Principles of Organizational Citizenship Behavior in Disaster Mitigation

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Abstract

A non-natural calamity struck Indonesia during the start of 2020, namely in March, with the covid-19 epidemic. So that the government can take different measures to reduce and overcome the plague's tragedies. Implementing Disaster Mitigation in Non-Natural Sectors is one phase. As a result, the use of OCB in health organizations can help to reduce public fear of the Covid-19 pandemic through the disaster mitigation concept. The aim is to analyze the OCB abilities applied by the team in providing services during a pandemic. Besides, how effective is the organization when implementing OCB. This article applied qualitative design and data collection techniques with research studies, namely using literature, journals, scientific papers as well as news stories related to Organization Citizenship Behavior (OCB). The results of the study obtained show that the application of the five dimensions of OCB such as Altruism, Courtesy, Sportsmanship, Civic virtue and Conscientiousness in improving hospital performance due to Covid-19 can overcome patient panic and increase hospital effectiveness. In conclusion that organizations will be effective if there is a sense of belonging in the organization. The hospital will run effectively if there is a caring attitude towards others, a sense of wanting to promote the organization and a sense of responsibility. The weakness of this research is that it only discusses OCB indicators without looking at the influence of other aspects such as aspects of motivation, professionalism.

Keywords
Organization Citizenship Behavior, Disaster Mitigation, Covid-19.

1. Introduction

A non-natural calamity struck Indonesia during the start of 2020, namely in March, with the covid-19 epidemic. So that the government can take different measures to reduce and overcome the plague's tragedies. Implementing Disaster Mitigation in Non-Natural Sectors is one phase. As a result, catastrophe prevention through Organization Citizenship Behavior (OCB) by increasing the performance of health personnel is the first step in addressing Covid-19. They work as heroes by facing considerable risks even to death. 363 medical and health workers in Indonesia died as a result of infection from Covid-19. With details, namely 202 doctors, 15 dentists and 146 nurses. Doctors who died consisted of 107 general practitioners (4 professors), 92 specialist doctors (7 professors), 2 residents and 1 in verification, all of whom came from 24 IDIs in provincial areas and 92 IDI city/regency branches in Indonesia (Pranita 2021). As a result, non-natural disaster mitigation is required to address the Covid-19 issue in the healthcare industry.

The ideas of OCB can be used by the Indonesian government to carry out disaster mitigation in the non-natural sector. They are working on handling Covid-19 just to help Indonesia get out of its slump from the pandemic. Health workers apart from doing their main duties also carry out extra tasks such as being willing to cooperate, help, provide advice, participate actively, provide extra services to patients, and are willing to use their work time effectively. Pro-

social behaviour or extra actions that exceed the defined role description in the organization or company are referred to as Organizational Citizenship Behavior (Husniati and Pangestuti 2018). Organizational Citizenship Behavior is carried out when workers commit to the interests of the organization and as part of the organization to increase organizational effectiveness (Srivastava 2008). The organization in question is all hospitals that handle Covid-19. A hospital is a referral place for sufferers of Covid-19. Health workers are part of the organization, the effect of which is that the hospital is influenced by the performance of health workers. OCB can improve public services in the public sector such as clarity of work and increased work (Ingrams 2020). OCB plays a central role in facilitating civic behavior in the workplace. So that Citizenship has the full intention of increasing effectiveness, cohesiveness, morale, quality of care, harmony with the organization, reducing withdrawals and cost savings (Salas-Vallina et al. 2017).

To deal with pandemic outbreaks, all health personnel work hard by implementing OCB principles. During the Covid-19 pandemic, all medical personnel worked 24 hours alternately to improve quality service. Health workers work extraordinarily during a pandemic to treat patients who need care. Organization citizenship behavior is a form of increasing work motivation to support organizational performance in the health service sector. According to Organ that organizational Citizenship Behavior consists of five dimensions, namely Altruism, Courtesy, Sportsmanship, Civic virtue and Conscientiousness. If this dimension is owned by each individual, an organization will improve service quality. Quality service is the output that an organization expects. because effectiveness will lead to satisfaction of receiving the service (Ferdian 2019).

