



The Effect of Trust on Organizational Citizenship Behavior (OCB) on Officers at Class IIB Kudus State Detention Center

Ilham Saputra Halilintar
Politeknik Ilmu Pemasarakatan, Depok, Indonesia
ilhamsaputra270598@gmail.com

Kusmiyanti
Politeknik Ilmu Pemasarakatan, Depok, Indonesia
kusmiyanti.poltekip@gmail.com

Abstract

OCB is the behavior of organizational members who provide voluntary assistance outside the job description which is very beneficial for the organization because it can increase effectiveness and efficiency in the organization. Many factors can affect OCB, one of which is trust. This study aims to examine the effect of trust on Organizational Citizenship Behaviour (OCB) on officers at Class IIB Kudus State Detention Center. This study uses quantitative methods with research subjects all officers at Class IIB Kudus State Detention Center. The purpose of this study was to determine how much influence trust has on Organization Citizenship Behavior on officers. The sample in this study amounted to 46 officers obtained with the saturated sample technique. The data in this study were obtained through distributing questionnaires and using data analysis with the simple linear regression analysis method and processed in the SPSS program. The research procedures tested include validity testing, reliability testing, normality testing and research hypothesis testing. The results of the simultaneous test (f) and partial test (t) found that the value of f arithmetic was greater than f table ($10.401 > 4.06$) and t arithmetic was greater than t table ($3.225 > 2.015$). This shows that there is an influence of the Trust variable on the Organizational Citizenship Behavior (OCB) variable and there is a positive and significant relationship between the two variables. This means that trust has a positive influence on OCB on officers at Class IIB Kudus State Detention Center.

Keywords: Trust, Organizational Citizenship Behavior (OCB), Correctional Officer

A. Introduction

The Ministry of Law and Human Rights is one of the ministries in Indonesia that has duties and functions in dealing with the field of law and human rights in Indonesia. This ministry is led by a minister. Currently the minister who leads the Ministry of Law and Human Rights is Mr. Yasonna H. Laoly. The Ministry of Law and Human Rights has Regional Offices (Kanwil) in each province and supervises several Technical Implementing Units (UPT), which include Correctional Facility (Lapas), State Detention Centers (Rutan), State Storehouse for seized goods (Rupbasan), Correctional Center (Bapas), Property and Heritage Agency (BHP), and Immigration Detention Center (Rudenim) (Juklia and Wibowo 2021). As mandated in Law Number 39 of 2008 concerning State Ministries, and Presidential Regulation Number 44 of 2015, the Ministry of Law and Human Rights carries out its duties and functions in the field of human rights, legislation, general law administration, intellectual property, correctional services, and immigration . Every Technical Implementing Units (UPT) have leader that will gives the direction of work in every Technical Implementing Units (UPT). Few of that leader are head of Correctional Facility, head of State Detention Centers (Rutan), and head of Correctional Center (Bapas). Every Technical Implementing Units (UPT) has their role in the field of human rights. For the example is Correctional Center has the role to do some research which is the result will be materials for considered by invetigators in diversion process. Another example is the role of Immigration Detention Center (Rudenim) in Ministry of Law and Human Rights there are for the temporary shelter of foreigners who violate immigration regulation and will be given an administrative punishment, after that they will be sent to their country. Each of Technical Implementing Units (UPT) has their important role for civilization.

The work units of the Ministry of Law and Human Rights are spread up to the district and city levels, reflecting the heterogeneity and strategic function of the Ministry of Law and Human Rights. The Directorate General of Correctional is one of the 11 main units within the Ministry of Law and Human Rights. The Directorate General of Correctional has a very large number of officers and is spread throughout Indonesia. These correctional officers serve in each Correctional Technical Implementation Unit in very large numbers, where the number of officers must be processed so that they have good quality, and are able to carry out their duties effectively and efficiently. The number of officers in the

correctional facility is very large, in the March 2020 period it has reached 36,949 officers, as described in the following table:

Table 1. The numbers of Correctional Officers

No.	Officers	Amount
1.	Male	28.358
2.	Female	8.591
3.	Total	36.949

Source : sdppublik.ditjenpas.go.id

Human resources are the most important factor in achieving the organization's goals and vision, especially in correctional facilities. Human resources are critical in managing and improving the quality of officer's work behavior. For the organizational atmosphere to run smoothly, trust is required between members of the organization as well as between members and organizational leaders. Trust has been studied in a variety of research settings, and has been defined based on the setting as having a theoretical context and a disciplinary perspective (Ashraf et al. 2020). The concept of trust is defined as a combination of competence, integrity, and virtue that leads in user intentions. Trust, in particular, is a major source of concern in the organizational environment because it has a direct impact on the organization's performance. Rather than initial beliefs, current research focuses on beliefs that people form over time as a result of repeated interactions. Continual trust is critical for the organizational environment because it affects service performance, specifically for Correctional Inmates who are the service recipients. Besides this, in the organizational that impotent of human resource is about attitude. If some one have a good knowledge but they don't have a good attidtude and behavior it will be not valueable.

