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## Peran Kebersyukuran terhadap *Organizational Citizenship Behavior* (OCB) pada Karyawan

### The Role of Gratitude for Organizational Citizenship Behavior (OCB) in Employees

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#### Abstrak

Keberadaan karyawan sangat penting bagi organisasi demi tercapainya tujuan organisasi. Karyawan yang secara sukarela bekerja lebih daripada yang diharapkan, akan mampu untuk mencapai tujuan tersebut, salah satunya dengan adanya kebersyukuran yang dimiliki. Penelitian ini bertujuan untuk melihat peran kebersyukuran terhadap Organizational Citizenship Behavior (OCB). Menggunakan metode kuantitatif korelasional, penelitian dilakukan pada 150 karyawan Dinas Kesehatan Kabupaten Kediri. Penelitian ini menggunakan pengujian hipotesis analisis regresi sederhana. Hasil penelitian menunjukkan adanya peran positif kebersyukuran terhadap OCB sebesar 12.2%. Artinya, semakin tinggi kebersyukuran karyawan, maka OCB yang dimilikinya akan semakin tinggi dan juga sebaliknya. Adapun 87.8% OCB pada karyawan disebabkan oleh faktor lain. Dengan adanya penelitian ini diharapkan mampu menjadi acuan bagi HRD, perusahaan, maupun karyawan untuk meningkatkan efektifitas penyelesaian tugas guna tercapainya tujuan bersama.

**Kata Kunci:** Kebersyukuran; *Organizational Citizenship Behavior*; OCB; Karyawan

#### Abstract

The existence of employees for the organization is crucial for the fulfillment of organizational goals. Employees who voluntarily work more than expected will be able to achieve these goals, with the gratitude they have. This study aims to see the role of gratitude on Organizational Citizenship Behavior (OCB), using quantitative correlational method. The study was conducted on 150 employees of Kediri District Health Office. This study uses simple regression analysis hypothesis testing. The results showed a positive effect of gratitude on OCB of 12.2%. Points to, the higher employee's gratitude, the higher their OCB and vice versa. Moreover, 87.8% of OCB employees are affected by other factors. This research aims as a reference for HRD, employees, and employees to increase the effectiveness of tasks completion to achieve joint goals.

**Keywords:** Gratitude; *Organizational Citizenship Behavior*; OCB; Employees

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## **INTRODUCTION**

A well-developed organization or company has the main key to achieving the goals of the organization. This is certainly very related to the Human Resources that the organization has. Nisa et al., (2018) stated that organizations will be successful if employees voluntarily perform more than just the formal tasks they have or provide performance beyond what is expected. This is also supported by Organ (2018) which states that such behavior has an influence on overall organizational effectiveness as shown by employees helping each other or guiding colleagues, being on time, exceeding attendance rates, protecting assets which then creates greater operational efficiency. The behavior is known as Organizational Citizenship Behavior or OCB. Organ (in Altun, 2020) defines OCB as individual behavior that is outside of their job responsibilities but can increase organizational productivity. Tamunomiebi and Onah (2019) explain OCB or Organizational Citizenship Behavior as voluntary behavior outside the duties and responsibilities of employees that will not receive immediate rewards or punishments in case of negligence. However, OCB generally takes the form of positive behaviors that will support the function and effectiveness of the organization. Maulidia and Laksmiwati (2022) showed OCB to teachers who were the subjects of their research, that there are various phenomena of OCB behavior during many changes that have occurred recently.

