

The Influence of Individual and Work Characteristics on Organizational Citizenship Behavior with Work Culture as Moderating Variable at PT. Jasa Marga (Persero) Tbk Balmera Branch, Medan

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Abstract: Organizations in today's era are demanded to have excellent quality of product, service, cost and professional human resources. Sophisticated equipment and system will be useless if they are not supported with qualified human resources. It indicates that human resources remain the essential factor to develop an organization. Therefore, organizations need qualified human resources who are able and willing to do things beyond the demand of standard and organization. This behavior is reflected organizational citizenship behavior. It is important and supposed to exist in the employees themselves because positive actions will produce qualified performance which will give benefit to an organization. The factors that influence employees' high involvement in performing organizational citizenship behavior can be triggered by some aspects such as employees' individual characteristics and their work. The objective of the research was to discover and analyze the influence of individual and work characteristics on organizational citizenship behavior with work culture as moderating variable. The population was 189 employees of PT. Jasa Marga (Persero) Tbk Balmera Branch, Medan. The samples were 129 employees, taken by using Slovin formula. The data were gathered by distributing questionnaires to the employees and analyzed by using Multiple Linear Regression and Moderated Regression Analytical technique. The results of the test indicated that, simultaneously and partially, individual and work characteristics had positive influence on organizational citizenship behavior. The variable which had the most dominant influence was individual characteristics. Work culture was able to moderate the influence of individual and work characteristics on organizational citizenship behavior of PT. Jasa Marga (Persero) Tbk Balmera Branch, Medan.

Keywords: individual characteristic, work characteristics, organizational citizenship behavior

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I. Introduction

All organizations that want success today, definitely need employees who act beyond their public work duties, which will deliver performance beyond estimates. Behavior that acts beyond their public work duties is called extra-role behavior, this behavior is a behavior that is highly valued when done by employees, even though it is not formally described because it will increase the effectiveness and performance of the organization. Organizational citizenship behavior is individual behavior that is not directly recognized by the formal reward system and together will encourage more effective organizational functions. Individual characteristics are inherent characteristics of each individual. Differences in individual characters lead to differences in the way people perceive how to contribute to the company. Someone will contribute more to the progress of the company even though they don't get a real award, but not necessarily other people feel the same way. So that the individual character in contributing to the company differs from one another.

In addition to the individual characteristics of work characteristics can also affect the behavior of one's organization citizenship. How is the division of labor, suitability of ability with work to the feedback received by an employee. Job characteristics are identification of various work attributes that can encourage individual effectiveness while working. The effectiveness of one's work can be realized when job characteristics can meet their needs. Employees need jobs that require a number of skills so that they trigger employees to create new ideas and thoughts. In research (Rahmi and Riyono, 2016), (Pohl et al. 2013), (Otmu, 2015) it was found that job characteristics have a positive and significant influence on organizational citizenship behavior. In the study (Saputra, 2015) the characteristics of employment were not significant towards organizational citizenship behavior.

II. Theoretical Review

1.1 Characteristics of Individuals

Individual characteristics are things that include a number of basic traits inherent in certain individuals. Individual characteristics include characteristics such as family background, experience, age, nation, and others that reflect certain demographic characteristics, as well as psychological characteristics which consist of attitude, personality, learning, and motivation (Winardi, 2012).

1.2 Job Characteristics

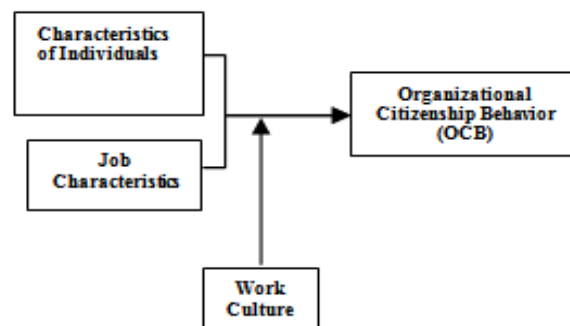
Job characteristics are identification of various dimensions of work that simultaneously improve organizational efficiency and job satisfaction which are task attributes that have special important characteristics. Attributes in job characteristics are the attitude of the internal aspects of the work itself from the variety of skills needed, procedures and clarity of tasks, the level of importance of tasks, authority and responsibility and feedback from the tasks that have been done (Mangkuprawira, 2011).

