

## Organizational Citizenship Behavior (OCB) In Achieving Police Organization Goals

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### Abstract

*Police are an organization that is different from the organization in general and has a goal to maintain security and order in society. This shows different organizational contexts and makes measuring OCB in these organizations different. This paper aims to analyze the implementation of organizational citizenship behavior in fulfilling the duties of the police organization to maintain security and public order. Descriptive qualitative method with a literature review approach was used in this study. Literature review was conducted on articles, journals and books related to the research problem. The findings show that OCB is generally shown by the attitudes of employees who try to do more than their formal duties. Managers can then observe it from several OCB dimensions that employees may exhibit or use the same dimension to measure OCB in an employee. However, because police organizations are different from organizations in general, OCB in police organizations can be measured by four dimensions, namely organizational loyalty, service delivery, altruism, and compliance. The implication for police managers is that this can be used to develop OCB in the police force and used to assess the extent to which police officers apply OCB, including the use of discretion in providing justice in their daily duties.*

### Keywords

organizational citizenship behavior (OCB); police discretion; police organization



## I. Introduction

Policing is not an easy thing to do, especially in the modern world like today with the types of crimes and criminal profiles that are growing due to technological developments and globalization. This forced the police to review their organizational and operational strategies to successfully achieve their main objective, namely maintaining security and order in society. To achieve this goal, one of the important things is that the police can demonstrate organizational citizenship behavior (OCB) to be able to perform well.

Organizational Citizenship Behavior (OCB) has received attention from both academics and practitioners which has led to the development of research on this topic, particularly in the field of organizational behavior (OB). Existing organizational behavior literature argues that OCB is a valuable managerial tool for organizations, and if managed properly, will have a positive effect on individual and organizational performance. Therefore, an understanding of this is crucial especially for managers to direct their employees in achieving organizational goals.

This also applies to police organizations whose duties are to maintain security and order in society. When police managers can operate OCB in their organizations, this will improve the performance of the police organizations themselves. The thing that then becomes a problem is how to operate the OCB in the police organization. Qureshi argues that the OCB measurement for police organizations should be distinguished from the OCB

measurement for business organizations. According to him, this is because the police play different roles in different situations on the ground, so that the current OCB is not suitable for all police roles. So then a special OCB is needed that can be used to measure the different roles of the police.

Furthermore, related to the practice of policing, the phenomenon of organizational citizenship behavior actually becomes relevant, especially related to one of the job characteristics and the discretionary authority possessed by members of the organization. This is because the OCB phenomenon is very relevant to the characteristics of police work which has wide discretion so that OCB behavior, which also has more flexibility in carrying out work tasks, is expected to be positive behavior that supports the achievement of work tasks in the field. Moreover, the task of the police at this time is not only fighting crime and maintaining public order but many other social tasks including handling Covid-19 and other social tasks.

This then shows the importance of the police to show the OCB attitude in carrying out their duties in the field, especially in the practice of discretion. This must be done properly to create a sense of justice in the community. However, the question arises as to how should OCB be practiced in the context of the police? This paper aims to analyze the implementation of organizational citizenship behavior in fulfilling the duties of the police organization to maintain security and public order.

## II. Review of Literature

Organizational Citizenship Behavior (OCB) is defined as behavior that benefits the organization and or intends to benefit the organization that directly leads to the role of expectations. It can also refer to individual behavior that is discretionary in nature, which is not directly or explicitly rewarded by the formal reward system, and which overall promotes the effectiveness of organizational functions. Robbins and Judge view that organizations with high OCB will perform better than other organizations. Through organizational citizenship behavior, social performance can be improved thereby stimulating social capital and emotional intelligence. So then OCB behavior is very much needed by the organization, because with this behavior, the organization can adapt to the environment. Employees are also expected to have the initiative to do work that does not only include in-role, but is also expected to carry out extra-role activities that will later be able to provide benefits for the organization where the employee works.

## III. Research Methods

The method used in this study is a descriptive qualitative method with a literature review approach. The literature review is used to gain insight into the constructs, theories and methods that have existed previously and have been widely applied in different settings from previous research. Ultimately this will provide a comprehensive and new idea for the literature on OCB, especially in the context of police organizations. To do this, a literature review on OCB and its practice in police organizations was conducted. Reviews are carried out on articles, journals and books related to the research problem. The analysis was carried out qualitatively on the findings so that later conclusions can be drawn.