Based on the description above, there are several problems faced by organizations, namely hospitals in Indonesia that are experiencing problems in handling Covid-19 patients, starting from health workers who have limited strength, physically weak due to being overwhelmed in handling Covid-19 patients. Researchers are interested in studying Organization Citizenship Behavior because the implementation of OCB has a sympathetic nature like helping and helping other employees' duties. This was found during the Covid-19 pandemic, the medical team worked overtime but helped each other to solve the problem. The health workers were still lacking during the pandemic. Covid-19 even though some patients hate them and still maintain ethics in carrying out their duties. The concepts of Organization Citizenship Behavior (OCB) in organizations focused on health services with the notion of disaster mitigation in the non-natural sector are of interest to researchers.

2. Method

The ability of Organization Citizenship Behavior (OCB) to catastrophe mitigation is described in this qualitative descriptive study. The data collection techniques are carried out using literature, journals, scientific papers as well as news stories related to Organization Citizenship Behavior (OCB). Activities in qualitative data analysis are carried out interactively and take place continuously until completion so that the data is saturated. Activities in the analysis consist of data condensation, data display, and conclusion drawing/verification (Miles et al. 2014).

3. Result and Discussion

Organizational Citizenship Behavior (OCB) is a form of action taken by health workers on their initiative to improve organizational performance. Currently, there are still hospitals throughout Indonesia that are reluctant to accept Covid-19 patients so that the government appoints the hospital as a referral hospital. Patients are booming due to Covid-19 because hospitals are limited in handling Covid-19. As a result, the hospital was overwhelmed in handling Covid-19 in Indonesia. Therefore, to improve the performance of Referral Hospitals in the Covid-19 response, the government added Health Human Resources in 144 referral hospitals in 34 provinces. Can be seen in table 1 below is the number of health personnel in referral hospitals in Indonesia.

Table 1. Data on the number of health workers employed at the referral hospital (http://bppsdmk.kemkes.go.id)

No.	Information	Total
1	Hospital Unit	144
2	Medical personnel	13,157
3	Clinical Psychology Personnel	207
4	Nursing Personnel	51,938
5	Midwifery Officer	9,207
6	Pharmaceutical Personnel	6,195
7	Public Health Personnel	1,588
8	Environmental Health Personnel	932
9	Nutrition	2,464
10	Physical Appropriateness	1,380
11	Medical Technical	3,384
12	Biomedical Engineering	6,305
13	Traditional Health Personnel	3
14	Other Health Personnel	2
15	Health Support Personnel	41,455

It can be seen in the table 1 that they are health workers who work in referral hospitals in Indonesia. The referral hospital will experience an increase in effectiveness if its human resources increase and have a responsibility and have the initiative in advancing an organization. The number of medical personnel who devoted themselves based on the data above is still unable to improve hospital performance due to Covid-19 so there needs to be the application of OCB in every hospital. This is done to tackle Covid-19 patients who are focused on referral hospitals. However, the organization will experience progress if human resources have discretionary behavior that contributes to the psychological and social environment of the workplace. Number of Hospital Units

The psychological and social environment in the workplace is called Organization Citizenship Behavior (OCB). Successful organizations have employees who will do more than their job duties are usually able to deliver more than expected performance. In a dynamic workplace, work should be done in teamwork and should be flexible. Health medical teams who have a "good citizenship" attitude help others on their team, volunteer for additional work, avoid unnecessary conflicts, respect the spirit and message of rules and regulations, and gracefully tolerate work-related charges and harassment (Robbins and Judge 2017). The practice of Organization Citizenship Behavior (OCB) can be carried out well in Covid-19 referral hospitals when health workers apply the five dimensions of (Organ 1997) namely Altruism, Courtesy, Sportsmanship, Civic virtue and Conscientiousness. Therefore, researchers will discuss how big the role of the five dimensions is in the practice of the Organization Citizenship Behavior (OCB) in improving health services during Covid-19.