In this study consider the continual trust for the following reason. First, previous studies have largely centered on trust initials, whereas continual trust has been completely ignored. Second, individual repetitive activities that occur over a long period of time are more relevant to ongoing trust (Ashraf et al. 2020). The concept of trust is made up by the existence of five main dimensions which include (1) Integrity is the belief that a person or organization will do what they say they will do and will not act in a contradictory manner. (2) Competence,

which refers to an individual's qualifications based on his or her skills and knowledge. (3) Consistency means that a person is reliable, has the ability to predict and overcome any problems encountered. (4) Loyalty denotes an individual loyalty to the organization, namely a strong desire to protect and look after one another within the organization. (5) Openness means that people and organizations freely sharing ideas and information without hiding anything (Shao 2018).

OCB refers to organizationally valuable behaviours that are not imposed by formal roles of responsibility or engendered by guaranteed reimbursement contracts; it includes both impersonal (directed at the organization as a whole) and altruistic (helping specific people within the organization) OCB (Cohen and Abedallah 2021). OCB is a term used by leaders to describe the activities and behaviors that employees must engage in in order to achieve common goals and objectives. For example, assisting new employees in the workplace, improving workflow progress, working extra hours, contributing to company events, and providing useful advice for development (Khan et al. 2020). According to Organ (1988) OCB has several primary dimensions, one of which is altruism, or the willingness to help other employees without being forced to do so on organizational tasks. Courtesy is a type of behavior that helps other members of the team solve problems at work. Conscientiousness contains the performance of each member that exceeds the minimum standard. Sportsmanship is not creating issues that damage the organization. Civic virtue is showing voluntary participation and support for organizational functions (Fiona and Wijayanti 2020)

Based on the background and description above, the formulation of the problem in this study is related to the influence of trust on Organizational Citizenship Behavior (OCB) in the Class IIB Kudus State Detention Center Officer. As a result, the goal of this study is to determine the relationship between organizational citizenship behavior (OCB) belief and the Class II B Kudus State Detention Center officers. This study is expected to contribute new empirical knowledge about OCB (Organizational Citizenship Behavior), in which individual Correctional Officers form their own ethics.

B. Results and Discussion

This study employs quantitative methods, or methods that examine the relationship between variables in order to test certain theories. This study employs a causal research design, in which the belief variable (X) and the Organizational Citizenship Behaviour (Y) variables are linked by cause and effect. These variables are typically tested using research instruments, allowing numerical data to be analysed using statistical procedures. (2019, Cresswell). Quantitative methods are used in this study because the data are collected directly from respondents and to avoid the possibility of personal bias. This study also employs a non-probability sampling technique, which does not ensure that each element or member of the population has an equal chance of being chosen as a sample. Because the population of Class IIB Kudus State Detention Center is relatively small, the saturated sample method was used. All objects or subjects that are located in an area and meet certain conditions and are related to the research problem are referred to as population, or all units or individuals in the area studied are referred to as population (Martono 2011). The total population of this study is 64 officers from the Class IIB Kudus Detention Center, all of whom were used as samples.

Operationalization of variables in this study uses the dependent and independent variables. The dependent variable in this study is OCB. The dimensions used in the OCB variables are altruism, courtesy, sportsmanship and civic virtue (Elche, Ruiz-Palomino, and Linuesa-Langreo 2020). While the independent variable is trust. The dimensions of trust used to measure this variable include integrity, competence, consistency, loyalty and openness (Shao 2018). This study also uses the questionnaire method as the primary method of data collection. This method is carried out by asking respondents to answer a series of questions or statements that have been structured and structured according to the dimensions of the research. The measurement scale used is a 5-point Likert scale with the following criteria: (1) strongly disagree (STS), (2) disagree (TS), (3) normal (N), and (4) agree. (S) and strongly agree (SS). The questionnaire will be tested for validity and reliability before being distributed to determine whether the statement contains all of the dimensions of each variable. The classical assumption test and the research hypothesis test were used in the research. The analysis technique used in this study is simple linear regression analysis, in which the analysis is carried out on one dependent variable and one

independent variable with the help of a computer program, IBM SPSS statistic 21, to be able to answer the formulation of the problem in research and to test the proposed hypothesis.

1. Validity Test

The test is completed by comparing item scores to the total item score. This study uses the type of person's bivariate correlation validity test. The criterion for this test is that if $r \text{ count} \geq r \text{ table}$, then the instrument or statement items have a significant correlation with the total score and are declared valid. The test is a two-sided test with a total number of respondents (n) of 46. By using the degree of freedom of $n-2$ or $46-2=44$ with a significance level of 0.05, the r-table value is 0.297.

