

ENHANCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH PRINCIPAL-DRIVEN ENGINEERING STRATEGIES

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Abstract :

This research is based on the fact that many school principals need help to optimize the potential of human resources in their institutions. Hence, the desired goals are challenging to achieve. This study aims to determine the strategies implemented by the principal in one of the junior high schools in the Probolinggo district to increase organizational citizenship behaviour. This research used a qualitative phenomenology-type approach where in this research, the researcher conducted interviews, observation and documentation to obtain valid and accountable data. The data analysis refers to the analytical design presented by Milles and Hubberman, namely data collection, data reduction, data presentation and conclusion. The results of the study show that there are five critical points in the engineering strategy shown by the principal in running his leadership wheel to improve organizational citizenship behaviour, namely: first, planning; second, division of tasks/organizing; third, motivation; fourth, controlling, fifth, evaluation. This study provides implications about the importance of organizational citizenship behaviour for achieving organizational goals properly.

Abstrak:

Penelitian ini dilatarbelakangi oleh kenyataan bahwa banyak kepala sekolah yang membutuhkan bantuan untuk mengoptimalkan potensi sumber daya manusia di lembaganya. Oleh karena itu, tujuan yang diinginkan sulit untuk dicapai. Penelitian ini bertujuan untuk mengetahui strategi yang diterapkan oleh kepala sekolah di salah satu SMP di Kabupaten Probolinggo dalam meningkatkan perilaku kewargaan organisasi. Penelitian ini menggunakan pendekatan kualitatif bertipe fenomenologi dimana dalam penelitian ini peneliti melakukan wawancara, observasi dan dokumentasi untuk mendapatkan data yang valid dan dapat dipertanggungjawabkan. Analisis data mengacu pada desain analisis yang dikemukakan oleh Milles dan Hubberman yaitu pengumpulan data, reduksi data, penyajian data dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa terdapat lima titik kritis dalam rekayasa strategi yang ditunjukkan oleh kepala sekolah dalam menjalankan roda kepemimpinannya untuk meningkatkan perilaku kewargaan organisasi, yaitu:

pertama, perencanaan; kedua, pembagian tugas/pengorganisasian; ketiga, motivasi; keempat, pengendalian, kelima, evaluasi. Penelitian ini memberikan implikasi tentang pentingnya perilaku kewargaan organisasi untuk mencapai tujuan organisasi dengan baik.

INTRODUCTION

Leadership or leading activities is an effort made by someone with all their abilities to influence, encourage, guide, direct, and move other people to want to work with passion and trust in achieving common goals (Purwanto et al., 2020; Prestiadi et al., 2020). According to Asbari et al., (2020) and Ogbe (2023), leadership determines organizational structure . Leadership influences organizational behaviour and the way organizational members think. In this regard, it must be balanced with good human resource management. To manage people effectively, it is necessary to understand the factors that influence human behaviour in the workplace (Muhdar, 2018; Ajzen, 2020). So organizational citizenship behaviour is an essential point that leaders, especially school principals, must consider. Organizational citizenship behaviour can be interpreted as employees voluntarily doing work that exceeds the standard assignments given to them to help the institution's sustainability in achieving its goals (Romi et al., 2020).

Organizational Citizenship Behavior, or OCB, in teachers, is fundamental in increasing effectiveness and accelerating the achievement of the school's vision and mission (Sobandi et al., 2021; Harry Gnanarajan & Kengatharan, 2022). To make it all happen, the headmaster of one of the junior high schools in the Probolinggo district implemented the strategy that was considered the most effective and efficient. One strategy that can be implemented in increasing organizational citizenship behaviour is an engineering strategy (Bauwens et al., 2019). The engineering strategy implemented by the principal of this junior high school is expected to be able to regulate or manage applicable policies and is committed to achieving goals (Fatimah et al., 2020).