3.1. Altruism

Altruism is the behavior of employees in helping colleagues who are experiencing difficulties in the situation they are facing, both regarding tasks in the organization and other people's problems. This aspect leads to giving help that is not an obligation that must be borne. The behavior of helping other medical personnel during the Covid-19 pandemic is appropriate considering that health workers are overwhelmed in caring for Covid-19 patients. Some health workers go the extra mile doing work that is not their obligation. However, on the other hand, the Altruism dimension in an organization arises due to unforeseen circumstances such as a pandemic. Automatically assists organizations in achieving increased effectiveness.

Hospital performance continues to be improved to deal with the Covid-19 pandemic problem. One way to improve the performance of referral hospitals is the addition of health personnel to the volunteer system. You can see the data below on the number of health workers who have volunteered to handle Covid-19 patients.

Table 2. Covid-19 Health HR Volunteers Based on Type of Personnel (bppsdmk.kemkes.go.id)

No.	Types of Health Workers	Total Health Workers
1	Nutritionists	19
2	Medical Laboratory Technologist	44
3	Pharmacist	22
4	Midwife	18
5	Call Center	41
6	Medical specialist	24
7	General practitioners	1731
8	Health epidemilogy	8
9	Public health	5
10	Nurse	746
11	Medical check up	31
12	Clinical Psychologist	4
13	Radiographer	19
14	Electromedical technician	3
15	Environmental Sanitation Power	27

It can be seen in the table 2 above, that the number of health workers who volunteer in handling Covid-19. Automatically will be placed in a referral hospital and assist in handling covid-19. This form of volunteering is an application of social support shown by some health workers in dealing with a pandemic in Indonesia. Social support can provide a variety of positive outcomes for health centres and referral hospitals. Social support can create higher-quality relationships, positive affective reactions, improved individual performance and can withstand the negative effects of stress.

The power of social support has led to exponential growth in his investigations as a construct of interest in the workplace (Jolly et al. 2020)**.** In the Altruism dimension of the organization, we often encounter when the employee has a high social spirit. Therefore, individual effectiveness is at a basic level in the context of organizational effectiveness. The assumption is that if each member of the organization carries out their duties effectively, the organization's performance will be effective as a whole. Each individual has a view in reducing the performance of employees of an organization. The performance that has been determined is part of the individual's responsibility (Badu and Djafri 2017)**.**

This means that OCB reflects behavior outside the roles and responsibilities of organizational members that are appropriate. Such behavior, among others, is shown in the form of concern for others when experiencing distress. A hospital is only a place occupied by employees who have a social spirit. Although basically, they take action to help each other, help is not based on organizational interests but sympathy and social spirit. But on the other hand, the organization will also experience an increase in effectiveness if it is implemented.

3.2. Courtesy

Courtesy is good behavior or respect for others, such as helping friends to prevent problems from arising, giving advice to friends about the problems they face. This Courtesy dimension focuses more on politeness or respecting other people. Politeness is the culture of the Indonesian nation that shows respect for fellow humans or does not underestimate other humans. The politeness implemented by health workers towards fellow health workers and

especially for Covid-19 patients is an act that arises from the person himself. Covid-19 patients have been intimidated and frustrated by this disease, especially the public stigma about the negative Covid-19 disease. Because of that, respect for others and treat patients according to the rights of being a patient.

