power at the hospital. Avoiding m

Od els experienced by senior employees area voiding reactions, the reaction is carried out by a junior em ployee caused alot of points to considerin relation to the presence of junior nurses. Among the reasons why this model is taken as a senior employee reward juniors seniors and people's confidence in the hospital. Another reaction that be fell resources is wearing Accommodating models. Model reactionis a reaction that is considered appropriate by them because it is done to avoid the on going conflict in the future and expect no change.

Competing attitudes and accommodating when used in excess will al so adversely impact. Excess ive accommodating attitude will cause them to lose honor (lost of respect). It is primarily for the employee's position and loss recognition (recognition) they will look weak. (Tosi, etal. 2000). Remuneration for nurses in total requested by the head of the nursing unit and those who divideall nurses, not by the treasurer, so theam ount of a distribution treasurer not know (based on individual performance is not possible, because there are only individual performance data in HR. Felt the most impact from the distribution of the reward system is low

work ethic and apathetic nature of all units and low trait self-each other, honest and well-mannered, loyal, respect and willingness to take the initiative to decline.

1. RESOLUTION

Of the problems at the root of the problem can be grouped as follows:

2. Salary structure is based approach is not clear
3. Remuneration system that is less competitive
4. Employees (senior) do not work based on the responsibilities set out in job description
5. In the work, employees pay less attention to Hospital Bylaws, as there is no clarity on the implementation of sanctions and rewards Hospital Bylaws

From the root of these problems result in low motivation and job performance of employees.

- 1) Review the employee's job description Job descriptions that have been defined in the structure of the hospital should be run in full and earnest, and the hospital can not be influenced by other factors such as seniority factor and factoring intervention owner (owners) whom intervene management. An employee as signed to work in accordance with the position description and can not be governed by whoever. Performance of duties in accordance with the position description and described by protab will have an impact on individual performance, performance units and performance management. The initial step in solving this problem every task must be in accordance with standard operating procedures, and then processed in the system of remuneration.
- 2) Develop hospital bylaw unearthed from OCB aspects into an integrated performance assessment, namely:
 - a. Constructing Key Performance Indexes (KPIs) covering existing accounts in hospital by law include aspects of work discipline, honesty, thoroughness and initiative / engagement, with a standard of 1 to 5, if the employee makes a mistake, then the default value will be reduced by 1, the reduction of this score assessed by the assessment team established by the director.
 - b. Set the base salary on the basis of Job Grade, by the way look normal study time to apply the basic values, such as a doctor is weighted 10 to the lowest grade, coupled with the doctor's permission and some training, will affect the value of the position and this value will be used to establish structure positions outlined in job grade, and then arranged the job grade range then this job grade will be used to develop the employee's basic salary
- 3) Salary set by Job Grade. Base salary based on a tiered set base value at the time an employee was first appointed as an employee of the hospital a minimum. Middle to the maximum. The value of the base salary is structured is still in basic allowance amount is in accordance with the increase in MSE, degan money plus transport and consumption
- 4) Salary set by Occupation The value of the base salary is structured is still in basic allowance amount is in accordance with the increase in MSE, degan money plus transport and consumption
- 5) RKK set. Performance targets are grouped into 4 groups, each having 40 weight%, 30%, 10% and 20%. Each target would reduce the value of the target offense, and at the end of this value will be added to the weight of the achievements.
- 6) Understand the performance measurement system To reinforce the tasks described in the SOPs, the Hospital Bylaw should refer to the SOPs, and then to give rewards should be based on protab and Hospital Bylaws.
- 7) Bonus set SCAME. Bonus scheme set each action given the rupiah and is divided into 60% of hospitals and 40% implementation. 40% of executing further divided into 60% and 40% part of the General (all units in the hospital). Then 60% of the 60% split to the members of the unit and 40% implementation. So forth so that every action will affect the income of remuneration for all employees.
- 8) Recap assign scores for each employee

Right of remuneration of employees in come is calculated from achievement scores recap remuneration multiplied by dollars and units of general

New payroll system with respect to herights of the employee's performance should be of Rp. 1.062.971 dropped to 1,276,786. This decrease is caused due to the influence of their performance (do not enter onetime), will reduce transport expenses and the performance of standard scores 82.18% down to 81.15%. Thus the salary system will encourage employees to work comply with the regulations set by the hospital and the other employees are considered very fair because they had not come to work. Payroll system that takes into account KPI to increase employee motivation.

1. Review not es from they ear New salary structure already takes into account aspects basic salary, allow ance expensiveness, office allowances, overtime, meal allowances, and incentive, to do a review of the changes komponen-komponen price changes that affect wage changes, mainly refers to the minimum applicable city and conditions similar companies payroll.
2. Understand employee expectations Given an asset of hospital employees, the careful

attention to the employee. In addition to considering the financial rewards and non-financial rewards. This is important considering the employee is an individual who needs to live, equally important is keeping their emotions and feelings because the value asset of the hospital.