## IV. Results and Discussion

### 4.1 Organizational Citizenship Behavior (OCB) Dimensions in Organizational Settings

Conceptualization of Organizational Citizenship Behavior (OCB) has developed; initially it is related to behavior in the workplace that shows effort that goes beyond one's basic job. It is often described as behavior that goes beyond the limits of one's assigned task. OCB is defined as individual behavior that is independent and not directly recognized by the formal reward system and in aggregate promotes the effective functioning of the organization. OCB describes the discretionary behavior of a member of the organization. Discretionary in this case refers that the behavior is outside the job description. This then implies a commitment to the organization and a willingness to do more for the organization.

The behavior of employees in an organization is divided into three categories, namely (a) employees who participate, are bound and are in an organization; (b) employees who must complete a job and act in accordance with the principles set by the organization; and (c) employees who engage in innovative and spontaneous activities that exceed their perceived role in the organization. The last employee's behavior shows he has organizational citizenship behavior (OCB) or those who can work and play extra work roles. Specifically, according to Yurcu et al., employee attitudes that show organizational citizenship behavior are: (a) the existence of voluntary behavior and outside the job descriptions and roles required by the job; (b) when considering from an organizational perspective, employees have provided benefits to the organization; (c) Individual behavior basically shows a multidimensional structure, therefore, employees who apply OCB exhibit discretionary behavior, which is the practice of this behavior voluntarily by employees to bring peace and happiness to the workplace.

OCB is a reflection of the personality of employees who are cooperative, like to provide assistance and assistance, and pay serious attention to the condition of their organization. Schnake argues that OCB is an individual behavior that is functional, pro-social, and extra-role shown to individuals (coworkers), groups, and the organization as a whole. Podsakoff et.al defines organizational citizenship behavior (OCB) as individual behavior which is essentially discretionary behavior that indirectly contributes to the rewards or rewards those individuals will receive formally because this behavior is carried out outside of the tasks and work assigned by the organization, according to contract, and is only considered as a personal choice. Therefore in this case OCB is a behavioral choice of an individual that is not an obligation for him to be carried out formally, but makes a positive contribution to organizational effectiveness.

OCB can affect organizational effectiveness for several reasons: (a) OCB can help increase the productivity of coworkers; (b) OCB can help increase managerial productivity; (c) OCB can help make efficient use of organizational resources for productive purposes; (d) OCB can reduce the level of need for general provision of organizational resources for employee maintenance purposes; (e) OCB can be used as an effective basis for coordination activities between team members and between work groups; (f) OCB can improve the ability of the organization's organizations to provide and maintain reliable human resources; (g) OCB can improve organizational performance stability; and (h) OCB can increase the organization's ability to adapt more effectively to changes in its environment.

OCB in organizations in general, can be measured based on several dimensions that build it. There are various literatures that explain the dimensions of OCB in organizations, including according to Organ, which is divided into five, namely:

- a. Altruism: that is, the behavior of helping other employees without coercion on tasks closely related to organizational operations.
- b. Civic virtue, namely behavior that indicates employees are responsible, participates and pays attention to organizational life, is manifested by individual actions in providing constructive suggestions on how to improve the effectiveness of team performance, including active attendance to participate in activities held by the organization. This civic virtue shows voluntary participation and support for organizational functions both professionally and socially.
- c. Conscientiousness is behavior that meets or exceeds the minimum requirements of the role desired by the organization, manifested by arriving on time or early, not spending time doing unnecessary things, working with high accuracy, and so on.
- d. Courtesy, namely, behavior that aims to prevent work problems with co-workers or within the organization, is manifested by the attitude of employees who take into account the advice or considerations of other employees or superiors before acting or making decisions and providing important information in order to solve problems.
- e. Sportsmanship, namely, attitudes/behaviors that view the organization in a positive direction rather than in a negative direction, manifested by not complaining about temporary conditions that are less than ideal without making complaints that can bring down the organization in the eyes of the public.

While Borman et al. distinguish between OCB into three dimensions, namely interpersonal facilitation, organizational support, and job dedication. Interpersonal facilitation is defined as the desire to help coworkers who need help. Organizational support refers to the support provided by the organization when members of the organization experience difficulties. Job dedication (dedication to work) refers to a person's dedication to carrying out specific tasks related to his work and those outside his calling. The dimensions of interpersonal facilitation and organizational support refer to directed behavior whereas, job dedication has a stronger focus on self, as it refers to types of behaviors such as persistence, initiative in doing work, and self-development.