Respect for patients or healthcare professionals is a habitual reflex. The Courtesy dimension in the OCB variable has a contribution in determining the acceptance of the organization in society. Index Assessment of an organization is not from its employees but its customers. One of the measures to measure service satisfaction or dissatisfaction is politeness. Human Resources are the core of an organization not as mere resources, so they are more in the form of capital or assets for institutions or organizations. Humans are social creatures, where humans instinctively want to live in groups so that they influence other employees to accept their work environment (Bukit et al. 2017). The manifestation of group life arises from the nature of helping to help respect one another in the group. Groups will be formed intentionally or unintentionally, usually due to the work environment. For example, health workers form an organization because of their profession. They are united in an organization called the Hospital. Therefore, the hospital is a formal organization for health workers who have the task of serving the community.

OCB represents a mode of informal collaboration and the contribution that health personnel make as a function of job satisfaction and perceived fairness within an organization. The performance context of health workers is in the form of spontaneous actions offered to other employees to maintain a constructive interpersonal climate in problem-solving and group creativity (Organ 2017)**.** So that if this politeness is implemented, it can affect changes in patient behavior towards organizations and health workers. According to (Robbins and Judge 2017), three factors influence patient perceptions, including 1) situational factors which include time, circumstances and place as well as social situations. 2) factors of the subject or people who perceive which include attitudes, motives, interests, experience, education, social status and self-esteem (self-esteem); and 3) perceived object factors, namely novelty, movement, sounds, size, background, and closeness.

3.3. Sportsmanship

Sportsmanship is a behavior that emphasizes positive aspects rather than negative aspects, for example, the tolerance for unexpected events does not exaggerate problems, both organizational problems and problems with patients or health workers. The third dimension of OCB is a dimension whose implementation is more personal action not to tell about events or experiences that health workers have acquired to maintain harmony and organizational goals. The purpose of maintaining patient organization and problems is to maintain the privacy of patients infected with Covid-19. Maintaining patient privacy is a form of Sportsman behavior that health professionals need to have. The behavior of not raising the problem of the patient's problems is useful for not making people panic. However, to confirm or warn the public, usually, only the initials of the patient are published.

Maintaining patient privacy is a form of justice provided by the hospital. On the other hand, so that patients do not get frustrated and stressed due to Covid-19. Next, maintain tolerance and foster fairness among health workers. Organizational justice is a form of behavior that a person accepts according to his performance and abilities. Studies have shown that the performance of health workers can increase or decrease due to the perception of unfair outcomes. There are three forms of organizational justice according to (Hooi 2016) namely distributive justice, procedural justice and interactional justice. 1). Distributive justice, namely organizational justice is related to attitudes and behavior, employee work such as job satisfaction, pro-social behavior, ownership intentions, team engagement, performance and absenteeism. 2). Procedural justice is what is felt from the decision-making procedure in the organization which is used to determine the distribution of work results and is based on a problem-solving model. Such as organizational commitment, lower levels of trust, a supervisory evaluation, job satisfaction, reluctance to help other employees. 3). Interactional justice is concerned with the perceived quality and equity of the interaction between recipients and decision-makers. For example, there is good interaction among superiors and subordinates, patients and health workers as well as fellow health workers. The rules of distributive justice include equity, equality and need, whereas procedural justice focuses on policies, procedures and processes. This study shows that positive perceptions of organizational fairness can enhance positive perceptions of OCB.

The fulfilment of justice in an organization is the fulfilment of organizational strength, so organizational justice becomes the basis for strategic and management thinking in an organization. Other dimensions of fairness that affect are adequate notification of performance expectations, clear communication, the involvement of superiors and subordinates in setting performance standards, periodic reviews of task completion, accurate performance feedback and opportunities to resolve complaints with superiors.

3.4. Civic virtue

Civic virtue is a form of behavior that is involved in organizational activities and cares about the continuity of the organization. According to (Rusu and Baboş 2015), this behavior reflects a feeling of belonging to an organization, just as citizens are part of a country and bear a responsibility that comes from there. Civic virtue is a perception that assumes that the organization he is in is a part of his life so that the death of the organization under his auspices will make his career die too. Therefore, the civic virtue dimension can be found in superiors or leaders of an organization because they are the ones who think about what strategies and work programs in the future will look like to advance an organization. With the covid-19 phenomenon, hospital leaders who are referred to for the pandemic are looking for ways so that the hospital does not create a bad image in patients. The impact of this hospital is that some patients who are not Covid-19 are reluctant to do check-ups due to fear of being infected with Covid-19 from other patients. However, this has been anticipated by implementing health protocols.