In organizations, different forms of OCB can be represented by employees differently. Dong & Phuong (2018) mentioned that some of these forms arise through activities that are directly related to colleagues, such as discussing with colleagues before making decisions and not complaining when facing things that are considered trivial. The positive influence of OCB on performance was explained by Tanjung et al., (2020) who suggested that OCB has an influence of 98.8% along with other variables that also influence such as work discipline and job satisfaction. This certainly means that if individual job satisfaction is high, the OCB shown will increase as well. These behaviors certainly cannot be separated from the reciprocal relationship between humans as social beings. Maisyura and Heriyana (2022) consider that OCB also tends to be able to make organizations survive and achieve their goals so that employees in them remain prosperous even during a pandemic which is all changing. On the other hand, Halim and Dewi (2018) research shows an example of the OCB phenomenon from the aspect of altruism, when employees help their colleagues when they cannot come to work due to illness or when they are unable to complete their work. With OCB among employees, it can improve the stability of organizational performance by minimizing gaps in performance achievement.

Furthermore, Organ et al. (in Fehr et al., 2017) consider OCB to have an important role for the creation of a pleasant atmosphere in the organization by its workers. The pleasant atmosphere in the workplace can occur due to the creation of good relationships between employees due to OCB behavior that arises because individuals have good competence and personality (Sumarsi & Rizal, 2021). A good personality will have an impact on a work atmosphere that is minimal to conflict or dispute which will then reduce the risk of crisis management. Organ (in Martinez et al., 2018) states that aspects of OCB are divided into five aspects. The first aspect is to prioritize the interests of others

(altruism) which can be in the form of willingness to help others with their duties related to the organization. Awareness or conscientiousness is the second aspect which is defined as behavior that exceeds the minimum obligations of individuals such as attendance, obeying rules and so on. The third aspect is sportsmanship which is the willingness of individuals who tolerate discomfort that arises without causing complaints. Furthermore, courtesy has a meaning for efforts to build good interpersonal relationships with co-workers. And the last aspect is civic virtue which can be seen from the commitment of individuals to be able to actively participate in the organization such as attending meetings and conveying ideas.

The factors that affect OCB in employees are divided into two, namely external factors and internal factors. On internal factors, Setiawan et al., (2020) stated that OCB carried out by employees is influenced by affective commitment and high intrinsic motivation formed through positive individual experiences such as providing organizational support and attention through rewards or training. So, they will tend to like their work. On the other hand, on external factors, as stated by Arina et al., (2021) states that leadership style and the influence of organizational culture have a positive influence on OCB carried out by employees whose research uses private employee subjects. In general, gratitude and OCB are related to each other, which according to the results of Kim and Oh (2020) research has a positive effect on OCB behavior in employees. In research conducted by Fauziyyah and Luzvinda (2017) shows that 5% of OCB by employees is influenced by the gratitude of individuals. The study of 200 restaurant employees had a positive regression coefficient value where the higher the gratitude directed by individuals towards their work will lead to a higher OCB.

In line with this, individuals who have gratitude that tends to be high will have emotions and mindsets that tend to be positive through the experiences that individuals have, such as good things or positive events experienced (Green, et al., 2020). With the relatively constant gratitude in employees, it can contribute to building a good working relationship with colleagues. Meanwhile, in organizations, individuals who have high gratitude will be able to be more productive, experience an increase in work performance, and be loyal (Komase et al., 2019). The statement of Komase et al., (2019) is not in line with the results of research by Spence et al., (2014) which states that gratitude is significantly related to OCB related to other social relations such as colleagues and superiors, but not significant to the organization in general.

Furthermore, Emmons & McCullough (in Locklear, et al., 2021) define gratitude into two forms, namely state gratitude, and trait gratitude. State gratitude is an individual condition in which he feels appreciation in response to events that bring benefit to him. While trait gratitude relates to the pleasant experience of individuals in the form of kindness for the treatment of others. Furthermore, Prabowo (2017) stated that individuals who have gratitude will tend to take positive things because of the awareness that they receive a lot of goodness from God and their environment so that their motivation will increase to repay these kindnesses in the form of actions, words, feelings, and other good behaviors. Sun et al. (2019) stated that gratitude felt by individuals will increase their tendency to help anyone who needs help, not just to those who have helped

the individual before. Freitas, et al., (2021) stated that individuals are not born with gratitude automatically. But gratitude is gained through experiences that develop during childhood and adolescence.