Furthermore, according to Podsakoff et al., there are seven ways in which an employee can demonstrate OCB and so it is a way that managers can use to measure OCB, which are:

- a. Sportsmanship; is the willingness of employees to tolerate the inconvenience that arises and the determination of work without complaint.
- b. Civic virtues; is an employee's commitment to the company as a whole such as attending meetings, expressing opinions, or actively participating in company activities.
- c. Helping behavior; is the voluntary behavior of employees to help co-workers or prevent work-related problems from occurring.
- d. Organizational loyalty; is a form of employee loyalty behavior to the company such as showing a positive image about the company, defending the company from external threats, and supporting and defending organizational goals.
- e. Organizational compliance; is the behavior of individuals who comply with all organizational rules, procedures, and regulations even though there is no party to supervise.
- f. Individual initiatives; is a form of encouragement from within the individual to carry out tasks better or exceed the standards that have been set.
- g. Self-development; is an individual's behavior voluntarily to improve his own knowledge, skills and abilities, such as attending courses, training, seminars, or following the latest developments in the field mastered.

Graham has his own model in presenting OCB and identifies three components in OCB, namely:

- a. Organizational Obedience, this term describes behavior that identifies the needs and desires of acceptable structures and disciplines. Indicators of organizational compliance are behaviors such as respecting handover rules, completing tasks and responsibilities related to organizational resources.
- b. Organizational loyalty. Loyalty to the organization is different from loyalty to oneself. Loyalty in this context is to other individuals and organizational units, and expresses the level of expression of the staff's dedication to protecting and defending the values of the organization.
- c. Organizational partnership. This term is accompanied by employee participation in corporate governance wherein the company can appoint its employees to attend meetings to share ideas with others and to be aware of current issues. In line with this, it is stated that OCB behavior will have an impact on organizational performance, namely, reducing turnover, reducing absenteeism, and also increasing employee satisfaction and loyalty to the organization.

On the other hand, Ilies et al. designed a target model and revealed two dimensions of OCB, namely the interpersonal dimension (OCB-I), which targets certain individuals; and the organizational dimension (OCB-O), the target of which is the organization. This model assumes that behavior that reflects an attitude of altruism, helpfulness and politeness is applied to benefit others in several ways, such as working with conscience, increasing sportsmanship and all goodness is used for the benefit of the organization. In short, OCB-I benefit other members of the organization and indirectly benefit the organization. OCB-O, on the other hand, benefits the organization in general.

In line with this understanding, according to Williams and Anderson OCB-O shows behaviors that directly impact on the balance of social exchange between employees and organizations, namely, OCB directed to the organization (OCBO). OCBO includes behavior that can benefit the organization without directed action against any member or members of the organization (e.g. obeying informal rules, or volunteering for a committee). Meanwhile, OCBI refers to behavioral behaviors that have an indirect impact and are directed at individuals. OCBI refers to behavior that directly benefits certain individuals within an organization, and thus, contributes indirectly to organizational effectiveness.

This review of OCB has shown that OCB is generally shown by the attitudes of employees who try to do more than their formal duties. Managers can then observe it from several OCB dimensions that employees may exhibit. This can then also be used to measure the extent of the OCB level shown by the employee. With this understanding, managers can then design ways to encourage OCB within their organizations. What is then interesting is the analysis of this in the context of the police. The next section will discuss this issue.

#### **4.2 Organizational Citizenship Behavior (OCB) in Police Organizational Context**

Police organizations are Special Forces that have the task of maintaining security and order in the community. They are an extension of the government to provide services in the form of maintaining public order. In general, this organization aims to ensure that justice is served by maintaining security and eliminating crime. Human resources then become one of the important factors that must be cared for by those in the organization so that the organization can run effectively and achieve its goals. The police manager must then

understand what things affect him, one of which is Organizational Citizenship Behavior (OCB).

When discussing OCB in the police, this will show its own specificity, because it is closely related to the special authority possessed by the police, namely discretion. Organizational citizenship behavior becomes relevant on policing, especially related to one of the job characteristics of police officer which are discretionary authority possessed by members of the organization. This then causes the observation of OCB in the police to be different from the organization in general.

Discretion can be described as an individual's right to make choices based on an authoritative assessment of the situation. Based on this approach, discretion in OCB refers to the amount of freedom that employees feel to choose about important aspects of their work, such as the range of tasks performed, the pace of work, how work is done, hours worked, when breaks are taken, and the like. In the context of the police, this discretion then shows the freedom and authority of the police to use their understanding of the law to take action when faced with situations on the ground that require a direct response based on their discretion.

