

# Implementation of Organizational Citizenship Behavior Factory Family Members Joger's Words Factory

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## ABSTRAK

Faktor utama keberhasilan organisasi yang diberikan SDM adalah perilaku ekstra dan efektifitas dalam bekerja. Perilaku ekstra dari sumber daya manusia sangat dibutuhkan oleh organisasi untuk dapat membantu mendorong kemajuan suatu organisasi dan perilaku ekstra ini disebut dengan Organizational Citizenship Behavior (OCB). Penelitian ini bertujuan untuk menganalisis implementasi perilaku kewargaan organisasi anggota keluarga Pabrik Kata-Kata Joger. Literatur yang digunakan dalam penelitian ini terdiri dari dua teori, yaitu teori pertukaran sosial dan Organizational Citizenship Behavior. Fokus penelitian memegang peranan penting bagi peneliti untuk mempermudah dalam melakukan penelitian, dengan tujuan untuk membatasi kajian dalam penelitian yang dilakukan khususnya pada objek penelitian agar pembahasan tidak meluas dan fokus pada topik penelitian. Ada tiga teknik pengumpulan data yang dilakukan dalam pengumpulan data dalam penelitian ini, yaitu: wawancara dokumentasi dan observasi. Pemilihan informan dilakukan dengan menggunakan metode snowball sampling. Pengujian keabsahan data dalam penelitian ini menggunakan metode triangulasi, yaitu suatu metode pemeriksaan data yang memanfaatkan sesuatu yang lain dalam membandingkan hasil wawancara dengan objek penelitian. Triangulasi yang digunakan dalam penelitian ini meliputi triangulasi sumber. Teknik analisis data yang digunakan dalam penelitian ini adalah analisis interaktif. Model ini memiliki 4 komponen analisis, yaitu: pengumpulan data, reduksi data, penyajian data, dan penarikan kesimpulan. Implementasi Perilaku Kewarganegaraan Organisasi Kata-kata Anggota Keluarga Factory Joger dilihat dari lima indikator antara lain Altruisme, Kehati-hatian, Sopan santun, Sportivitas dan Civic Virtue.

## ABSTRACT

The main factors of the success of an organization that HR provides are extra behavior and effectiveness in work. Extra behavior from human resources is needed by organizations to be able to help encourage the progress of an organization and this extra behavior is called Organizational Citizenship Behavior (OCB). This study aims to analyse the implementation of organizational citizenship behavior of family members of the Joger Words Factory. The literature used in this study consists of two theories, namely social exchange theory and Organizational Citizenship Behavior. The research focus plays an important role for researchers to make it easier to conduct research, with the aim of limiting studies in research conducted, especially on research objects so that the discussion does not expand and focus on research topics. There are three data collection techniques carried out in data collection in this study, namely: documentation interviews and observations. The selection of informants is carried out using the snowball sampling method. Testing the validity of the data in this study uses the triangulation method, which is a data examination method that utilizes something else in comparing the results of the interview with the object of the study. The triangulation used in this study includes source triangulation. The data analysis technique used in this study is interactive analysis. This model has 4 components of analysis, namely: data collection, data reduction, data presentation, and drawing conclusions. Implementation of Organizational Citizenship Behavior of Family Members Factory Joger's words is seen from five indicators including Altruism, Conscientiousness, Courtesys, Sportsmanship and Civic Virtue.

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## 1. INTRODUCTION

The COVID-19 pandemic not only has an impact on public health, but also affects the condition of tourism, economy, education, and people's social life. The tourism industry is also affected by the Covid-19 pandemic and is required to prioritize the implementation of health protocol standards and safety standards that are considered adequate to maintain the comfort of tourists, which can be achieved if the company can manage its human resources properly during the current pandemic (Sianipar et al., 2021; Soehardi et al., 2020). At this time the world is experiencing the Covid-19 pandemic, this has made a big shift in everything, for example, the company's work culture in many industries has changed to WFH (work from home) because it has to adjust to the current situation and also to prevent the transmission of covid-19 (Hustia, 2020; Revinka, 2021). As well as the causes of employee OCB which are certainly different at the time before the pandemic and during the current pandemic because of the rapid changes that have occurred. Before the pandemic where the world was doing well and the company's situation was normal, of course companies could make the right formula to increase the OCB intentions of their employees, but during a pandemic it is not necessarily that the formula created can be successfully used in the current situation because everything has changed, therefore it is important for companies to know what caused the OCB of employees during the current pandemic because it will affect later to company productivity (Darmawati & Indartono, 2015; Syaifullah, 2021; Zeinabadi & Salehi, 2011).

