



Adaptation of organizational citizenship behavior checklist in Indonesia

Manik Pupunden¹, Hery Susanto²

^{1,2}Master of Professional Psychology, Padjadjaran University, Indonesia

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ABSTRACT

The Organizational Citizenship Behavior-Checklist was developed by Fox & Spector in 2011, and has undergone multiple adaptations in languages other than English. The study aimed to validate the OCB-C in Indonesia, which had been adapted for this purpose. The validation process employed Confirmatory Factor Analysis and involved 261 employees in Indonesia ($n = 261$), selected using convenience sampling techniques. The Confirmation Factor Analysis was conducted using JASP 16.0 software. The findings of this study indicate that the adapted OCB-C in Indonesia has met the goodness of fit criteria ($RMSEA = 0.0048$, $CFI = 0.0952$), and demonstrates reliability with a Cronbach's alpha coefficient of .902. These results suggest that the adaptation of OCB-C retains its unidimensional nature within the utilized indicators for assessing levels of Organizational Citizenship Behavior.

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Corresponding Author:

Manik Pupunden,
Department of Psychology,
Padjadjaran University,
JI Raya Bandung Sumedang KM. 21, Jatinangor, Sumedang, Jawa Barat.
Email: Manik21001@mail.unpad.ac.id

1. INTRODUCTION

Human resources are an important part that affects the performance of a company or organization. To get good performance, a company or organization needs employees who are willing to do work beyond expectations and perform extra roles. This behavior is driven by a sense of satisfaction members of the organization when doing something more than the main task in organization (Miao et al., 2018). Organizational Citizenship Behavior (OCB) is a term that refers to the extra roles exhibited by employees. OCB is an employee attitude that is not formally recognized by the reward system in the company or organization, but functions effectively for the organization (Smith et al., 1983). Organizations that successfully develop their human resources will creating employees who do more than just their formal duties (Sun et al., 2018); (You et al., 2018); (Yu et al., 2018).

Employees play a direct or indirect role in numerous factors that affect the operational results of an organization, by "shaping the organizational, social, and psychological context that serves as the catalyst for task activities and processes." This behavior is referred to by some scholars as Organizational Citizenship Behavior (OCB) or Counterproductive Work Behavior (CWB), both of which have been the subject of numerous psychological and management studies (Shah et al., 2022). Some researchers have sought to more comprehensively explain the origins of OCB and its impact on organizational development. Some hypothesize that OCB leads to improved organizational performance and outcomes (Romi et al., 2020).

OCB have a variety of impacts on organizational performance, the majority of which are constructive (Tefera & Hunsaker, 2020). OCB contributes to organizational effectiveness through productivity and managerial performance that enables organizations to be adaptive to

environmental changes and can strengthen communication within the organization (Podsakoff et al., 2000). Employee personality model with OCB a good one reflects that the employee has positive traits such as: cooperative, helpful, caring, and earnest (Meng et al., 2021). OCB can be viewed as the syndrome of good brotherhood between employees and the organization which includes any constructive movement that is not ordered but is carried out in full awareness and pleasure by employees (Ocampo et al., 2018).

Various studies reported that OCB contributes greatly to increasing peer productivity work, increase the productivity of managers, save resources owned organization, helping to save energy and scarce resources for maintain group functions, be an effective means of coordinating activities organizational work, improving the organization's ability to attract and retain the best employees, improve the stability of organizational performance, and improve the organization's ability to adapt to environmental changes dynamic (Ocampo et al., 2018) (Szabó et al., 2018).

The concept of OCB is in demand among many researchers in the field of social organization. However, measurements of OCB constructs in Indonesia have not been carried out consistently even though many OCB studies have been conducted in Indonesia (Grasiaswaty, 2021). The OCB scale that is most widely used in research in Indonesia is the Podsakoff Scale, et al. The scale refers to the theory of (Smith et al., 1983) which constructs OCB through five dimensions, namely the dimensions of altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Lepine et al., 2002). Altruism is a behavioral initiative in helping and helping colleagues voluntarily. In essence, altruism is "a motivational state with the ultimate goal of increasing another's welfare" (Ma et al., 2018). Courtesy is the behavior of employees in a company or organization by maintaining interaction with their colleagues to avoid conflicts or disputes. In essence, courtesy fosters positive relations among peers, crafting a conducive and amiable work setting (Oamen, 2023). Sportsmanship is an individual's capacity to endure suboptimal situations without complaints (Lan, 2018). Conscientiousness is the high dedication of employees to work by trying to exceed achievement standards in every aspect. (Abbas & Raja, 2019) found conscientiousness to be the most influential predictor of problem solving coping in response to stressors. Meanwhile, Civic virtue is indicated by the level of participation, participation, and concern of individuals in various activities organized by the organization. Broadly, it signifies an employee's inclination to represent and elevate their organization's image positively (Oamen, 2023). Civic virtue implies that organizations empower employees to enhance their work quality (Puspitasari et al., 2023).