In making decisions regarding such discretion, police officers understand that they have control over their law enforcement actions in a variety of circumstances. So then their attitude towards a violation will greatly affect the fate of the offender. Their opinion about the seriousness of the violation can also determine the fate of the offender. This then demonstrates a tremendous responsibility in dealing with the violations they encounter on the ground. Their authority must be exercised properly, to provide a sense of justice for the community, because every discretionary decision they make must comply with applicable law.

The freedom and flexibility of employee decision-making in OCB if it is related to the context of the police, then it will refer to the discretionary authority. Discretionary behavior is often linked to how individual officers do this, but it should be understood that the police agency in which the officer is employed and the arrangements in which policing work is carried out will also affect the exercise of discretion. Therefore organizational control will be related to the practice of police discretion. This then shows that how a police organization exercises control over policing will affect the application of discretion for the sake of justice. Then then the police manager must be able to manage it so that it can be implemented properly.

But then the idea emerged that OCB in the police cannot be measured based on the size that exists in the organization in general. This is mainly because the police as an organization have its own special characteristics. In addition to having a role to fight crime, the role of the police is to provide services for the community and maintain public order by handling minor problems that arise, such as juvenile delinquency. Finding by Bayley shows that crime is caused by social and economic factors that are beyond the control of the police, including poverty, unemployment, single family households and so on. So that the role of the police actually appears in overcoming minor problems that arise in the community so that they do not escalate into serious crimes. This then shows that the situation faced by the police in their daily life is unpredictable, so they are left to act according to their own judgment. So that the assessment of police performance can depend on how they use their authority and discretion in providing services to the community directly when minor violations occur. The provision of services such as OCB is then considered to be important, especially in making decisions to use discretion in an appropriate way and provide a sense of justice.

Based on a review of how different policing work is from work that occurs in organizations in general, according to Qureshi, there are four dimensions of OCB that correspond to the nature of police work. These are organizational loyalty, service delivery, altruism, and compliance. The dimension of organizational loyalty is one of the measures in the OCB of police organizations because the police have more frequent contact with the community, so that citizens' assessments will show an assessment of the entire organization. The behavior shown by officers can then increase or reduce the image of the police institution. So inevitably an officer will involve loyalty to achieve organizational goals. Service delivery dimension is included in the OCB measurement of police organizations because the police are the meeting point of the organization with the community as a strategic liaison between the two. Service delivery shows individual initiative to use discretion in a positive way for the needs of the community. Compliance is the third dimension in measuring OCB in the police force. Compliance shows the compliance of officers with existing arrangements in the organization, which can be demonstrated by not wasting organizational resources and includes not taking excessive breaks, not taking unauthorized breaks, and using organizational supplies properly. This is closely related to OCB. Altruism is the last dimension used to measure OCB in police organizations. This shows the behavior that is intentionally done to help someone in certain conditions. This is indicated by volunteering in helping others, or helping co-workers in doing their jobs.

The main role of policing is related to crime management, including prevention and repressive measures. So then a problem oriented policing strategy is used to suppress crime. In this case, the police must actively partner with the community. Thus the community becomes the main partner and client in policing. This refers to the provision of services to the community and its role in crime reduction, order maintenance and security services to the community. The police must effectively carry out their duties, but it is even better when they can go beyond what is required to provide justice in society. This is related to OCB, which in the context of policing is how to operate discretion in handling daily minor violations. This will reflect their performance on the field. Furthermore, because the goals of the police organization are different from the goals of the organization in general, managers must then manage the OCB of the police organization by focusing on organizational loyalty, service delivery, altruism, and compliance. This will certainly provide an advantage for the police to more easily achieve their goal of maintaining security and order in society.

## V. Conclusion

Based on the analysis that has been carried out, it can be concluded that OCB in police organization settings organizational loyalty, service delivery, altruism, and compliance. These four dimensions are important especially because officers interact with the community when carrying out their duties. Using these four measures, police managers can then manage OCB within the police organization. Police organization is an organization that operates and aims differently from other organizations, the OCB for police organizations will be different. This is closely related to the discretionary authority of police personnel. OCB is related to the freedom to use discretionary power in carrying out employee duties, while discretion in the police is related to how officers use their legal understanding to create justice in society.

Based on these findings, it is then suggested for police managers, to implement OCB in police organizations, it is necessary to pay attention to organizational loyalty, service delivery, altruism, and compliance shown by police personnel. These four dimensions can also be used by police managers to measure the extent to which a police officer applies OCB in his daily work in the field, especially in exercising discretion in public services.

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