Competent and high-quality Human Resources (HR) are very important for the success of an organization. This is because the success of an organization depends on the quality and performance of the human resources in each organization. If the company's human resources have good performance, it has a direct impact on the progress of the company and can achieve the planned goals. The main factors of the success of an organization that HR provides are extra behaviour and effectiveness in work. Extra behavior from human resources is needed by organizations to be able to help encourage the progress of an organization and this extra behavior is called Organizational Citizenship Behavior (OCB) (Demir, 2015; Harvey et al., 2018; Kanwal et al., 2019).

Organizational Citizenship Behavior (OCB) is an extra work behavior that is not part of an employee's formal work obligations, but serves to support organizational functions effectively. As a behavior outside the formal work obligations of employees the behavior of OCB provides an advantage for the organization (Adib et al., 2019; Indarti et al., 2017; Sari & Muhammad, 2019). Employees who have OCB behavior will make a positive contribution to the organization through the behavior of being willing to do work outside of their job description obligations. In addition employees also continue to carry out the main obligation responsibilities of their work. Performance in the organization can run well if employees in the organization behave positively such as, strengthening each other, helping each other, and filling each other, so that this Organizational Citizenship Behavior (OCB) behavior can create a conducive atmosphere in the organization (Dipaola & Tschannen-Moran, 2001; Suparjo, 2016; Wahyuni & Supartha, 2019). Building OCB behavior in a company is very important because it is related to the best abilities that can be provided by employees. Previous study state that when employees already feel attached to the company, there will be a high awareness to perform extra roles for their work (Saepudin & Djati, 2019). Moreover other study also add that OCB refers to the construct of Extrarole behavior (ERB) as behavior that benefits the organization and or intends to benefit the organization (Swaminathan & Jawahar, 2013).

One of the companies that have successfully implemented the OCB attitude is the Joger Word Factory. Behind the success of the application of OCB in the words made on automatic joger products employees are motivated to improve employee performance in the success of their company, if employees help each other in solving problems in a job, then good teamwork will be formed in a company, therefore employees are an important asset for the company because they contribute to the success of their company. Joger in addition to having a unique product also has a very unique system, namely Joger applies the BAJU2RA6BER attitude, namely Good, Honest, Friendly, Diligent, Responsible, Imaginative, Initiative, Courageous, Grateful and Useful. This attitude is applied by Joger Bali consistently and consequently based on fundamental innovation and creativity so that it can achieve a successful brand. The success that can be done in the katakata joger factory to foster OCB's attitude in employees needs to be done by increasing the sense of belonging in each employee.

The results of the pre-survey and pre-interview that the researcher conducted with Mr. Armand Setiawan Wulianadi who is the son of Mr. Joger regarding Organizational Citizenship Behavior, he explained that the formation of the OCB attitude owned by joger family members is indicated to be formed because Joger applies a family culture to all his employees who are finally called members of the Joger family. The facilities in Joger also support the increase in the sense of family, because in Joger it provides facilities such as a mess / guesthouse for family members who do not have a place to live or come from a distant area so that they do not have to spend money to rent or contract a place to live. Other facilities are

gyms provided and can be used by all Joger members if anyone wants to exercise, and joger family members also have a habit of doing lunch activities together during recess and such things that will affect the sense of family of joger family members which will later affect the Organizational Citizenship Behavior Employee Behavior. The purpose of this study was to Analyze the Implementation of Organizational Citizenship Behavior of Family Members of the Joger Words Factory.

## 2. METHODS

This type of study is a descriptive study type with a qualitative approach. Based on the objectives that have been stated, this study is a descriptive study that aims to analyze the implementation of Employee Organizational Citizenship Behavior (Semuel et al., 2017; Sihombing, 2020). This research uses qualitative methods intended to find and understand what will be studied. This research was carried out at the Joger Words Factory which is located at Jl. Raya Kuta, Kuta, Badung Regency, Bali. The Joger Words Factory was chosen as a research location with consideration because Joger is one of the largest creative-based companies in the souvenir industry typical of the Island of the Gods of Bali, where the current era is the era of creativity and this has been started by Joger since long ago. In addition, joger is a company that empowers its employees very well so that it triggers the intention of OCB from the employees themselves and finally has an impact on companies that can still exist to survive today.