Overall, this Podsakoff scale has reliability and proof of factorial validity (with the exception of civic virtue) as well as good evidence of content validity in representing the five conceptual domains of (Organ, 1997). Some items of this scale involve beliefs or attributions about a person's behavior and/or motives that reflect personality rather than behavior, question items focus on the negative rather than the positive, indicating negative affective indicators rather than performance indicators.

Another scale of OCB is the Organizational Citizenship Behavior Checklist (OCB-C) which has been used to analyze many companies in the world. So far, OCB-C has been translated into various languages, namely Spanish, Romanian, Polish, Indian, German, and Malay (Malaysia), with item versions of 10, 20, and 42. The original OCB-C was a 42-item measuring instrument designed to assess OCB frequency in employees. Since then, this scale has been refined and shortened several times, starting from being 36 items and then to 20 items as recommended by Spector (Fox et al., 2012). OCB-C is specifically designed to minimize overlap with the Counterproductive Work Behavior (CWB) scale as a limitation of the previous scale.

The OCB-C concept refers to (Fox et al., 2012) who have chosen to return to the definition compiled by (Smith et al., 1983) to describe a sharper difference with Counterproductive Work Behavior (CWB) and the role of employees in performing tasks. OCB is defined as behavior that benefits the organization even outside the requirements of a formal job. In addition to continuing to perform their job responsibilities, employees who demonstrate OCB tend to contribute well to the company by behaving outside of job demands. In explaining the concept of OCB, Spector did not clearly parse the supporting dimensions of OCB.

Based on these OCB concepts, the OCB concept can be synthesized as a voluntary behavior of an employee to help other employees or to go the extra mile beyond the formal demands listed on the task description, which can increase organizational effectiveness.

On <https://paulspecter.com/> official website, (accessed May 04, 2022), this measuring instrument has been translated into five different languages. However, until now researchers have not found psychometric studies related to the adaptation of the Organizational Citizenship Behavior Checklist (OCB-C) measurement tool in the Indonesia. This underlies the need for adaptation by translating, interpreting and equalizing perceptions of the OCB-C scale from Spector and conducting psychometric tests on employees working in organizations or companies in Indonesia.

In this study, adaptation to OCB-C was done by adjusting items on a scale into Indonesia and considering local culture. The OCB-C scale is expected to be used practically by companies or organizations in Indonesia as an assessment instrument to assess the level of Organizational Citizenship Behavior (OCB) of employees and expected to add theoretical contributions to industrial and organizational psychology of organizational citizenship behavior.

2. RESEARCH METHOD

This study conducted the adaptation process of OCB-C measuring instruments based on the adaptation stages recommended by ITC ("ITC Guidelines for Translating and Adapting Tests (Second Edition)," 2018). The collection of validity evidence to confirm the structure of measuring instruments was carried out using a sample of 261 employees in Indonesia whose data was collected through convenience sampling techniques. Data collection is carried out through Google Form with links announced through social media Instagram, Twitter and various WhatsApp groups. Demographic data of participants are presented in table 1.

Table 1. Participant demographic data

	Category	(N=261)
Gender	Male	120
	Female	141
Age Range	> 50	3
	41-50	22
	31-40	86
	18-30	150
Recent Education	Doktor/Sp-2	1
	Master/Profesi/Sp-1	35
	Bachelor	158
	High School	67
Length of Work	< 5	131
	5-10	83
	> 10	47

The Organization Citizenship Behavior Checklist (OCB-C) consists of 20 items designed to assess the frequency of Organization Citizenship Behavior in the workplace. Items on this scale were checklists with participants asked to indicate how often each behavior on an item they performed. The score of this scale is calculated by summing participants' answers on all items. Research Procedure. Based on guidelines from ("ITC Guidelines for Translating and Adapting Tests (Second Edition)," 2018) this research was carried out through stages as presented in figure 1.

