

Determinants of Employee Organizational Citizenship Behaviour: Evidence from Village-Owned Enterprise Organisations in Indonesia

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Article Info	ABSTRACT
<p>Keywords: Altruism, sportmanship, organizational compliance, organizational loyalty, civic virtue, conscientiousness, self-development, good intentions, understand the situation, OCB of BUMDes employees.</p>	<p>Organizational citizenship behaviour is voluntary behaviour that exceeds the basic needs of workers, which is beneficial to the organisation and is not related to the compensation system. This study aims to determine the factors of OCB behaviour in Village-Owned Enterprises or known as BUMDes based on cases in Indonesia. This study used 129 samples collected by convenience sampling technique. Primary data was collected using a direct survey of permanent employees. OCB measurement consists of 20 indicators. Based on factor analysis, nine organizational citizenship behaviour factors were formed. The first factor is altruism, followed by sportmanship, organizational compliance, organizational loyalty, civic virtue, conscientiousness, self-development, good intentions, and finally understanding the situation.</p>
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INTRODUCTION

Organizational citizenship behaviour (OCB) was introduced four decades ago by (Bateman & Organ, 1983) and this construct attracted the interest of researchers, especially researchers in the field of social organisation sciences such as human resource management. (Agarwal & Bhal, 2020; Arijanto, 2022; Chan & Barlis, 2023; Chen & Francesco, 2003; Fahriyansyah et al., 2022; Gao, 2023; Han et al., 2019; Hasibuan & Wahyuni, 2022; Hu & Liden, 2015; Jufrizen et al., 2023; Kalshoven et al., 2011; Mach Fira, 2023; Mishra et al., 2023; Phetsombat & Nan-Nan, 2023; Robinson et al., 2023; Stouten et al., 2013; Subhaktiyasa et al., 2023; Susita et al., 2020; Umrani et al., 2020; Yuwono et al., 2023; Zhang et al., 2019; Zhu et al., 2013). A meta-analysis conducted by Podsakoff et al., (2000) suggests that during the time span of 1983 to 1988, or just five years since the term OCB emerged, 122 scientific articles about it have been published on the EBSCOhost scientific search site, and currently 31 October 2023 a search on Google Scholar with the keywords "organizational citizenship behaviour" returns 2,180,003 journal articles, indicating how popular this construct is.

Not only in the West, research on OCB is also rife in Indonesia. One of the earliest studies in Indonesia on this construct was conducted by Wijayanto & Kismono (2004) which revealed how this construct arose due to job embeddedness and was mediated by the sense of responsibility of the nurses in a private hospital in Indonesia. The study was then followed by subsequent studies on diverse samples, research types and antecedents. (Arijanto, 2022;

Chan & Barlis, 2023; Fahriyansyah et al., 2022; Gao, 2023; Hasibuan & Wahyuni, 2022; Jufrizen et al., 2023; Mach Fira, 2023; Mishra et al., 2023; Phetsombat & Na-Nan, 2023; Robinson et al., 2023; Subhaktiyasa et al., 2023; Yuwono et al., 2023).

Although there have been many studies on OCB in Indonesia, research that specifically reviews the development of OCB dimensions of Employees that are relevant to conditions in Village-Owned Enterprises or BUMDes this construct has not been found. In fact, the study of BUMDes organisations in relation to Organizational Citizenship Behavior is very necessary to develop OCB constructs by determining the dimensions of OCB behaviour.

Initially, Bateman & Organ (1983) defines OCB as all individual behaviours in the workplace that can facilitate organisational performance. These behaviours can include helping colleagues in their work, not complaining about small things at work, and protecting organisational assets. Foundation of thinking Bateman & Organ (1983) This is strongly influenced by social psychology, so it is not surprising that some items to measure OCB are closely related to social psychology terms, such as altruism, compliance, and cooperation. In line with this opinion, Smith et al., (1983) sharpened the OCB construct itself and placed it into two terms, namely Altruism (a person's behaviour that directly aims to help a particular person in a face-to-face situation) and general compliance (behaviour that is more based on individual conscientiousness, not aimed directly at others but can help indirectly when in the system). Organ (1997) He then updated his definition and suggested the dimensions of OCB to be helping, courtesy, and counscientiousness. Slightly different from the opinion Graham (1991) argue that empirically, the constructs of altruism and courtesy are difficult to distinguish by supervisors because the definitions often overlap. They suggest that in the empirical context of the world of work, these constructs can be combined with helping behaviour which makes the OCB concept divided into 3 dimensions, namely helping behaviour, sportsmanship and civic virtue.