1.3 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is the contribution of individuals in exceeding the demands of roles in the workplace. The organizational citizenship behavior involves several behaviors including helping other people, volunteering for extra tasks, obeying the rules and procedures in the workplace. This behavior describes the added value of employees which is one form of prosocial behavior, namely positive, constructive and meaningful social behavior (Aldag in Muhdar, 2015).

1.4 Work Culture

Work culture is a system of values, perceptions, behaviors and beliefs held by each individual employee and group of employees about the meaning of work and its reflection in achieving organizational and individual goals. An important work culture is developed because its positive impact on achieving sustainable change in the workplace includes increasing productivity (performance) (Darojat, 2015).



III. Materials and Method

The type of research used is descriptive research. By conducting a research approach through a survey. This research was conducted at PT. Jasa Marga (Persero) Tbk Belmera Medan Branch having its address at Jalan Simpang Tanjung No.1A Medan. The time of research begins in April 2018 until July 2018. The population in this study were all employees of PT. Jasa Marga (Persero) Tbk Belmera Medan Branch which amounted to 189 employees, using the Slovin formula, it was found that the sample size used in this study was 128 samples. Sampling techniques In this study the researchers chose probability sampling techniques that were stratified random sampling. The data collection methods used in this study were interviews, questionnaires and documentation studies conducted by collecting and studying supporting documents related to research obtained directly from PT. Jasa Marga (Persero) Tbk Belmera Medan Branch.

The types and sources of data used in this study are:

- Primary data is data obtained from processed data and list of questions (Questionnaire).
- Secondary data is data obtained through documentation studies at PT. Jasa Marga (Persero) Tbk Belmera Medan Branch.

The data analysis in this study uses regression analysis methods or techniques, namely multiple linear regression analysis which is operated through SPSS version 23. A study uses two statistical approaches namely descriptive statistics and inferential statistics.

IV. Research Results and Discussion
Results of Inferential Statistical Data Analysis

Table 1.1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	29.635	.461		64.250	.000
X1	4.140	.290	.810	14.276	.000
Y	.200	.287	.039	.697	.487
Mod_1	.682	.353	.112	1.929	.056

a. Dependent Variable: Organizational Citizenship Behavior

Source: Research Results, 2018 (Data Processed)

Table 1.1 shows the results of the SPSS output of the moderating variable (individual characteristics-work culture) significant, with a significance value of 0.056 < 0.10 alpha. This can be interpreted that work culture is significantly able to moderate the influence of individual characteristics on organizational citizenship behavior.

Table 1.2

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	29.611	.526		56.298	.000
X2	4.062	.324	.795	12.541	.000
Y	-.614	.323	-.120	-1.903	.059
Mod_2	.773	.455	.105	1.701	.091

a. Dependent Variable: Organizational Citizenship Behavior

Source: Research Results, 2018 (Data Processed)

Table 1.2 shows the results of the SPSS output display, the moderating variable (job-work characteristic) is significant, with a significance value of 0.09 < 0.10. This can be interpreted that work culture is significantly able to moderate the influence of work characteristics on organizational citizenship behavior.

V. Discussion

Based on the t test conducted, it is known that the individual characteristic variables have a significant positive influence on organizational citizenship behavior. The emergence of organizational citizenship behavior that is influenced by individual characteristics can be triggered by several factors, one of them is age. Age will affect the level of emotional maturity and the way a person faces a problem. As many as 41% of employees of PT. Jasa Marga (Persero) Tbk Belmera Medan Branch is aged between 45-50 years and the youngest age is 36-38 years. This means that from the age factor, almost all employees of PT. Jasa Marga (Persero) Tbk Belmera Medan Branch is included in the fairly mature age category. So that the behavior of organizational citizenship can arise because of the individual character of employees who have entered a mature age and make employees' policies increase along with their age. The period of work is also a factor that encourages employees to take action on organizational citizenship behavior from aspects of their individual characteristics. Overall the working period of employees is on average 16 years to 29 years and is dominantly employees with a working period of 29 years. From a long working period, by itself it will be able to lead to employee commitment to the organization. From this commitment will encourage employees to take more action for the progress of the organization. In addition to working period, the type of position also triggers the movement of individual employees in carrying out organizational citizenship behaviors. As many as 69 people out of 128 total employees are those who fill positions as Pultol (Toll Collector). Toll collector work requires a way of working carried out in groups because after the implementation of electronic toll (e-toll) the toll collector who originally