There are three data collection techniques carried out in data collection in this study, namely: documentation interviews and observations. The selection of informants is carried out using the snowball sampling method where the selected informant is considered to meet certain criteria from the researcher, so that the data provided by the informant is precise, accurate, sufficient, and according to the research objectives. The criteria determined by the researcher are 1.) The informant has worked for at least 5 years at the Joger Words Factory. This aims to dig deeper into information about the company's situation, the problems that are often faced and the efforts made by the company in dealing with these problems in the pre-pandemic and during the pandemic. 2.) Parties outside the company who often visit joger. It aims to find out the person's perception of the services provided by the joger. 3.) The informants referred to by the researcher are: Founder of Kata- Kata Joger Factory (Joseph Theodorus Wulianadi / armand setiawan wulianadi), Manager, Operational employees (multifield, warehouse, sales, accounting, cashier, etc.) and Travel agent / tour guide. Testing the validity of the data in this study uses the triangulation method, which is a data examination method that utilizes something else in comparing the results of the interview with the object of the study. The triangulation used in this study includes source triangulation. The data analysis technique used in this study is interactive analysis. This model has 4 components of analysis, namely: data collection, data reduction, data presentation, and drawing conclusions.

## 3. RESULTS AND DISCUSSIONS

### Results

In this chapter, the researcher will describe the data and research findings that have been obtained based on the research focus, namely the Implementation of Organizational Citizenship Behavior of Members of the Joger Words Factory family. All information presented by researchers in the proleh is based on conducting interviews, documentation, and observations. Based on this process, researchers hope that the information that has been obtained will be able to provide an overview of how the implementation of Organizational Citizenship Behavior of Family Members. As for the research results obtained through interviews with informants in accordance with predetermined criteria, observations are also carried out to observe the activities that occur and documentation to support the findings obtained in the field which are then analyzed.

Researchers conducted interviews with six informants. The interview process is carried out offline (face-to-face) using the interview guidelines that have been prepared as a guide. As for the time and place of the interview, an agreement was made between the researcher and the informant. In accordance with what has been conveyed in chapter III, this study uses qualitative methods to see the condition of a phenomenon that is happening. Findings of Research On Organizational Citizenship Behavior Of Family Members Factory Joger's words can be explained as show in [Table 1](#).

**Tabel 1.** Organizational Citizenship Behavior (OCB) behavior

	Owner	Three (3) Operational Employees	Travel Agent
Altruism	We are all a family here, I have never distinguished each	1. So while working it doesn't feel heavy at all, and when	I saw that they cooperated with

	<b>Owner</b>	<b>Three (3) Operational Employees</b>	<b>Travel Agent</b>
	<p>other. This is also transmitted to other family members, so when one of the other family members is overwhelmed to finish their work, then the others also have no objection to helping. Sometimes I do rolling work, this is done so that they know each other, how the obstacles or severity of work in other family members of different divisions.</p>	<p>there are other family members who need help, it's only natural that we help. Automatically, yes, you don't have to ask.</p> <ol style="list-style-type: none"> <li>2. we are used to helping each other.</li> <li>3. We are here to have a family in one member of the Joger family, so it is the obligation of each of us to help each other</li> </ol>	<p>each other, there was no envy in sight on their faces. It feels like the work is being done together</p>
Conscientiousness	<p>with a sense of community as a member of the Joger family, surely the closeness to each other is very close. They are not treated by me as employees but as members of the Joger family. What about a family, if one of the other families is in need, of course, not feeling the objections of other family members will help. Not only during working hours, but even outside of working hours, I think they are willing to help. I often see, sometimes outside of working hours children help other family members whose work has not been completed. There is no visible burden on their faces because they still have to work outside of working hours. Yes, that was it, probably because they felt a familial closeness to each other.</p>	<ol style="list-style-type: none"> <li>1. Outside of working hours, my friends and I also often continue to work if they are not finished. How about it, I never thought that when work hours are over, we stop working.</li> <li>2. You have given us very maximum facilities, in addition to the mess we are also provided with a kitchen and sports venue... our health is really well taken care of From there we naturally realize, a sense of family that grows very deeply, so if the problem of working outside of working hours, it is nothing to us compared to the attention that you give us.</li> <li>3. We are here, of course, all by ourselves willing. when yesterday's pandemic was all at the confusion of being cut off from work to the point of lack of family expenses. We are here besides not being terminated from work, our rights are not reduced at all.</li> </ol>	<p>I often take guests to shop at Joger, so I often see how Joger employees work. Sometimes I wonder, when the day the person works in the back, when I work again on the front. It turned out that when I asked, they were sometimes rolled, so that they knew how difficult it was in other divisions as well. No wonder, the sense of family for Joger employees is very close</p>
Courtesy	<p>The children have a closeness like family, surely they respect each other, yes.. no one commands each other there is they help each other. Yaa,... i think that was it, respecting each other</p>	<ol style="list-style-type: none"> <li>1. the longer we feel closer to each other. Every year we always celebrate Joger's birthday in January, and sometimes we take the moment of the independence anniversary of the Republic of Indonesia to do thanksgiving. From those moments, our togetherness here is getting closer, so the feeling of respect for one another must be close.</li> <li>2. Before starting work, we usually gather together for a briefing after that sing while touring the joger company</li> </ol>	<p>I personally think the working atmosphere in Joger is very warm, yes, I don't know why, it feels like in one family they work together</p>