Table 2. Results of the Validity Test of the Trust Variable (X)

	r-count	r-table	Results
X1	0,697	0,297	Valid
X2	0,611	0,297	Valid
X3	0,823	0,297	Valid
X4	0,780	0,297	Valid
X5	0,609	0,297	Valid
X6	0,659	0,297	Valid
X7	0,753	0,297	Valid
X8	0,829	0,297	Valid
X9	0,604	0,297	Valid
X10	0,716	0,297	Valid

As shown in table 2 can be explained that the validity test on the statement items of the Trust variable (X) has an r-count greater than the r-table, or in other words, it is declared valid. This means that the dimensions of the Trust variable are included in every question, and the respondent understands the statement in the questionnaire.

Table 3. Results of Validity Test of OCB Variable (Y)

	r-count	r-table	Results
Y1	0,718	0,297	Valid
Y2	0,661	0,297	Valid
Y3	0,602	0,297	Valid
Y4	0,747	0,297	Valid
Y5	0,681	0,297	Valid
Y6	0,868	0,297	Valid
Y7	0,676	0,297	Valid
Y8	0,609	0,297	Valid

According to table 3, it can be explained that the validity test on the statement items of the Organizational Citizenship Behavior (OCB) variable has an r-count greater than the r-table or in other words it is declared valid. This means that the dimensions of the Organizational Citizenship Behavior (OCB) variable are included in every question, and the statements in the questionnaire are understood by the respondents.

2. Reliability Test

Table 4. Results of Reliability Test

Variable	Cronbach's Alpha	N of Items	Results
Trust	0,891	10	Reliable
<i>Organizational Citizenship Behavior (OCB)</i>	0,846	8	Reliable

Based on the reliability test in table 4, it can be concluded that all variables have α coefficient greater than 0.297, implying that the entire concept of measuring variables from the questionnaire is reliable, implying that the questionnaire used in this study is a good questionnaire.

3. Classic Assumption Test

Table 5. Results of Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		46
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.30934920
Most Extreme Differences	Absolute	.190
	Positive	.134
	Negative	-.190
Kolmogorov-Smirnov Z		1.289
Asymp. Sig. (2-tailed)		.072
a. Test distribution is Normal.		
b. Calculated from data.		

This normality test was conducted with the goal of determining whether the distribution of questionnaire data containing several variables was normally distributed or not. As shown in the table 5. above using the Kolmogorov-Smirnov test method, the asymp.sig (2-tailed) value is greater than the probability value, which is $0.072 > 0.05$. As a result of these findings state that the data in this study is normally distributed. This means that every statement given can be answered properly and understood by the respondent.

4. Hypothesis Test

Hypothesis Test in this study employs simple linear regression analysis to examine the effect of trust on Organizational Citizenship Behavior (OCB) on officers at State Detention Center Class II B Kudus which can be seen in the table below. The following is the general equation for simple linear regression (Anjani 2019):

$$Y = \alpha + \beta X$$

Information:

α = Intercept

β = Regression Coefficient

X = Independent Variable (Trust)

Y = Dependent Variable (Organizational Citizenship Behavior)

Table 6. Results of Simple Linear Regression Test and Partial Test (t)

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardize	d		
	B	Std. Error	Beta			
1	(Constant)	20.889	5.122		4.078	.000
	Trust	.351	.109	.437	3.225	.002

a. Dependent Variable: OCB

The Coefficients table above is used to create a regression equation, so that the regression direction coefficient can be seen from the Unstandardized Coefficients column in sub column B. According to this column, the constant value is 20.889 and the regression coefficient value is 0.351. The regression equation can be written as follows:

$$Y = 20,889 + 0,352 X$$

This equation can be used to predict the value of Y or the OCB variable, if the X value is known. The coefficient β in the regression equation above has a positive value. This demonstrates a change in value that is proportional to the Trust and OCB variables. The value of the Trust variable affects the value of the OCB variable and vice versa. According to the regression formula's equation, the (α) constant is 20.889 indicates that if the Trust variable is zero (o), then the OCB variable is 20.889. While the trust coefficient (β) is 0.352 indicates that if the Trust variable increases by one unit, the Organizational Citizenship Behavior (OCB) variable increases by 0.352 units, resulting in a total of 21,241 if the other independent variables remain constant. Based on the study's findings, the

regression nature is directly proportional, implying that the greater the influence of trust given between the officers of the State Detention Center Class II B Kudus, the greater the work culture of Organizational Citizenship Behavior (OCB) in the organization.