First, conceptual skills allow a superior to analyze and diagnose situations faced by the organization and be able to distinguish cause and effect. Planning and organizing require a high level of conceptual skills so that decisions are taken for the sustainability of the organization. *Second*, employee skills must be understood by a superior, able to work together, lead, control the behavior of subordinates and other groups. This study focuses on influencing others for organizational progress. So that the effective and ineffective superiors can see from their ability to coordinate and motivate. *Third,* technical skills are job-specific knowledge and techniques that are required by superiors to carry out organizational roles such as the ability to manage health workers. The specific skills required of a manager depend on the organization in which the boss is located and on his position in the organization. Like superiors in a hospital can treat patients.

Effective bosses require all three types of skills - conceptual, human, and technical. If the boss does not have the skills of the three, it will make the organization experience collapse. Functions, roles and skills are closely related, and the ability to understand and manage behaviour in organizations is indispensable for superiors. If these skills are possessed, they will be able to make the organization effective by promoting the Civic virtue dimension.

3.5. Conscientiousness

Conscientiousness is the behavior to do things that benefit the organization, such as obeying organizational rules, creating creative ideas for the organization. This aspect is aimed at trying to exceed the tasks expected by the organization. The hospital has its own rules both for patients and for health workers. The Conscientiousness dimension emphasizes that health care must comply with the rules that have been made by the hospital, both in the form of written rules and unwritten rules. A good health worker obeys all the rules or can be said to have a high level of discipline. Also, they are required to be creative or create new things for the benefit of the hospital. One form of compliance from health workers is to follow all health protocols and wear Personal Protective Equipment (PPE) for their safety. Health workers are also able to provide satisfying services to patients and even the service system is in the form of an action that does not saturate the patient. Behavior that obeys the rules is positive behavior which is good for the organization. However, within the organization, it is necessary to avoid excessive behavior. That is unwanted excessive behavior. This behavior is undesirable because it will hurt a person's life in the future (Miltenberger 2014)**.** In addition, it is a reflection that service health correspondent to religiosity (Yusuf and Wekke 2020) and technology (Idris et al. 2020).

4. Conclusion

In the dynamics of organizational life, especially non-profit organizations such as health organizations, extra-role behavior which is commonly called organizational citizenship behavior (OCB) is needed by applying five dimensions, namely Altruism, Courtesy, Sportsmanship, Civic virtue and Conscientiousness. OCB is a tool for dealing with Covid-19 using the notion of non-natural disaster mitigation. The extent to which health workers contribute to realizing hospital goals is determined by several factors such as how much health workers show extra behavior or so-called organizational citizenship behavior (OCB).

These behaviors lead to positive actions that benefit the health organization. Among others, the willingness to carry out tasks outside the main role it has, the willingness to protect the interests of the organization and take greater responsibility for the organization. This behavior is what embodies the goals of the organization. What needs to be considered are several factors that affect organizational citizenship behavior (OCB). According to (Organ 2017), the factors that influence include culture and behavior affecting organizational citizenship behavior (OCB). Research focuses on Certain Forms of Organizational Citizenship Behavior (OCB), Organizational Citizenship Behavior and

Organizational Effectiveness, Job Satisfaction Versus Personality Justice Motif. The research's weakness is that it only looks at the role of organizational citizenship behavior (OCB) in catastrophe mitigation in the non-natural sector. The drawback of this study is that it does not consider the humane effects and professionalism of health workers in their influence on Organizational Citizenship Behavior (OCB).

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