Growth Mindset and Organizational Citizenship Behavior at The Integrated Police Service Center POLDA DIY

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ABSTRACT

This study aims to determine the relationship between a growth mindset and Organizational Citizenship Behavior (OCB) at the Integrated Police Service Center (SPKT) Polda DIY. Characteristics: The subjects of this study were male and female and had worked for at least 1 year. Subjects were taken using saturated sampling with data collected using the Growth Mindset Scale and the Organizational Citizenship Behavior (OCB) Scale. Data were analyzed using product moment correlation. Based on the data analysis, a correlation value 0.724 was obtained with p = 0.000 (p <0.005), so the hypothesis can be accepted. This study also shows a coefficient of determination (R^2) of 0.525. This indicates that the growth mindset variable makes an effective contribution of 52.5% to the Organizational Citizenship Behavior (OCB) variable, and the remaining 47.5% is influenced by many other factors not examined in this study, such as adversity quotient, cohesiveness, leader-member exchange, and perceived organizational support.

Keywords: *Growth Mindset, Organizational Citizenship Behavior (OCB), police, Polda DIY, SPKT.*

Introduction

The Integrated Police Service Center is one of the units in the National Police of the Republic of Indonesia that interacts directly with the community. The police in the unit are tasked with providing integrated police services to reports or complaints from the public, Police Report Receipt Letter (STTLP), Certificate of Loss Report (SKTLK), Self-Report Certificate (SKLD), Permit for Crowd and Community Activities, and other documents. In addition, SPKT also serves the community through communication tools, including telephone, short messages, faxes, and social networks (internet). The preparation of reporting registration, preparation, and submission of daily reports to the Chief of Police through Bagops is part of the duties and functions of SPKT (Polresjogja, 2017).

SPKT exists in various regions, one of which is in the Special Region of Yogyakarta Yogyakarta (DIY). The SPKT unit has become a public discussion in

general. This phenomenon can be seen from various news portals showing that it is difficult to get permits, slow services, and the existence of social strata that distinguish services. This incident suddenly disappointed the public with the poor service from the police (Azzura, 2015). The news in 2023 itself is that the National Police Commission (Kompolnas) received 135 reports related to poor service. The most complaints from the public regarding poor service were 126 complaints. They were then followed by abuse of authority, as many as six complaints, and discrimination of 3 complaints, which can cause a negative stigma in society (Fadilla & Haryadi, 2023).

Prasetyo (2021) stated that the police have a job to serve the community, so they must be able to make the community feel safe and satisfied with the performance of the services provided. Kohan and Mazmanian (2003) explained that work in the field of service requires a significant role in Organizational Citizenship Behavior (OCB) because Organizational Citizenship Behavior (OCB) is a voluntary behavior of working outside the description; where the service part is because it faces various individual characters. In addition, other conditions and cases are often experienced by people working in the service sector, including the police. Qureshi (2015) explained that the problem of Organizational Citizenship Behavior (OCB), if it occurs in work in the service sector, especially the police, will cause a loss of sense of helping colleagues, serving the community not wholeheartedly or enthusiasm when faced with additional tasks to handle cases or other heavy tasks, and only thinking about oneself (job description as an obligation) but neglecting humanitarian duties to provide a response or response so that The person being served feels satisfaction and comfort. Organizational Citizenship Behavior (OCB) problems, if they continue to occur, will make the organization's image worse and cause the loss of quality human resources (HR) (Tamunomiebi & Onah, 2019).

Organizational citizenship behavior (OCB) is voluntary behavior that carries out tasks outside the job description without being related to the reward system and is willing to aggregate (overall) increase the effectiveness of the organization (Organ, 2006). Spector (2002) explained that Organizational Citizenship Behavior (OCB) is the behavior of employees willing to help colleagues or organizations go beyond the formal requirements of a formal work system or reward. Aspects of Organizational Citizenship Behavior (OCB), according to Organ (2006), include the aspect of altruism, which is a behavior that helps ease the work of others without any coercion. The sportsmanship aspect is the willingness to accept whatever the organization sets,

even in an urgent situation. The aspect of conscientiousness is high dedication or devotion to show results that exceed the standard of achievement. The Courtesy aspect is behavior that respects the rights of others as a goal to prevent conflicts or problems from arising. The Civic Virtue aspect is a behavior related to active organizational participation.