III. Conclusion

Hospital employees as assets is a very complex human being and has a very broad issue, which needs to be addressed seriously, because they need the income, require recognition, rewards system is needed that is able to motivate their work. Attention needs to be implemented is the provision of adequate and appropriate revenue with the ability pain, supported by individual assessment carried out based on Job description, Key Performance indexes are based on job grading and salary and components preparation of these steps will be able to enhance the properties of existing in OCB ie increased motivation to work to help each other all the units, and the increased sense of mutual help, honest and well mannered, loyal, respect and a willingness to take the initiative to increase.

References

- [1]. Appelbaum, S., et al. (2004). "Organizational Citizenship Behavior: a Case Study of Culture, Leadership and Trust" *Management Decision*, Vol. 42 No. 1, 2004
- [2]. Marita Ahdiyana, Marita, 2006, *Dimensi Organizational Citizenchip Behavior (OCB) dalam kinerja Organisasi*, FISE UNY
- [3]. Armstrong, Michael, 1992, *Personnel Management Practice*, 4nd, Kogan Page, London. Clerk, Jeremian, Jesaja, 2005, *Motivation to Work, Work Commitment and Man's Will to Meaning*, Faculty of Economics and Management Science, University of Pretoria, Pretoria
- [4]. De Klrek J.J., 2005, *Motivtion to Work, work commitment & man's will to meaning*, Desertation, University of Prestoria.
- [5]. Dessler, Gary, 1986, *Personnel Management*, 3rd Edition, terjemahan Agus Dharma, Penerbit Erlangga, Jakarta
- [6]. Gal, Peter, 2006, *Motivation and Performance*, Comenius University, Slovak Republic. GML Performance, 2011, *Humam Resources Profesional*, Jakarta.
- [7]. Gomez-Mejia, et.al., 2001. *Managing Human Resource*, New Jersey : Prentice Hall. Hasibuan, S.P. Malayu, 1996, *Organisasi dan Motivasi*, Bumi Aksara, Jakarta. Heny, Daryanto dan Daryanto, Arief. 2006, *Motivational Theories and Organisation Design*, University of New England, Australia.
- [8]. Luthan Edukasi, 2011, *Performance Management System*, Jakarta. Luthans, Fred, 2002, *Organizational Behavior*, Ninth Edition, McGraw-Hill, New York.
- [9]. Maslow, A. H. 1954. *Motivation and personality*. New York: Harper & Row. dalam *Introduction to special Topik Forum the Future of Work Motivation Theory*,
- [10]. Richard M Steers dan Richard T Mowday, *Universitas Oregon, Academy of Management Review*, 2004, Vol. 29, No. 3, 379–387.
- [11]. Mathis. L. Robert & John H. Jackson, 2001, *Human Resource Management*, 9TH Edition, Jimmy Sadel, Salemba Empat, Jakarta.
- [12]. O'Driscoll, P. Michael ; Jon L Pierce; Ann-Marie Coghlan, 2006, *The Psychology of Ownership: Work Environment Structure, Organizational Commitment, and Citizenship Behavior*, *Group & Organization Management*; Jun 2006; Vol. 31, 3; ABI/INFORM Global
- [13]. [Robbins, P. Stephen, 2001. *Organizational Behavior*, 9th, Prentice-Hall, New Jersey, Canada.](#) [Robbins, P. Stephen dan Neu Barnwell, 2002. *Organization Theory*, 4th, Pearson Education Australia, Sydney.](#)
- [14]. Silva, Paula, 2006, *Effects of Disposition on Hospitality Employee Job Satisfaction and Commitment*, *International Journal of Contemporary Hospitality Management*, 18(4), pp. 317-328.
- [15]. Sofo, Francesco, 1999, *Human Resouce management, Perspectives, Roles and Practice Choice*, Business & Profesional Publishing, Australia.
- [16]. Staw, M, Barry, 1991, *Psychological Dimentions of Organization Behavior*, Macmillan Publishing Company, New York.
- [17]. Strauss, George, Leonard R. Sayles, 1986, *Personnel: The Human Problems of Management*, terjemahan Grace Hadikusuma dan Rochmulyati Hamzah, IPPM dan Pustaka Binaman Pressindo, Jakarta
- [18]. Tella, Adeyinka, 2007, *Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personel in Accademic and Information Studies*, University of Botswana Gaborone, Nigeria.
- [19]. Yousef, Darwish A., 2000, *Organizational Commitment: A Mediator of The Relationships of Leadhership Behavior with Job Satisfaction and Performance in A Non-Western Country*, *Journal of Management Psychology*, 15(1), pp. 6-28.