An understanding of OCB that also received attention was put forward by Williams & Anderson (1991) They see that who OCB is directed to is one of the important points in understanding OCB itself, so they divide OCB into two: OCB-I, or OCB behaviour directed to individuals (can be to colleagues or superiors) and OCB-O, which is OCB behaviour directed to the organisation, for example protecting organisational assets and above-average attendance. If you look closely, Williams & Anderson (1991) They do not change the essence of the understanding of OCB that has been put forward by previous researchers. They only differentiate the types of OCB which will have implications for future research.

Of all the understandings of OCB, there are several outlines that all experts seem to agree on, namely (1) this behaviour is outside the obligations of an employee so that it should not be included in the assessment of work performance and (2) if done for a long time or many people do it, it can increase the effectiveness of the organisation/company. It is important to note that OCB is not a positive form of counterproductive behaviour. The two constructs are distinct, not on a continuum, although both are forms of extra role behaviour. (MacKenzie, 1997). The absence of OCB does not necessarily prove counterproductive behaviour or vice versa. (Bies, 1989).

METHODS

B. Williams et al., (2010) stated that exploratory factor analysis (EFA) can be applied for various purposes. This analysis can be used to reduce a large number of variables into a smaller set of variables (also known as factors or components or dimensions), and also establish the underlying dimensions between measured variables and latent constructs, thus enabling theory formation and refinement. Therefore, this study aims to determine the dimensions of organizational citizenship behaviour. Using a questionnaire consisting of 20 indicators, primary data was conveniently collected from 129 permanent employees of BUMDes organisations in Indonesia. The procedure in EFA starts with the sample size adequacy test. Referring to Hair et al., (2019), This test applies two criteria in assessing the adequacy of data in factor analysis, namely: Kaiser Meyer Olkin - Measure of Sampling Adequacy (KMO - MSA) and Bartlett's Test of Sphericity. The first criterion is KMO-MSA which must be between 0 and 1. If KMO-MSA exceeds 0.5, it can be said that the data is suitable for factor analysis. The second criterion is Bartlett's Test of Sphericity. Bartlett's Test of Sphericity should be significant ($p < 0.05$), therefore it can be concluded that factor analysis is suitable.

If the sample size requirement has been met, the next step is to reduce the large number of variables into dimensions using principal component analysis (PCA), as one of the extraction methods. Several approaches can be used to determine factor extraction, including Eigenvalue, cumulative percent of variance extracted, and scree plot test. (B. Williams et al., 2010). Factors will be formed when the eigenvalue is more than 1, while the cumulative percent of variance is generated from the eigenvalue. Lorenzo-Seva, (2013) explains that if the eigenvalues are summed, the total variance in the correlation matrix will be obtained. The percentage of explained variance of each component can be easily calculated as the corresponding eigenvalue divided by the total variance. Hinkin, (1998) argued that 60 per cent should be the "minimum" value of the percentage of variance explained. Another criterion in determining factor extraction is the rotation method. This study uses varimax rotation to represent uncorrelated factors. After the rotation step, the final procedure is to label the extracted factors with reference to relevant theory or research.

RESULTS AND DISCUSSION

EFA is an analysis used to extract a large number of variables into dimensions. Table 1 displays the anti-image correlation values for each item measuring organizational citizenship behaviour. Based on the anti-image correlation, we know that all items are valid because the anti-image correlation value exceeds 0.5. Therefore, the EFA analysis can proceed to the next stage.