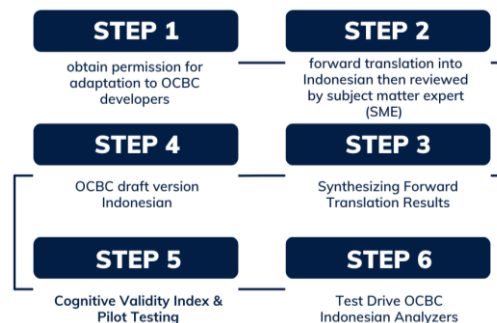


Figure 1. Stages of measuring instrument adaptation

Stage I. PreCondition. At this stage, researchers ask permission to scale up to the Organizational Citizenship Behavior Checklist (OCB-C) developers via email. Spector, representing the scale-making team, expressed his approval for the adaptation process into Indonesia. Spector expressed interest in non-American samples for OCB-C and granted permission for the use of OCB-C measuring instruments in noncommercial research/teaching, student theses and dissertations, and other student research projects at no cost. A copy of the scale may be reproduced in a thesis or dissertation as long as the copyright notice is provided that the researcher agrees to submit a translated copy that includes the name of the person translating, the year it was performed, and the date it was made.

Stage 2. Test Development. At this stage, forward translation is carried out by translating items from English to Indonesia assisted by two translators, consisting of sworn translators who have a psychological background and native Indonesia speakers who also have English language expertise as evidenced by a TOEFL certificate. Then, researchers synthesized the results of forward translation from both translators and asked for input from researchers in the field of psychology who have educational backgrounds in the field of industrial and organizational psychology studies.

Furthermore, the results of this synthesis are reviewed by a Subject Matter Expert (SME). (LYNN, 1986) recommends using at least three experts, and indicates that no more than 10 experts are needed to calculate the Content Validity Index (CVI). In this adaptation process, the results of the synthesis were consulted on four SMEs consisting of one lecturer who also works as a psychologist in the field of Industrial and Organizational Psychology and three psychologists who understand psychological constructs.

In the review, SME provided input on the results of the OCB-C forward translation. The initial procedure for the review process by SME is carried out by submitting an application for approval. The document sent is in the form of a request letter of willingness to provide an assessment of the translation process that has been carried out in terms of language, ethics, and other related aspects to be used as a reference in improving the translation process of this measuring instrument. SME works independently to assess how far items on the scale can represent the OCB construct to be measured by rating it on a 4-point ordinal scale, namely 1=irrelevant, 2=less relevant, 3=moderately relevant, and 4=highly relevant for each item that has been translated. The calculation of CVI on items (I-CVI) is carried out by dichotomizing SME assessment. Values 3 (moderately relevant) and 4 (highly relevant) count as 1 while values 2 (less relevant) and 1 (irrelevant) count as 0. The sum of the values of all SMEs is then divided by the number of SME.

Items are considered very relevant if they have an I-CVI of 1 (Polit & Beck, 2006). The I-CVI value limit is expected to be above 1.00 when there are five or fewer raters. When there are six or more raters, the standard can be looser, but (LYNN, 1986) recommends an I-CVI no lower than 0.78. The mean I-CVI is calculated to see the overall level of relevance of the measuring instrument.

Stage 3. Backward translation. In the next stage, the backward translation process is carried out on OCB-C items that have been translated into Indonesia. This process is carried out by translators from PT. Arsanara Development Partner and Cosmo Translation. This method is carried out with the aim of perfecting the adaptation process of the OCB-C scale version Indonesia. Using the same approach in the first stage, items are translated back into English by an independent translator who has the mother tongue of English and has no knowledge at all of the scale to be translated.

Back-translation is done of selected items identified in two ways. First, some items are selected based on key concepts or terms that are considered sensitive in cross-cultural translation issues. Second, it contains some items that the translator added as identifying as problematic words or phrases. As with early translations, the emphasis of back-translation is on equality of concepts and cultures rather than merely equality of languages.