Owner	Three (3) Operational Employees	Travel Agent
<p>Sportsmanship</p> <p>The name is that we here are many heads, the content of thoughts is different, even if there is a conflict, here we are used to solving in a familial manner, after all, we are all one, "members of the Joger family". No one complains excessively, everything can be talked about well. We try to make all the problems that occur without conflict, negotiate with a cool head, and for sure the solution must be there</p>	<p>location accompanied by Balinese gamelan. The activity makes us happy, so the more enthusiastic the work. Besides, we're getting closer.</p> <p>3. I am still treated very well by you just like other friends who have a clear position and job. That's what makes me moved by the kindness of Mr. who always considers the employee to be his own family. Maybe from there, yes, the sense of closeness is very close to each other, so respect for each other is certain.</p> <p>1. Saya rasa wajar ya kalau ada perbedaan, tapi disini kita santai-santai saja, tidak terlalu memikirkan atau memperpanjang masalah. Dibuat cepat selesai aja.</p> <p>2. Pernah lah ya ada perbedaan, tapi kita selesaikan dengan baik, dengan kepala dingin. Selesai ya selesai ndak diperpanjang atau di bawa keluar dari Joger.</p> <p>3. Selama saya disini belum pernah terjadi konflik, kalau perbedaan kecil memang ada, tetapi ya gitu sebentar saja selesai, karena cepat dicari solusinya. Halhal kecil seperti itu tidak usah dibesarbesarkan, biar tidak ruwet.</p>	<p>Travel Agent</p> <p>The guest's needs are different, sometimes we have given our best, but there are complaints. If I see, Joger employees handle it very wisely, if there is one employee who cannot handle the complaint from the guest, then the other employee helps to overcome the complaint</p>
<p>Civic Virtue</p> <p>In addition to the morning briefing, I also often gather the children to share. Over time, there are so many changes that can happen and companies must be able to overcome them by accepting these changes. We can't ignore it, so what we're doing is to convey if there's a change and the kids are free to give input or opinions. It could be that the input or opinions of those children are the best for the company, because those who know very well the conditions in the field, they serve the guests who come. From these inputs, we look for solutions</p>	<p>1. Every morning we have a briefing, if there are obstacles or problems with the sales time, there we convey it, so we can find a solution together. This is also for Joger's progress.</p> <p>2. You free us to give input, because we are the spearhead of Joger, we are the ones who directly serve guests. So the one who knows the condition of the field the most is yes us-us. We use the briefing every morning to share, so those who initially didn't know there was a problem came to know, and were ready if there were guests who complained about similar things.</p>	<p>During the pandemic, there are many changes that must be made in carrying out activities, one of which is the implementation of health protocols. For the convenience of guests who come to shop, Joger employees have been able to implement health protocols properly</p>

Owner	Three (3) Operational Employees	Travel Agent
together to solve the problems that occur and find ways to respond to changes.	3. We all want Joger to progress and develop rapidly, so every obstacle we find a solution together. If there are changes made by you, we are happy to accept it, because we know that yes, we cannot be monotonous, that's all and still insist on our traditions, while the times will continue to develop	