Today, engineering is associated with several scientific fields, namely science, technology, engineering art, mathematics, or STEAM. The engineering aspect of the STEAM approach is a form of expertise possessed by someone to operate tools/objects or assemble something. We can see that in previous research, the implementation of STEAM in learning is a process of applying ideas, ideas, and concepts contained in meta-discipline knowledge in learning, which is expected to improve abilities both in the cognitive, affective and psychomotor aspects of students in dealing with technological advances (Agy & Kartono, 2021). In another study describing the validity of the Science, Technology, Engineering, and Mathematics (STEM)-based Physics E-Module on sound material in Senior High School that, based on validation results from expert validators and users, STEM-based Physics E-Module is feasible to use in the learning process (Syahiddah et al., 2021). A researcher conducted another study to provide insight into Science, Technology, Engineering and Mathematics (STEM) in increasing professionalism for elementary school teachers. Various studies by several researchers concluded that engineering strategy is very

influential in improving a particular mission. Engineering strategy assumes that a boss or leader can create environmental changes, and the people around him will follow suit. In their research, Iskandar & Liana (2021) stated that Job Satisfaction and Organizational Commitment positively and significantly affected Organizational Citizenship Behavior. According to Dj & Azizah (2021), job characteristics, job satisfaction, and Quality of Work Life positively affect organizational citizenship behaviour. Nurjanah et al., (2020) in his research stated that "Organizational commitment has a significant and positive effect on OCB".

Conversely, Hadinata et al., (2019) state that transformational leadership style and employee engagement positively affect OCB, while organizational climate does not significantly affect OCB. In other studies, it is stated that Transformational Leadership and Self-Efficacy have a positive and significant relationship in improving teacher Organizational Citizenship Behavior (Naziroh et al., 2021; Ullah et al., 2021). Proponents of transformational Leadership believe that transformative leaders create trust, loyalty, admiration, and respect among followers and followers and leaders so that they are willing to achieve organizational goals voluntarily, goals and vision (Novitasari & Asbari, 2020).

Several researchers have previously researched factors that influence the increase in organizational citizenship behaviour. However, a factor often not included is the principal's critical role in managing the strategies used to improve organizational citizenship behaviour (Neessen et al., 2021).

Based on the description above, this study will examine the principal's strategy for improving teacher organizational citizenship behaviour. The goal to be achieved from this research is to examine leadership strategies related to improving organizational citizenship behaviour with engineering strategies (Ramalu & Janadari, 2022; Huang et al., 2021).

RESEARCH METHODS

The research uses a qualitative phenomenological type approach, in which researchers seek to uncover the meaning behind the phenomena that occur in the field, namely the principal's strategy in increasing organizational citizenship behaviour at Bhakti Pertiwi Middle School, Paiton, Probolinggo, East Java, Indonesia. The data sources of this research consist of primary and secondary data sources. Primary data sources are interviews with school principals, vice principals, teachers and staff. At the same time, the secondary data can be obtained from observation and documentation.

The data collection technique for this study used a purposive sample. This technique is carried out by taking data sources through prior consideration. Namely, data sources are considered to know the most about what is related to the research above, making it easier for researchers to learn more deeply about and explore the objects and situations of the research.

This study uses Miles and Huberman's interactive data analysis. This data analysis model includes; 1) data reduction, namely by analyzing data collected from observations, interviews, and documentation, then making reflective notes related to the data obtained. Data reduction is carried out continuously throughout the research-oriented project. Data reduction is also interpreted as an

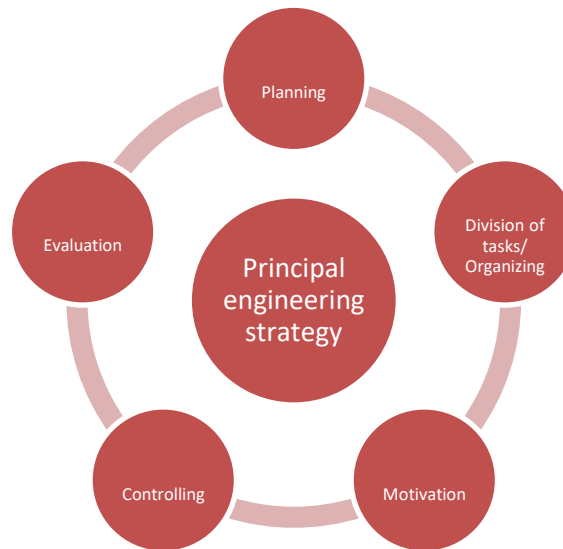
analysis process that classifies, directs and discards unnecessary. 2) data presentation is done by presenting data in an informative manner. Thus, an analyzer can see what is going on and determine whether to draw the correct conclusion. 3) drawing conclusions and verification, carried out during the research process and the data reduction process after the data has been collected sufficiently. Temporary conclusions are drawn, and after the data is entirely complete, the conclusions are drawn.