Table 1. Anti Image Correlation

Item	Anti image correlation	Item	Anti image correlation	Item	Anti image correlation	Item	Anti image correlation
OCB 1	0.604	OCB 6	0.625	OCB 11	0.599	OCB 16	0.661

Item	Anti image correlation	Item	Anti image correlation	Item	Anti image correlation	Item	Anti image correlation
OCB 2	0.659	OCB 7	0.720	OCB 12	0.640	OCB 17	0.557
OCB 3	0.704	OCB 8	0.485	OCB 13	0.569	OCB 18	0.651
OCB 4	0.631	OCB 9	0.623	OCB 14	0.561	OCB 19	0.701
OCB 5	0.553	OCB 10	0.611	OCB 15	0.624	OCB 20	0.621

Data source : Developed by the author

After the validity test, the next step in EFA is the sample size adequacy test based on KMO-MSA and Bartlett's test of sphericity. As shown in Table 2, this study has a KMO-MSA of 0.504, while Bartlett's test of sphericity is significant at the 5% significance level. Based on these two criteria, it means that this study has a sufficient number of samples to be analysed using EFA. Therefore, the step can be continued further.

Table 2. Kaiser-Meyer-Olkin Measure of Sampling Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	504
Bartlett's Test of Sphericity	Approx. Chi-Square 189.349
	df 190
	Sig. 0,000

Data source : Developed by the author

In this study, factor extraction was performed by applying PCA. This finding is shown in the scree plot in Fig. 1 which represents the number of factors extracted based on Eigenvalue > 1.

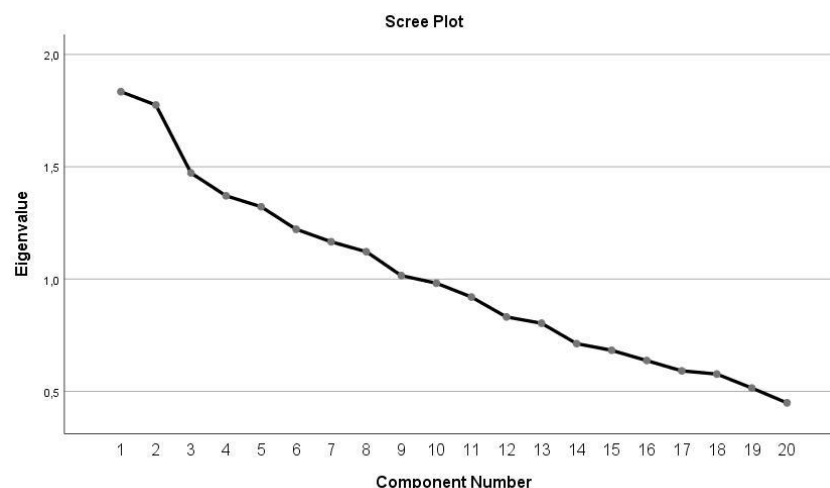


Figure. 1. Scree Plot for Factors Extraction

This figure is reinforced by the results of factor extraction based on the Eigen values shown in Table 3. Based on Table 3, nine factors have been extracted from this analysis. Each factor has the following Eigenvalues: 1.834 for the first factor; 1.774 for the second factor; 1.472 for the third factor; 1.370 for the fourth factor; 1.321 for the fifth factor; 1.221 for the sixth factor; 1.166 for the seventh factor; 1.121 for the eighth factor and 1.015 for the ninth factor. Another criterion in factor extraction is the total cumulative variance. According to [Hinkin, \(1998\)](#), The minimum acceptable value of total cumulative variance in EFA is sixty per cent. This study has a total variance explained by nine factors of 61.49 percent.

Table 3. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1,834	9,171	9,171	1,834	9,171	9,171
2	1,775	8,874	18,045	1,775	8,874	18,045
3	1,472	7,362	25,408	1,472	7,362	25,408
4	1,371	6,854	32,261	1,371	6,854	32,261
5	1,322	6,609	38,870	1,322	6,609	38,870
6	1,222	6,108	44,979	1,222	6,108	44,979
7	1,166	5,830	50,809	1,166	5,830	50,809
8	1,122	5,610	56,419	1,122	5,610	56,419
9	1,016	5,078	61,496	1,016	5,078	61,496
10	0,982	4,908	66,405			
11	0,920	4,600	71,005			
12	0,831	4,156	75,160			
13	0,803	4,017	79,178			
14	0,713	3,563	82,741			
15	0,683	3,414	86,154			
16	0,637	3,186	89,341			
17	0,591	2,957	92,297			
18	0,577	2,885	95,182			
19	0,515	2,573	97,756			
20	0,449	2,244	100,000			

Note: Extraction Method is Principal Component Analysis.