Rahmat, et al. (2022) suggest that there are several factors that are considered to affect the formation of gratitude in individuals. Among them are the meaning of life owned by a person, subjective well-being, resilience, spiritual well-being, and happiness. These factors will be able to make individuals have certain emotions or feelings which are then poured into grateful behavior. McCullough et al. (in Grimaldy & Haryanto, 2020) mentioned the aspect of gratitude where the first aspect is intensity, namely individuals who have a positive event are expected to tend to be more intense to be grateful than individuals who do not. The second aspect is the frequency with which grateful individuals can feel gratitude repeatedly every day because of even the simplest things when getting even the simplest help or certain acts of courtesy. The third aspect is span which refers to the circumstances or positions in which a person feels grateful at the time, such as gratitude towards family, work, health, or life itself along with many other perceived benefits. The fourth aspect is familiarity (density) which refers to the number of people who feel grateful for one positive result they get. This can be shown by the example when an individual who tends to be grateful when he gets a good job, then he will mention other people besides himself, including parents, friend, family, and mentors. Unlike individuals who tend to be ungrateful, they may feel grateful to fewer others despite the same results. According to Kim and Oh (2020), prosocial behavior is one indication of Organizational Citizenship Behavior where individuals will strive to improve their organizations, work more than their scope of work, and perform additional unofficial tasks voluntarily. According to Sun et al. (2019) in their research, employees with high gratitude will tend to help anyone who needs help. This certainly proves that employees who feel gratitude are higher, they will be more involved in OCB behavior.

The event can occur because in grateful individuals, he will tend to give rewards or goodwill in the form of actions to someone or something that is considered to give good to him. This tendency will be able to encourage individuals to be willing to do something or help others even though it is not their obligation. This is then in line with the five aspects of OCB, namely altruism in the form of sincerity to help others, conscientiousness has awareness to exceed the minimum obligation, sportsmanship has a sense of tolerance for the surrounding environment, courtesy in the form of good interpersonal relationships with people around him, and civic virtue in the form of active participation of individuals. In accordance with the explanation by Green et al. (2020) which states that grateful individuals will have emotions, a positive *mindset*, and higher life satisfaction will tend to have low negative emotions such as depression, anxiety, and feelings of envy. These individuals also appear to be more prosocial-oriented because they are more empathetic, forgiving, helpful, and supportive. Other virtues do not only apply to other individuals but also apply to the scope of the organization which may be felt to have a good effect on the individual in accordance with rules, norms, and social relations, which will later increase individual productivity which has an impact on organizational productivity.

Based on the explanation above, it is known that there is a hypothesis in the form of a positive influence between gratitude and Organizational Citizenship Behavior, where the higher the gratitude, the higher the OCB level, and vice versa. Thus, it is important to look further at how much of a role gratitude plays in OCB. In addition, this study is important to be carried out to see the level of OCB of subjects working in the scope of government employees where Fauziyyah and Luzvinda's previous research (2017) involved subjects working in the private sphere. This study was also conducted to see in detail the relationship between gratitude and OCB in general, not only focused on OCB on social relations as research by Spence et al. (2014).

## **RESEARCH METHODS**

This research uses quantitative research which is research with the help of data in the form of numbers or numbers (Abdullah, 2015). On the other hand, Sugiyono (2013) added that quantitative research as a traditional method that is concrete, objective, measurable, rational, observable, and systematic in the form of numbers and statistical analysis as research data. The approach used in this study is an inferential approach carried out to draw conclusions on the hypothesis test of the two variables studied (Sugiyono, 2013). In relation to the research stages, it will be carried out through three main stages, namely, the preparation stage, the implementation stage, and the data analysis stage. As for the preparation stage, researchers prepare research proposals that contain the elaboration of problem identification, theoretical studies of the variables to be studied, and the research methods used.