FINDINGS AND DISCUSSION

Leadership is the nature of a leader in carrying out duties and responsibilities in which several elements must be considered, such as the ability to influence others, the existence of cooperation to achieve goals that have been set together, the ability to understand individuals, the ability to motivate and inspire, being independent in work and decision making. As seen in the field, the principal of SMP Bhakti Pertiwi can adequately carry out his duties as a school principal and improve organizational citizenship behaviour. As we can see, it is not easy as a private institution managed under a foundation for decision-making by the school principal according to the school's needs. However, all decisions that will become school activities or programs in the fields of curriculum, finance, and administration of everything must follow the policy of the head of the Foundation. Suppose the head of the Foundation agrees with the principal's policy. In that case, the policy will be implemented according to the procedure. However, if the head of the Foundation does not approve the policy made by the principal, the policy will not be implemented. However, a good point for the head of SMP Bhakti Pertiwi is thoroughness and wisdom in making decisions to create good organizational citizenship behaviour. However, if the head of the Foundation does not approve the policy made by the principal, the policy will not be implemented. However, a good point for the head of SMP Bhakti Pertiwi is thoroughness and wisdom in making decisions to create good organizational citizenship behaviour. However, if the head of the Foundation does not approve the policy made by the principal, the policy will not be implemented. However, a good point for the head of SMP Bhakti Pertiwi is thoroughness and wisdom in making decisions to create good organizational citizenship behaviour.

From the results of interviews with the head of SMP Bhakti Pertiwi, he developed an engineering strategy that he felt could improve organizational citizenship behaviour or the behaviour of employees who voluntarily carry out tasks beyond their standard duties. Employees with high OCB towards the workplace and with other employees will show increased performance and an attitude that is easy to get along with, friendly, and more able to accept the job they get without complaining and arguing much. According to Robbins and Judge (2008) in Hendrawan et al. (2020), leadership is influence, the ability to gain followers and become someone others gladly and confidently follow. The engineering strategy is implemented to motivate or influence employees in increasing organizational citizenship behaviour. The following is a schematic engineering strategy.

Figur 1. Principal engineering strategy



From the schematic above, we can see that there are five critical points in the engineering strategy, namely:

First, Planning. In an institution, planning is very beneficial because, without planning, an organization or institution will run without direction and be easily carried away (Agus, 2019). In general, leaders play a central role in the success of an organization through planning, coordinating and facilitating activities directed towards goals (Hidayat et al., 2019). Regarding the planning by the school principal, the following are the steps: First, determine the activities or programs to be carried out. The implementation of these programs creates five indicators of organizational citizenship behaviour. According to Titisari (2014) in Manora et al. (2021), there are five indicators of organizational citizenship behaviour, namely: 1) Social Concern (Altruism); 2) Performance Exceeds Minimum Standards (Conscientiousness); 3) Sportive and Positive (Sportsmanship); 4) Respect (Courtesy); 5) Voluntary Participation (Civic Virtue). The initial steps taken by the principal in this planning process are: First, making new policies to achieve the goal of increasing organizational citizenship behaviour. What we can see in the field is one of the policies made by the principal to achieve five indicators of organizational citizenship behaviour, namely supervision in measuring employee performance. The results of interviews conducted with TU staff at the stage of measuring performance are carried out every year.

Each employee carries out this other assessment. Each employee must fill out 3 (three) assessment forms. These three forms contain self-assessments, co-workers, and assessments by the school principal. Job appraisal will later affect the percentage of salary increases. This will impact employee morale; of course, not only that, but this will also create a sense of sportsmanship among employees (Sportsmanship) (Anshori & Elvina Sahara, 2020). This behaviour provides tolerance for less-than-ideal conditions in the organization without raising objections. Second, analyze the policies that have been made, whether they are urgent to implement and whether they positively impact the goals to be achieved.

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The policy made by the school principal is one of the engineering strategies that will become bait to influence employees. The existence of plans and policies made strictly by the school principal will also create positive employee behaviour, namely Voluntary Participation (Civic Virtue). Civic Virtue is the behaviour of actively participating in an organization and monitoring threats and opportunities within the organization. This behaviour indicates voluntary participation and support for organizational functions both in a professional and social nature. This behaviour also shows responsibility for organizational life, such as following new policies made by the school principal and even changes that will occur in the situation and condition of the institution.