Data source : Developed by the author.

A varimax rotation method was used to determine the factor loading for each item and to categorise the items that make up each factor. [Hinkin, \(1998\)](#) states that the loading factor is greater than 0.4. The first component or factor consists of four items, namely: item numbers 11, 14, 15, and 18. The second component or factor consists of three items, namely: item numbers 2, 8, and 16. The third component or factor consists of two items, including item numbers 1 and 13. The fourth component or factor consists of two items, namely: item numbers 4 and 20. The fifth component or factor consists of two items, namely: item numbers 3 and 9. The sixth component or factor consists of two items, namely: item numbers 12 and

19. The seventh component or factor consists of two items, namely: item numbers 10 and 17. The eighth component or factor consists of two items, namely: item numbers 5 and 6. The ninth factor consists of one item that reflects the last dimension, namely: item number 7. Detailed loading factors for each item are shown in Table 4, while details of items in each dimension are shown in Table 5.

Table 4. Rotated Component Matrix

	Component								
	1	2	3	4	5	6	7	8	9
OCB 11	0,568		0,236		-0,287	0,254	-0,154		0,142
OCB 14	0,494	0,270		0,235	0,156		0,136		
OCB 15	0,756		-0,144						
OCB 18	0,577						-0,766		
OCB 2	0,174	0,683	0,265	-0,220				-0,147	
OCB 8	0,133	0,430	-0,269		0,338		0,217	0,135	-0,161
OCB 16		0,755		0,136		0,134	-0,174		
OCB 1			0,748	-0,140					
OCB 13	-0,197		0,647		0,164		0,139		-0,202
OCB 4				0,761					
OCB 20	0,161			0,654	0,309		-0,197		
OCB 3				-0,351	0,653			-0,203	0,282
OCB 9			0,140	0,201	0,729				-0,130
OCB 12		0,148	0,213		0,132	0,603	0,277	0,308	
OCB 19			-0,181			0,804			
OCB 10	0,236		0,162			-0,386	0,451	0,284	0,262
OCB 17	0,386	-0,225	0,162			0,248	0,452	-0,131	-0,215
OCB 5	-0,141							0,674	0,223
OCB 6							-0,170	0,705	-0,251
OCB 7									0,833

Note: Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 15 iterations.

Data source : Developed by the author.

Table 5. Dimensions of Organizational Citizenship Behavior

Dimension	No of Items	Items of OCB	Loading
Helping behavior/Altruism/ courtesy	OCB 11	Assisting friends in completing work	0,568
	OCB 14	Helping a friend with the same job	0,494
	OCB 15	Helping friends who have problems	0,756
	OCB 18	Behave politely to protect the feelings of others	0,577
Sportmanship	OCB 2	Willing to take on sudden assignments	0,683

Dimension	No of Items	Items of OCB	Loading
Organizational compliance /general compliance/ organizational obedience	OCB 8	Solve problems without blaming others	0,430
	OCB 16	Able to control emotions	0,755
	OCB 1	Obey the rules	0,748
Organizational loyalty/ spreading goodwill	OCB 13	Carry out leadership duties	0,647
	OCB 4	Maintain the good name of BUMDes	0,761
Civic virtue/organizational participation	OCB 20	Staying with the organisation	0,654
	OCB 3	Provide feedback	0,653
Individual initiative / conscientiousness	OCB 9	Actively manage BUMDes	0,729
	OCB 12	Happy to attend the training	0,603
Self-development	OCB 19	Be meticulous when working	0,804
	OCB 10	Increase personal capacity	0,451
Good intentions	OCB 17	Utilise BUMDes facilities	0,452
	OCB 5	Preventing bad circumstances	0,674
Understand the situation	OCB 6	Pass on the good spirit	0,705
	OCB 7	Adapting to adverse conditions	0,833

Data source : Developed by the author.