worked as a toll collector switched tasks. These tasks have become various such as running businesses owned by the clan services (outside the office), toll road maintenance. Where the type of transfer of position causes the completion of tasks that must be done in groups. When employees are assigned in groups to carry out their work, it will create cohesiveness between one employee and another. This compactness can cause employees to be more concerned with their colleagues and willing to provide assistance to colleagues who need help. This fulfills the dimensions of organizational citizenship behavior from the aspect of altruism (attitude that is willing to help others). Marital status is predicted to be a factor that affects individual characteristics of employee behavior in organizational citizenship. Because 98% of employees of PT. Jasa Marga (Persero) Tbk Belmera Medan Branch is a married employee. The status of married employees will increase organizational citizenship behavior because the situation requires employees to have a great responsibility in maintaining their jobs to meet their family's needs. The last factor predicted to be the cause of individual characteristics influencing organizational citizenship behavior is gender. PT Jasa Marga has a dominant employee who is male, this is expected to increase organizational citizenship behavior which is high considering 82% of employees in the company are men. In this case it is explained that actions that are willing to help or respond quickly to the problems faced by coworkers are easy actions for men. The results of the respondent's answers regarding individual characteristics reflect how a person behaves outside his obligations as an employee. Obligations of employees to fellow employees, superiors or even subordinates not as paid people to carry out their obligations for their work to help their colleagues but tend to be caring about their fellow human beings. This result is in line with the research conducted by (SW and Edison, 2014), (Murphy, and King, 2002), (Irawan, 2014), (Utami et al., 2014), (Anwar et al., 2014) stating individual characteristics positively and significant to organizational citizenship behavior.

Based on the t test conducted the results of the study show that the job characteristics variable has a positive and significant influence on the organizational citizenship behavior. Several types of characteristics of work carried out at PT. Jasa Marga (Persero) Tbk Belmera Medan Branch, one of which is the existence of autonomy. Employees of PT Jasa Marga are given the freedom to decide on the procedures to be used to complete their work and be given the freedom to make decisions. In this case the company implements a democratic work system for its employees. The granting of autonomy has an impact on the behavior of citizenship of employee organizations where when autonomy is applied the employee will feel valued, given full responsibility for his work. That way employees are encouraged to show their best performance. The best form of performance can be demonstrated by caring more about what is happening in the company, how efforts can be made in order to participate in advancing the company, helping colleagues and other citizenship behavior actions of the organization. Another factor that supports the influence of job characteristics on organizational citizenship behavior is the presence of feedback. PT Jasa Marga routinely provides results of work performed by employees. The forms of feedback are such as employee performance evaluation, employee learning, knowledge management, and the existence of an innovation forum. Within the job characteristics, employees are encouraged to display variations in skills. When aspects of work are enriched through the provision of variations in skills, they will encourage employees to learn new things, employees feel trusted and feel they are given the opportunity to learn and contribute to the company. In the end, job characteristics can give birth to three psychological conditions in employees who work, namely understanding the meaning of work, taking responsibility for the work, and knowledge of work results. These three psychological conditions will affect how the employee works and when the employee perceives aspects of his job are good, they will be motivated to give a return by displaying organizational citizenship behavior. The results of this study support what has been found by (Meilina, 2016), (Ueda, (2012), (Kasmirah, 2014), (Otmo, 2015), (Rahmi and Riyono, 2016), (Pohl et al, 2013).

Based on the moderated regression analyze (MRA) work culture variables do not significantly moderate the influence of individual characteristics on organizational citizenship behavior on employees of PT. Jasa Marga. This means that the existence of a work culture is not able to strengthen individual characteristics for organizational citizenship. This is predicted because the work culture in the company of PT. Jasa Marga is not applied as it should be. One of the work cultures of PT. Jasa Marga that is not implemented is professionalism. The conclusion of the meaning of professionalism, especially for the company PT. Jasa Marga Branch Belmera Medan is the performance, attitudes and actions of employees who are able to continue to develop in their work, and employees of PT. Jasa Marga Branch Belmera Medan is predicted to be unable to work professionally. This situation grew because there was a lack of motivation to monitor the progress of human resource development ready for future company development in the construction and operation of new toll roads, especially those connected to the Belmera toll road and had not yet achieved the implementation of a modern company management system. implement employee competency performance management system so that employees lack the container to become employees who are experts in their fields. The biggest indicator in describing the personality characteristics of an employee is the professionalism competency in which this competence demonstrates the ability of a noble personality. If the higher the competency, the employee will