Next, researchers conducted research by disseminating the scale directly to employee subjects. This is done to increase the ease of deploying and filling the scale. In the last stage or the third stage is the analysis of the results or processing of data on the distribution of two instruments to the sample. Researchers processed the data statistically using the help of SPSS software version 25. Before conducting regression analysis, researchers conducted validity and reliability tests on both instruments, then conducted normality tests on data with the Kolmogorov-Smirnov approach, and linearity tests. The next stage, the data will be analyzed using simple regression analysis. This method is used because researchers want to test the extent of the causal relationship between variable X and variable Y (Sugiyono, 2013). Then, after the data is analyzed, researchers discuss the data and draw conclusions.

The population used is employees or active workers at the Kediri Regency Health Office. Furthermore, this study will use a saturated sampling method by making the entire population members into samples (Sugiyono, 2013). The population used in this study was as many as 150 people. The scale used for variable X in this study is the Gratitude Questionnaire-Six Item Form (GQ-6) by McCullough et al., in 2002 which has been adapted by Edelweis (2020). While variable Y in this study uses the OCB scale adapted by Khairuddin (2020) based on 5 aspects proposed by Organ, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The scale consists of 30 items.

## RESULTS AND DISCUSSION

The population used in this study is employees or active workers at the Kediri Regency Health Office. Furthermore, this study used the total sampling method by making all members of the population into samples (Sugiyono, 2013). Here is the description of the subject of the study.

Kategori	Frekuensi	Presentase
<b>Jenis Kelamin</b>		
Laki-Laki	61	41%
Perempuan	89	59%
<b>Pendidikan</b>		
SMA	21	14%
Diploma	19	13%
Sarjana	94	63%
Magister	16	10%
<b>Usia</b>		
18-30	31	21%
30-40	36	24%
40-50	48	32%
50-58	35	23%
<b>Masa Kerja</b>		
1-10	58	39%
11-20	48	32%
21-30	26	17%
31-40	18	12%

Figure 1. Description of Demographics of Research Subjects (N=150)

The results obtained based on the data taken in the entire sample, the following research data were obtained.

Variabel	Kategori	Frekuensi	Persentase
GQ-6 (Kebersyukuran)	Rendah	27	18.0%
	Sedang	97	64.7%
	Tinggi	26	17.3%
Organizational Citizenship Behavior (OCB)	Rendah	17	11.3%
	Sedang	108	72.0%
	Tinggi	25	16.7%

Figure 2. Description of Research Data

Categorization of variables using the calculation of Standard Deviation (DS) and mean (M) (Azwar, 2012). Standard Deviation (DS) with a result of 3.191 for the gratitude variable and 3.576 for the OCB variable. In relation to the average, results were obtained for the gratitude variable of 35,440 and the OCB variable of 51,270. The calculation of categories is obtained through the results of analysis obtained data that in the variable of gratitude, most subjects are in the medium category as much as 64.7%, while in the OCB variable the majority of subjects are in the medium category of 72.0%.

Variabel	F	p (Sig)	$\beta$	R <sup>2</sup>
Kebersyukuran	20.611	0.000*	0.350	0.122

Note: Y = OCB, \*<0.05

Figure 3. Linear Regression Test

It can be concluded that there is a positive role of gratitude for OCB. In the value of R<sup>2</sup> which shows the percentage of contribution of the role of the variable x to y is 0.122. From this value, it can be concluded that 12.2% of the role of gratitude towards OCB, while the other 87.8% is influenced by the role of other factors outside the study.

The results of statistical analysis show that there is a positive and significant role between gratitude for OCB, where if the gratitude of individuals increases, then their OCB will also increase. Vice versa, if the gratitude possessed by the individual is lower, the lower the OCB possessed. Li and Xu (2018) explain that the identification of when and how gratitude can affect OCB has not been identified, but it is closely related to situational factors between leaders and employees in increasing positive relationships in their social lives. This then indirectly strengthens the effect of employee gratitude on OCB behavior through various other orientations in the workplace. Some forms of OCB in the scope of work can be manifested such as expressing gratitude for grace, being kind to fellow humans, helping each other, and avoiding conflict.