After the rotation method using varimax, the nine factors that have been extracted will be labelled with reference to previous research. According to [Bateman & Organ \(1983\)](#), The first factor is named altruism. This factor reflects the behaviour of taking the initiative to help help colleagues in the company voluntarily. This is also supported by [Kalargyrou et al., \(2023\)](#) which categorises OCB behaviour into five types of dimensions, namely; altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. According to [\(Gao, 2023; Kalargyrou et al., 2023; Phetsombat & Na-Nan, 2023\)](#), The second, third and fourth factors are referred to as sportsmanship, organizational compliance, and organizational loyalty. The second factor is the willingness of employees to accept whatever is set by the organisation even in unnatural circumstances. The third factor represents individual behaviour that is beneficial to the organisation without having to be asked or expected, employees will obey the rules set by the organisation both formally and informally. The fourth factor reflects the behaviour of employees who are willing and loyal to speak positively about their organisation, support management decisions, and avoid conflicts that can damage the work atmosphere.

According to [\(Chan & Barlis, 2023; Gao, 2023; Robinson et al., 2023; Tran, 2023\)](#), The fifth, sixth and seventh factors are known as civic virtue, conscientiousness, and self-development. The fifth factor is the behaviour of employees who participate in activities related to the welfare of the organisation. The sixth factor reflects the behaviour of employees' devotion or high dedication to work and the desire to exceed the standard of achievement in every aspect. The seventh factor represents the behaviour of employees who are willing to improve themselves by involving various efforts aimed at developing their potential, talents,

skills, awareness, and inherent values on the basis of their wants and needs without being directed by the organisation.

The eighth factor is labelled good intentions. This factor measures behaviours that are based on a person's good intentions to do something beneficial that is directed towards a person, work team and organisation. This label refers to [Smith et al., \(1983\)](#) The last factor is labelled as understand the situation, which explores the dimension of general compliance, which is a behaviour that is more based on individual conscientiousness, which is not aimed directly at others but can help indirectly when in the system. The last factor labelled as understand the situation is the attitude of employees who can know the situation that is happening at work or at a certain time with an extra role that can affect working conditions and control emotions to improve the state of the organisation. This is supported by ([Bateman & Organ, 1983](#); [Bies, 1989](#); [Campbell, 2022](#); [Chan & Barlis, 2023](#); [Debusscher et al., 2016](#); [E. Ghaibi et al., 2022](#); [Gao, 2023](#); [Graham, 1991](#); [Kalargyrou et al., 2023](#); [Kumari et al., 2022](#); [Ma et al., 2023](#); [MacKenzie, 1997](#); [Meriac, 2012](#); [Organ, 1997, 2015](#); [Phetsombat & Na-Nan, 2023](#); [Qalati et al., 2022](#); [Rioux & Penner, 2012](#); [Robinson et al., 2023](#); [Smith et al., 1983](#); [Tolentino, 2009](#); [L. J. Williams & Anderson, 1991](#)).

Based on data analysis, the findings show that the dimensions of organizational citizenship behaviour in this study are categorised into nine types of OCB, namely altruism, sportmanship, organizational compliance, organizational loyalty, civic virtue, conscientiousness, self-development, good intentions, dan understand the situation.

CONCLUSION

This study aims to identify the underlying dimensions of organizational citizenship behaviour. Based on factor analysis, nine factors of OCB behaviour were extracted, and these factors were labelled as follows: the first factor is altruism, the second factor is sportmanship, the third factor is organizational compliance, the fourth factor is organizational loyalty, the fifth factor is civic virtue, the sixth factor is conscientiousness, the seventh factor is self-development, the eighth factor is good intentions and the last one is understand the situation. This study used permanent employees of BUMDes in Indonesia without categorising the samples into different incomes. Therefore, future research needs to describe each type of employee behaviour from different organisations and compare the results for each income group. This implies for future research to explore each dimension related to other variables in explaining the consequences of extra role behaviour or organizational citizenship behaviour (OCB).

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