## Discussion

The implementation of organizational citizenship behavior (OCB) of Joger family members in the discussion is in accordance with five indicators including altruism, conscientiousness, courtesys, sportsmanship and civic virtue (Andriyanti & Supartha, 2021; Chen et al., 1998). The implementation of these five behaviors is in accordance with the opinion of previous study which states that organizational citizenship behavior (OCB) affects organizational performance including (1) Increasing productivity of colleagues, (2) Increasing manager productivity, (3) Saving resources owned by management and the organization as a whole, (4) Helping to save energy of scarce resources to maintain group functions, (5) Become an effective means of coordinating the activities of the working group, (6) Improve the organization's ability to attract and retain the best employees, (7) Improve the stability of organizational performance, and (8) Improve the organization's ability to adapt to environmental changes (Dewi & Riana, 2019; Fauzy & Luterlean, 2020). The research focus plays an important role for researchers to make it easier to conduct research, with the aim of limiting studies in research conducted, especially on research objects so that the discussion does not expand and focus on research topics. The focus of the research conducted in this study is implementation of organizational citizenship behavior of members of the joger words factory family.

Implementation of Organizational Citizenship Behavior of Family Members Factory Joger's words are seen from five indicators including, 1) Joger family members are able to implement organizational citizenship behavior behavior in accordance with indicators of altruism in their daily work, which is reflected in how Joger family members help each other in working without being asked. The owner also treats his employees like family by referring to them as members of the Joger family by providing facilities that greatly support health and a salary that they refer to as pocket money. The way the owner treats all his employees is able to foster organizational citizenship behavior in each of his employees (Dekas et al., 2013; Sahyoni & Supartha, 2020). 2.) Joger's family members are able to implement organizational citizenship behavior behavior in accordance with indicators of conscientiousness in their daily work, which can be seen how they continue to complete their work even though working hours have ended. In them there is a sense of belonging to Joger because the owner of Joger is very concerned about all his employees (Ocampo et al., 2018; Zeinabadia, 2010).

Then, 3.) Joger's family members are able to implement organizational citizenship behavior in accordance with the indicators of courtesys in their daily work, which can be seen how in working they respect each other 4.) Joger's family members are able to implement organizational citizenship behavior in accordance with the indicators of sportsmanship in their daily work, which can be seen how they deal with problems that occur without prolonging the problem and immediately find a solution so that everything is done quickly (Almaududi, 2018; Takdir & Ali, 2020). 5.) Joger's family members are able to implement organizational citizenship behavior in accordance with civic virtue indicators in their daily work, which is seen in the morning briefing where they are free to provide input or ideas so that they can support progress for Joger (Caya & Mosconi, 2022; Syaifullah, 2021).

Based on the research that has been carried out, the results of this study are expected to be input and suggestions to better understand and explore related to how to implement organizational citizenship behavior in each company. This research can be used as a good consideration by companies in implementing organizational citizenship behavior. Companies can follow how the application of organizational citizenship behavior as applied in Joger according to the elements studied. This research shows the importance of company policies, regulations or standardization in relation to it as a reference in implementing the sustainability of organizational citizenship behavior applied to companies in Indonesia. The guidelines that can be given for future research are, this study still has various limitations on the elements studied so the researcher suggests to explore more deeply other elements of organizational

citizenship behavior. Further research is explore more up-to-date theories and research in order to obtain references or new research bases that are more up to date. This research only focuses on one company so that the next research can be done and compared to other companies. This research is only carried out qualitatively, so that further researchers can use other methods such as quantitative or mixed methods or other types of qualitative research so that current phenomena can still be explored further.

#### 4. CONCLUSION

Joger family members are able to implement organizational citizenship behavior in accordance with indicators of altruism in their daily work. Joger's family members are able to implement organizational citizenship behavior behavior in accordance with indicators which can be seen how they continue to complete their work even though working hours have ended. The indicators of courtesys in their daily work is can be seen how in working they respect each other. The indicators of sportsmanship in their daily work can be seen how they deal with problems that occur without prolonging the problem and immediately find a solution so that everything is done quickly. Civic virtue indicators in their daily work, which is seen in the morning briefing where they are free to provide input or ideas so that they can support progress for Joger.

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