highlight the organizational citizenship behavior. Therefore, in order to encourage the emergence of organizational citizenship behavior in employees, professionalism of employees is needed. Because someone who is professional is a person who is skilled, reliable, and very responsible in carrying out his profession. Professionalism is basically the competence to carry out its duties and functions properly and correctly. A professional employee is someone who has the ability, expertise or skill in a particular field that is practiced in such a way over a period of time that is relatively long so that the results of his work are of high value and recognized. So an important factor in influencing the character of employees in fostering behavioral behavior of organizational citizenship is work culture, because the work culture directs the behavior of employees to improve work skills and organizational citizenship behaviors such as: helping colleagues, volunteering extra activities, avoiding conflicts with coworkers, protect the property of the organization, respect the applicable regulations, tolerate situations that are less ideal / pleasant, provide constructive advice, and do not waste time at work. Work culture has the purpose of changing attitudes and behavior of existing human resources in order to increase work productivity to face various challenges in the future. The benefit of implementing a good work culture is that it can improve mutual cooperation, improve togetherness, be open to one another, improve family spirit, increase family sense, build better communication, increase work productivity, be responsive to the development of the outside world, etc., which is largely part of the organizational citizenship behavior. This research is supported by research conducted (Anwar et al., 2014) which states that individual characteristics have a positive and significant effect on organizational citizenship behavior with work culture as moderation. Based on the moderated regression analyze (MRA) test, it is known that work culture variables moderate the effect of job characteristics on organizational citizenship behavior on employees of PT. Jasa Marga. This means that the existence of a work culture is able to strengthen the influence of employee job characteristics for organizational citizenship behavior. This is due to the type of work at PT. Jasa Marga that demands its employees to be proactive in making innovations so that they have excellent product and service quality, through continuous innovation, and one of the work cultures at PT. Jasa Marga is proactive that requires its employees to continue to build and maintain an active culture and innovation on an ongoing basis.

These results are supported (Logahan et al., 2014) which states that innovative behavior has a positive and significant effect on organizational citizenship behavior. By increasing innovative behavior, the organizational citizenship behavior in the company will run optimally. Innovative behavior can improve organizational citizenship behavior that requires employees to do new things to improve performance that has not been optimal and is able to move support so that the ideas produced can run well. This behavior is in line with one of the dimensions of organizational citizenship behavior, namely civic virtue where employees should be caring in giving ideas and innovations that aim to develop the company's progress.

Another factor that is expected to be able to strengthen the influence of employee job characteristics for organizational citizenship behavior is employee morale. In the work culture of PT Jasa Marga, Belmera Medan Branch, there are principles that encourage employees to be passionate about work. The creation of enthusiasm in work is followed by fulfilling the needs of employees in work such as the fulfillment of operational support facilities so that employees are easy to carry out their work, fulfillment of personnel as needed to avoid work incompatibilities with workers, provide budget for quality activities, ensure program suitability with payment to employees so that there is no discrepancy between compensation and work done, the management of human resources, which includes: monitoring, employee health evaluation, sports and arts activities, procurement of medicines services and health counseling, K3 programs, K3 inspections and equipment fulfillment processes / Work safety facilities and payment of the cost of care for employees and their families by using existing resources and referring to applicable regulations, in order to create a conducive work atmosphere and high work productivity. Of the many compensation for employees is predicted to be able to direct employees to work with high enthusiasm. The results of a job will not be separated from the application of work culture by all elements of the company. In carrying out the tasks and completing the work values of work culture will be the behavior or attitude of everyday employees because the design of a work culture must have a positive impact on the members of the organization, the higher or better the work culture applied in a company, it will support someone takes an organizational citizenship behavior. These results are in line with the research conducted by (Rahmi and Riyono, 2016) stating Job characteristics influence the behavior of citizenship organizations (PKO) with mediators of the quality of work life values. The aspects contained in work culture are strategies to achieve future success in shaping behavior through work done by employees. In addition, work culture is a valuable basis for determining attitudes and behavior in completing a job.

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