Second, Division of tasks/ Organizing. After establishing the principal's policy, the division of tasks or organizing is carried out. Organizing is structuring organizational resources for tasks and functions (Akbar et al., 2021; Rehman et al., 2019). At this point, the principal divides tasks according to the work to be carried out. The steps taken by the principal in this division of tasks are as follows: First, detailing all the work to be carried out to achieve the goal. Before the details of the work are carried out, the principal has analyzed all the work

that is very urgent to be carried out first. Then in this detail, the principal records the work that will be carried out, which requires much workforce and a longer time. Second, division of labour. Generally, the division of tasks or jobs is based on the competencies possessed by employees. However, this division of tasks does not only focus on the divisions and main tasks that each employee has carried out, but the principal gives assignments according to the conditions of the school at that time and what work will require a lot of energy and time. The third step is, Provide directions for tasks. One of the phenomena we can see in the field is that the principal gives directions to the head of staff to give assignments to the head of the library to help complete his assignments.

For example, one of the duties of a staff head is to recapitalize the annual BOS funds. In this task, the library head helps recapitalize BOS funds as directed by the school principal. The goal is that the task given is completed immediately. One of the phenomena we can see in the field is that the principal gives directions to the head of staff to give assignments to the head of the library to help complete his assignments. For example, one of the duties of a staff head is to recapitalize the annual BOS funds. In this task, the library head helps recapitalize BOS funds as directed by the school principal. The goal is that the task given is completed immediately. One of the phenomena we can see in the field is that the principal gives directions to the head of staff to give assignments to the head of the library to help complete his assignments. For example, one of the duties of a staff head is to recapitalize the annual BOS funds. In this task, the library head helps recapitalize BOS funds as directed by the school principal. The goal is that the task given is completed immediately.

This strategy fosters a sense of Social Concern (Altruism). The behaviour of employees in helping co-workers experiencing difficulties in the situation they are facing both regarding tasks in the organization and other people's problems. This dimension leads to giving help that is not an obligation that is borne and an attitude of paying attention to and prioritizing the interests of others.

Third, Motivation. According to Aprida et al., (2020), motivation is an internal and external encouragement for individuals, which can affect the work ethic or quality of the individual's work. The motivation that a person has the potential to lead to achieving optimal results may also not necessarily be willing to achieve optimal results, so a stimulus is needed so that someone wants to work according to the wishes of an institution (Jaya, 2021). The principal is one of the drivers of the school to realize the vision, mission, goals and objectives through programs that are implemented in a planned and gradual manner (Damayani et al., 2020; Bisschops & Beunen, 2019).

In this engineering strategy, the principal acts as a motivator. The motivation carried out by the principal is not only by interaction and communication but also by actions or attitudes that can be an excellent example for other co-workers. A small example is being present at school on time and going home according to predetermined working hours. The strategy carried out by the principal in motivating employees is carried out starting with simple things. One of the efforts made by the school principal is to reward employees who are diligent in attending early and going home according to working hours,

especially for those who work beyond the standard of work. The reward is a reward, prize, prize or reward that aims to make a person more active in his efforts to improve or increase the performance that has been achieved (Merchant & Pradana, 2020; Saleem et al., 2022). In this case, the reward given is in the form of a salary increase. Thus, there will be a sense of more enthusiasm and totality in carrying out work activities with optimal results. The factor that influences the existence of a strategy implemented by the principal is creating voluntary behaviour or working beyond the minimum standard (Conscientiousness). This behaviour reflects prudence, punctuality, responsibility and hard work. This voluntary behaviour is where a person does work that is not his obligation or duty. Of course, this will increase organizational citizenship behaviour.