Stage 4. Cognitive interviews were conducted by telephone to the trial participants, namely five employees working in Indonesia as representatives of the target population who would be asked to fill in measuring instruments. Trial participants received a translated OCB-C measuring instrument and were given several systematic debriefings about what they understood from each item contained in the measuring instrument. In addition, they were also asked to repeat the questions in their own language and tell what they thought if they heard a certain term or phrase. Participants were also asked how they answered or chose answers, and about what words they do not understand, including when there are words or expressions that are unacceptable and seem offensive to a party. The question is repeated on each item. Finally, when there were alternative words, the participants were asked to choose which words were more comfortable and better used according to the language they usually use.

Stage 5. Testing Measuring Instruments. In the final stage, researchers create a final version of the instrument which is then made in the form of a Google Form and distributed to participants for the testing process of measuring instruments. Analysis conducted on trial data includes reliability, differentiating power on items, and Confirmatory Factor Analysis.

Reliability tests were conducted using Cronbach Alpha with an acceptable coefficient value of at least 0.80. The differentiating power is calculated by corrected item-total correlation via SPSS 26.0 software. Items that have a corrected item-total correlation of 0.30 or more indicate that the item has satisfactory distinguishing power (Azwar, 2015). Confirmatory Factor Analysis is performed to test the suitability of the model (model fit) of Indonesia measuring instruments. Tests are carried out to confirm whether the structure of the measuring instrument model Indonesia in line with the original theory (Tabachnick, Barbara G. Fidell, 2019). Confirmatory Factor Analysis is performed with the help of JASP 16.0 software. Evaluation of model fit was carried out using criteria from (Hooper et al., 2008), which is 0.9. The loading factor value is expected to be above 0.71 (Tabachnick, Barbara G. Fidell, 2019).

3. RESULTS AND DISCUSSIONS

Based on the results of the review of four SMEs, it was found that the value of all Content Validity Index (CVI) on this measuring instrument was above 1, with a Mean I-CVI of 1, so that no items were eliminated at this stage. This suggests that overall, OCB-C Indonesia considered relevant for measuring OCB constructs. These results also show that the OCB-C measuring instrument Indonesia supported by evidence of validity based on content.

The results of the reliability analysis of the trial data showed a Cronbach Alpha of 0.902 for 20 points of the OCB-C scale. This shows that 90% of the observed score variance is true score variance. It can be said that the OCB-C score of the adapted measuring instrument is reliable. The corrected item-total correlation calculation shows a value between 0.323 and 0.755. Based on these values, it can be concluded that all items of adapted measuring instruments are able to distinguish participants based on the characteristics of their Organization Citizenship Behavior.

In the confirmatory factor analysis carried out on the trial data, the initial results of the overall model were not fit, which means that there is a mismatch between the proposed model and the estimated data. All model match indexes were found not to meet the criteria. Based on this, adjustments to the model are made by allowing correlation in error terms based on

recommendations from the highest modification indices. Researchers modify the model by correlating errors with the aim of reducing existing measurement errors so that it will produce a better goodness value than the previous model. The calculation of estimates is carried out by covariance error terms based on modification indices by taking into account the similarity of factors and the greatest value according to the order in the modification indices in table 2.

Table 2. Modification indices on covariance

Covariance Order	Covarian error terms			Value modification indices
1	I2	↔	I8	7.945
2	I9	↔	I10	7.116
3	I2	↔	I6	6.267
4	I13	↔	I19	6.260
5	I16	↔	I17	5.982
6	I6	↔	I15	5.947
7	I14	↔	I18	5.916
8	I3	↔	I6	5.625
9	I12	↔	I20	5.381
10	I8	↔	I16	5.350
11	I4	↔	I8	4.865
12	I2	↔	I20	4.860
13	I13	↔	I16	4.788
14	I3	↔	I12	4.776
15	I15	↔	I18	4.758
16	I3	↔	I9	4.705
17	I9	↔	I18	4.608
18	I9	↔	I11	4.580
19	I2	↔	I9	4.494
20	I2	↔	I13	4.461
21	I11	↔	I18	4.455
22	I1	↔	I5	4.136
23	I1	↔	I20	4.102

After entering the error terms covariance 23 times, it was found that the entire model was fit as presented in table 3. All match index values fall below the criteria, except for significant Chi-square values. However, this value is so influenced by the number of samples that other indices are used to determine the fit of the model (Hu & Bentler, 1999). The analysis continues by looking at the estimates on the parameters in each item.