The results of the partial test (t test) are able to answer the hypothesis testing by looking at the Coefficients table. If the t count > t table and significance level < 0.05, then Ho is rejected and Ha is accepted, indicating that the independent variable has an impact in the dependent variable. While Ho is accepted if the value of t count < t table or significance level > 0.05, indicating that the independent and dependent variables have no influence. Based on the table and calculations above, the recorded t-count value is 3.225 and the t-table is 2.015, so it can be concluded if t-count > t-table (3.225 > 2.015). It can also be seen in table 4 that the significant value generated is 0.002, it means that the significant value is less than the probability value or 0.002 < 0.05, then Ho is rejected and Ha is accepted. This indicates that the Trust variable has an impact on the Organizational Citizenship Behavior (OCB) variable and there is a positive and significant relationship between Trust and Organizational Citizenship Behavior (OCB).

Table 7. Results of Simultaneous Test (F)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	56.728	1	56.728	10.401	.002 ^b
	Residual	239.989	44	5.454		
	Total	296.717	45			

a. Dependent Variable: OCB

b. Predictors: (Constant), Trust

Simultaneous test results can be seen from table 7. above. If F count > F table and significance level < 0.05, then Ho is rejected and Ha is accepted. In the ANOVA table, we can find out the level of influence or the level of significance between the variable (X), namely Trust in the variable (Y), namely Organizational Citizenship Behavior (OCB). When using the above method to find a simultaneous test value (F), it is known that the F count is 10,401. The tolerable

degree of error is set at 5% (or = 0.05), and the number of samples is 46 samples (n = 46). The degrees of freedom (df) for the numerator and denominator are referred to as df1 with the formula = k-1/ 2-1 = 1 and df2 with the formula = nk / 46-2 = 44, where (k) is the number of variables (independent + dependent) and (n) is the number of observations/samples forming the regression. Thus, the value of the F table is 4.06. According to the explanation above, the F count is 10.401 and the F table is 4.06, indicating that the F count is greater than the F table (10.401 > 4.06). The result of a significance value of 0.002 < 0.05 indicates that Ho is rejected and Ha is accepted, or in other words, the Trust variable (X) has a significant effect on the OCB variable (Y). The regression test meets the requirements for determining the level of influence of the Trust variable on the Organizational Citizenship Behavior (OCB) variable.

Table 8. Results of Determination Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.173	2.335

a. Predictors: (Constant), Kepercayaan
b. Dependent Variable: OCB

From the determination test table above, The R value as the correlation coefficient is 0.437. This indicates that the Trust variable and the OCB variable have a weak positive correlation because $0.437 < 0.5$. Meanwhile, the obtained R Square is 0.191 or (19.1 %). This indicates that the influence of the independent variable (Trust) on the dependent variable (Organizational Citizenship Behavior) is 19.1%, or the variation of the independent variable (Trust) used in this research model can explain 19.1% of the variation in the dependent variable (Organizational Citizenship Behavior), with the remaining 80.9 % influenced by other variables not included in this research model.

The higher the quality of trust between officers, the higher the Organizational Citizenship Behavior (OCB) culture that develops in each officer at the State Detention Center Class II B Kudus, and vice versa, the lower the quality of trust, the lower the Organizational Citizenship Behavior (OCB) culture that develops in each individual officer. In addition to officers, the organization's

leaders play a critical role in instilling trust in all members. If the leader has instilled in members a sense of trust, this can later influence members' attitudes toward the organization as a priority. The results of this study are in line with previous research conducted by Kristianti (2021), which found that trust has a positive and significant impact on OCB (Kristianti and Lukiastuti 2021). Trust in every correctional officer in the Class IIB Kudus State Detention Center greatly affects to the organization's attitude, such as work that can be completed easily, cooperation between officers is getting stronger. Organizational Citizenship Behavior (OCB) behavior that arises in every officer will have a positive impact on the organization's running to achieve its goal because there are internal urges to help complete all organizational affairs without any coercion from other parties.

C. Conclusions

Based on the findings and discussions, it can be concluded that trust has a positive impact on the officers of the Class IIB Kudus State Detention Center's Organizational Citizenship Behavior (OCB). This shows that trust is an important component of the OCB culture among the officers of the Class IIB Kudus State Detention Center. If the trust among the officer increase, it will increase the Organizational Citizenship Behavior (OCB) within the organization. From this conclusion, it can be seen that trust between officers affects Organizational Citizenship Behavior (OCB) because mutual trust will form a positive organizational culture. The researcher's advice to the Class IIB Kudus State Detention Center is to build trust among officers within the organization by doing what has been promised, improving each officer's skills and knowledge, increasing their ability to predict and solve problems, increasing loyalty to the organization, and sharing ideas and information without hiding anything. The officers of the Kudus Class IIB State Detention Center are expected to pay attention to other factors in addition to the variables studied in this research model because they are aware that there are other factors that can affect their Organizational Citizenship Behavior (OCB).

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