Fourth, Supervision is observing the implementation of all organizational activities to collect data to determine the achievement of objectives and what difficulties are encountered (Izzuddin et al., 2020; Khan et al., 2019). Paying attention to what is happening in the field from the results of monitoring by researchers, then from the results of interviews under this supervision, the principal checks and controls directly to the office of each division to ask questions regarding the work program previously given to them. What is being asked is whether the work program has been implemented. How is the development of the work program implemented, and what are the obstacles to implementing the work program? The principal will provide a solution if there is an obstacle or problem both at work and outside of work. In this supervision, the principal does not only ask about the work program but controls every employee by asking if they are okay and healthy. The principal ensures they are genuinely comfortable and enthusiastic about their duties. The controlling process above is carried out by the school principal, namely: 1) Go to the field (Go to site work), that is, check directly at the workplace or control when the activity takes place; 2) Consultation, namely providing opportunities for employees to consult regarding activities that are being carried out; 3) Providing a solution, namely providing a solution in the form of an opinion on something that is an obstacle or difficulty. Check directly to the workplace or control when the activity takes place; 2) Consultation, namely providing opportunities for employees to consult regarding activities that are being carried out; 3) Providing a solution, namely providing a solution in the form of an opinion on something that is an obstacle or difficulty. Check directly to the workplace or control when the activity takes place; 2) Consultation, namely providing opportunities for employees to consult regarding activities that are being carried out; 3) Providing a solution, namely providing a solution in the form of an opinion on something that is an obstacle or difficulty.

This strategy can foster respect. The strategy carried out by the principal creates respect (Courtesy) in which this behaviour can maintain good relations with superiors and co-workers to avoid interpersonal problems. This behaviour also avoids being authoritative because the respect that arises gives positive energy to make people aware that every organization has an organizational structure according to the existing portion. A school principal hopes to create a

harmonious, peaceful and safe school environment, all of which is supported by all employees at the school by maintaining good behaviour.

Fifth, Evaluation. Evaluation in the world of education offers the possibility for school leaders to obtain information about the results achieved in the implementation of educational programs and to find links between educational programs that have been implemented (Pitoy et al., 2022). The evaluation is similar to the evaluation carried out by school principals in general: first, assessing the teacher's ability to apply all the competencies and skills needed in the learning process. Accordingly, according to Sakban and Abdul (2020), Teacher performance profiles as an illustration of teacher strengths and weaknesses will be identified and interpreted as a needs analysis or skills audit for each teacher, which can be used as a basis for planning continuous professional development. Second, mentoring or carrying out additional tasks relevant to the school's vision and mission. This performance appraisal activity is carried out annually as part of the process of career development and promotion of teachers for promotions and available positions (Lohman, 2021).

According to the planning of the engineering strategy the principal carries out to create organizational citizenship behaviour, the principal holds a morning meeting activity. Based on the interviews with the deputy principal, it can be concluded that the principal evaluates by holding morning meetings every four times a month. The contents of the morning meeting activities are evaluations related to activities carried out in a week. In this forum, the principal provides an opportunity for each teacher to convey complaints that are felt or some information that needs to be conveyed. Thus, everyone knows the progress and obstacles that occur so that it can be a tool in determining future policies.

This evaluation also compares the old policies made by the principal and implemented by all employees with the new policies of the principal in increasing organizational citizenship behaviour. According to the principal's planning, this evaluation can identify whether the new policy positively impacts employee behaviour. The results from the researchers' monitoring show that this evaluation increases compliance with rules and procedures and is committed to achieving the school's vision and mission. As an opinion, this evaluation can identify whether the principal's new policy positively impacts employee behaviour. The results from the researchers' monitoring show that this evaluation increases compliance with rules and procedures and is committed to achieving the school's vision and mission. As an opinion, this evaluation can identify whether the principal's new policy positively impacts employee behaviour.

The results of the researchers' monitoring show that this evaluation increases compliance with rules and procedures and is committed to achieving the school's vision and mission. As opinion Widarko & Anwarodin (2022), OCB involves several behaviours, including helping others, volunteering for extra assignments, and complying with workplace rules and procedures.

CONCLUSION

The results of this study are five critical points in the engineering strategy carried out by the principal of SMP Bhakti Pertiwi. According to the principal's goals, these five essential points can create organizational citizenship behaviour. First, the planning (planning) of the school principal, which is related to policies that are made explicitly, can create a sense of volunteerism and responsibility. Second, the division of tasks/ organizing is the principal's effort to create a sense of social concern. Third, motivation (motivation), which this motivation can foster organizational citizenship behaviour, namely behaviour or work beyond the standard of work. Fourth, controlling (supervision) consists of; 1) Plunge into the field (Going to site work); 2) Consultation; 3) Providing a solution, thereby creating respect (Courtesy) for subordinates to superiors. Not only that, the supervision carried out by the principal can maintain good relations between people. Fifth, Evaluation is the final step in the engineering strategy to foster obedient and well-committed behaviour in achieving the school's goals, vision, and mission. Of the five engineering strategies, it has effectively increased organizational citizenship behaviour.

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