Table 3. CFA model goodness fit, fit index and its threshold

Fit index	Before Model Revision	Threshold (Hooper et al., 2008) (Hooper et al., 2008)	After Model Revision
		<i>Absolute Fit Indices</i>	
Chi-Square χ^2	561.734	χ^2 low relative to df	250.045
Probability	< .001	Insignificant p-value ($p > 0.05$)	< .001
RMSEA	0.094	Value less than 0.07 (Steiger, 2007)	0.048
GFI	0.811	Greater than 0,95	0.912
SRMR	0.071	Less than 0.08 (Hu and Bentler, 1999)	0.048
		<i>Incremental Fit Indices</i>	
CFI	0.796	Greater than 0,95	0.952

Based on CFA modeling (after modification) obtained the results of significance testing and indicators presented in table 4.

Table 4. Significance and Validity Test (After Modification)

Indicator	Value λ_i	z-value	p
I1	0.674	5.634	< .001
I2	0.691	7.064	< .001
I3	0.632	9.721	< .001

Indicator	Value λ_i	z-value	p
I4	0.600	8.824	< .001
I5	0.294	8.264	< .001
I6	0.865	7.781	< .001
I7	0.601	5.803	< .001
I8	0.517	14.376	< .001
I9	0.661	10.277	< .001
I10	0.710	8.974	< .001
I11	0.675	10.735	< .001
I12	0.721	11.394	< .001
I13	0.685	10.085	< .001
I14	0.482	11.608	< .001
I15	0.820	8.705	< .001
I16	0.739	6.315	< .001
I17	0.599	12.538	< .001
I18	0.699	11.262	< .001
I19	0.674	7.706	< .001
I20	0.691	10.727	< .001

Table 4 shows that the value of the loading factor (λ_i) indicates that items on the OCB-C scale can Indonesian generally account for the OCB construct. However, there are items that have a small loading value. This shows that the item is not very good at explaining the OCB construct in the Indonesian population. Researchers still maintain the item because of its significant value and consider the content of the OCB-C measuring instrument. Thus, it can be concluded that the Checklist Organizational Citizenship Behavior measurement model has indicated that the model is fit with unidimensional indicators in measuring OCB levels.

The test results on the adaptation measurement tool show evidence of validity and reliability in line with OCB-C adaptation in other languages. One of the 20-item OCB-C adaptations, the adaptation into Turkish by (Göncü Köse & Metin, 2018), shows a Cronbach Alpha reliability coefficient of 0.93. Meanwhile, a study conducted by (Onaran & Göncü-Köse, 2023) showed a Cronbach Alpha reliability coefficient of 0.91.

The implications of the results of the CFA analysis in this study show that OCB-C can be used to assist in explaining the work behavior of employees in Indonesia in the form of their roles at the individual, team, and organizational levels in the form of behavioral initiatives helping and helping colleagues voluntarily, How to maintain interaction with colleagues to avoid conflicts or disputes, accept everything that exists in the organization, high dedication of employees to work by trying to exceed achievement standards in every aspect, and the level of participation, participation, and concern of individuals in various activities organized by the organization.

In addition, in this study there are several limitations, namely first, employees who participated in this study were recruited to fill out online questionnaires. In this way, participation in the study may be limited to employees who have more time, willpower, and are familiar with online platforms. Second, the sample of this study was dominated by undergraduate graduates, with a length of work of less than 5 years. Second, there is no ethnic information in our sample. These factors can affect the ability to generalize the results of current studies. Therefore, it is very important to involve more employees with various educational backgrounds, tenure, job echelonization, and ethnicity in similar studies. The limitations contained in this study can be corrected in future studies.

4. CONCLUSION

The OCB-C scale that has been adapted into Indonesian is a reliable measuring instrument and is supported by adequate evidence of validity. Confirmatory factor analysis shows a fit model path diagram to measure the level of Organizational Citizenship Behavior. Organizational Citizenship Behavior – Checklist Indonesian can be accepted as a measurement scale that can measure the level of Organizational Citizenship Behavior of employees in Indonesia. Future studies can be

conducted to gather evidence of OCB-C validity by involving more diverse and more representative participants.

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