Research by Men and Yue (2019) shows that gratitude and other factors such as caring and pride, positively have a strong influence on OCB. This is because the atmosphere and culture created in a work environment based on care, joy, gratitude, and appreciation results in employees tending to reciprocate behavior by helping voluntarily. Furthermore, in the research of Li et al., (2022) shows that gratitude has an influence on improving psychological abilities and OCB in the workplace sphere. In addition, it is also explained that grateful people do not only express their gratitude through prosocial behavior such as helping others. It is also shown to individuals as well as to organizations. So, organizations can consider hiring people who tend to be grateful into certain positions such as those that require service, prosocial, service, government industry, and public welfare.

Researchers also conducted a crosstab test to find out more about OCB behavior categories with several factors in more depth, with the following results.

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Faktor		Kategori		
		Tinggi (%)	Sedang (%)	Rendah (%)
Usia	18-30	12.5	66.7	20.8
	30-40	16.3	76.7	7.0
	40-50	16.7	76.2	7.1
	50-58	19.5	65.9	14.6
Jenis Kelamin	Laki-laki	14.8	73.8	11.5
	Perempuan	18.0	70.8	11.2
Lama Kerja	1-10	20.7	63.8	15.5
	11-20	8.2	83.7	8.2
	21-30	17.2	75.9	6.9
	31-40	28.6	57.1	14.3
Pendidikan	SMA	9.5	81.0	9.5
	Sarjana	20.2	67.0	12.8
	Magister	25.0	75.0	0.0

Figure 4. Test Crosstabs

The results showed that the older age group of employees, namely in the age range of 50-58 years, tended to show OCB behavior in the high category, which was 19.5% compared to other age groups such as in the range of 18-30 years by 12.5%, in the age group of 30-40 years by 16.3%, and in the age group of 40-50 years by 16.7%. In relation to these findings, there is no evidence that age is directly related to OCB, but on the other hand it would be more reasonable to look at age as a moderator of the relationship between OCB. Al Ahad and Khan (2020) stated that the effect of age on OCB depends on the burden or work sector in which the individual works. This is also proven through the results of his research that age and work experience have an influence on OCB, where employees who have little work experience will tend to develop OCB than those who already have more experience. Regarding the level of education, the results showed that OCB with a high category was dominated by the upper secondary education level, namely undergraduates as much as 20.2%. This is supported by research by Dewi and Perdhana (2016) which explains that secondary education levels tend to do OCB higher than higher education levels that focus on performance and low education levels that tend to focus on economic exchanges in the workplace.

In addition, another factor that has a role in the formation of OCB in employees one of them is gender. The results showed that female employees tended to behave OCB higher by 18% than men by 14.8% with support from research by Han, et al., (2019) which had similar results. The study showed that women tend to have higher OCB than men. On the other hand, Nurcahyo and Yulianto's (2020) research states the opposite, where OCB in its research in the highest category is dominated by the male gender. Thus, further research on gender and OCB is needed because many researchers have different opinions to date.



## CONCLUSION

The results of research conducted at the Kediri District Health Office show that gratitude has a positive role in Organizational Citizenship Behavior (OCB). It can be concluded that if gratitude to employees increases, then employee OCB will increase as well. But if the gratitude possessed by employees is low, then the OCB is lower as well. The implication of this study is its importance for increasing gratitude among employees. The increased gratitude will be able to have a variety of positive impacts on each individual and related institutions. Furthermore, the importance of the availability of programs and social activities to increase gratitude needs to be held regularly so that employees will be encouraged to be grateful so that OCB will increase. The availability of the program should be adjusted to the conditions and needs of each agency. Regarding examples of programs in question, it can be in the form of training on gratitude or psychoeducation of prophetic values for employees who fall into the low category. Employees can independently increase their gratitude by doing expressive writing, gratitude journaling, and counting blessings.

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