Cázares (2012) stated that organizational citizenship behavior (OCB) is an important topic to be studied more deeply among workers, especially in the field of service, because the field is very dynamic and directly faces other people with different characteristics and needs. Ingrams (2020) explained that a person should have an Organizational Citizenship Behavior (OCB) because the presence of Organizational Citizenship Behavior (OCB) makes a person work voluntarily, not want rewards for optimal work results, and is willing to succeed in the organization to achieve goals. Kohan and Mazmanian (2003) argue that the Organizational Citizenship Behavior (OCB) possessed by the police can make them more friendly, do not discriminate between statuses, work wholeheartedly, are willing to help colleagues in need, maintain maximum work results when given urgent tasks, and are eager to make sacrifices for the community even though they do not receive any services in return from the institution.

A survey on voluntary Organizational Citizenship Behavior (OCB) conducted by Maulana, Widiartanto, and Dewi (2015) showed that there were 13.3% of employees willing to help colleagues, 10% to help new colleagues, 20% to complete work on time, 13.3% to express opinions for the organization, 20% to follow the development of the organization, 10% to invite colleagues to discuss and 13.3% to give suggestions to colleagues. The results of the research by Wardani and Suseno (2012) showed that Organizational Citizenship Behavior (OCB) in police subjects was in the medium category (5.56%), high category (68.52%), and very high category (25.93%) as many as 14 people.

In line with the data previously explained, based on the results of interviews with ten police officers in the SPKT unit of the DIY Police on March 20 to 21, 2023, using aspects of Organizational Citizenship Behavior (OCB) presented by Organ (2006). As many as nine subjects were obtained in the element of helping attitude (Altruism); the subject was not willing to help colleagues who asked for help; the subject only helped colleagues who had a close relationship with him; if the time had changed, the work shift, the subject did not want to serve the community and told him to wait a long time to get services. In the aspect of tolerance (Sportsmanship),

the subject was unwilling when a coworker asked for help to complete his tasks and was unwilling to complete his tasks when he came home from work or brought his tasks home. In the aspect of voluntariness (Conscientiousness), as many as nine subjects worked according to the description of the tasks. When instructed to do additional tasks, the subjects carried out them but only worked or did not show maximum performance.

Furthermore, in the aspect of respect (Courtesy), as many as six subjects discriminated against social status, namely immediately making efforts to make letters if a person is considered an important person or prioritizing services to specific people so that the subject has experienced conflict with the community because the letters have not been obtained. Regarding civic virtue, eight subjects worked slowly. They sorted out which reports were the most important to process or ignored responsibility by not responding too much to reports they thought were unnecessary. From the results of the interviews, it can be concluded that most of the subjects experienced Organizational Citizenship Behavior (OCB) problems, which can be seen from the aspects put forward by Organ (2006), namely altruism, sportsmanship, conscientiousness, courtesy, and civic virtue.

The factors that affect Organizational Citizenship Behavior (OCB), according to George and Jones (2000), are Growth Mindset, Adversity Quotient, cohesiveness, Leader-Member Exchange, and Perceived Organization Support. From these factors, the researcher chose a growth mindset. Dipboye (2018) also argues that a growth mindset can influence Organizational Citizenship Behavior (OCB) because a person with a growth mindset will always be willing to succeed even though they have to work outside the specified job description. This is also supported by previous research conducted by Niqab, Hanson, and Bangert (2019), which showed that a growth mindset can affect Organizational Citizenship Behavior (OCB). Other research conducted by Imran, Akbar, Khan, Usman, and Mansoor (2020) and Setiani and Manurung (2020) showed the same result, namely that there was a significant correlation between growth mindset and Organizational Citizenship Behavior (OCB). Therefore, this study uses a growth mindset as an independent variable.

A growth mindset is a growth mindset and a strong belief in a person considering challenges as self-development to treat challenges as opportunities to learn about new things (Amba, 2019). Hildrew (2018) stated that a growth mindset is an advanced mindset that keeps up with dynamic information developments and considers talent not the end of everything. However, the development to learn from

the information obtained can make him master a field. Aspects of the growth mindset, according to Amba (2019), namely the aspect of having a passion, is a person who realizes that when he is less talented, someone can still pursue it with high passion. Taking action means that a person realizes that fear will only disrupt emotions, so they will overcome it correctly and act quickly. The improvisation aspect is that someone likes challenges, so obstacles are opportunities to improvise (improve themselves or evaluate themselves).

According to Campbell (2019), the growth mindset is one of the elements that every individual must have because a growth mindset can make a person more open to improvising. His abilities can be honed with hard work when he is less talented. A growth mindset can affect various variables, including Organizational Citizenship Behavior (OCB) (Kim, 2023). Dipboye (2018) argues that a growth mindset makes a person still learn by looking for information about the activities being carried out and is optimistic that someone can provide the best results even though they do not have talent in their field of work so that a person who is optimistic even though he does not have the talent to support his abilities can make him try harder in completing work that can influence the occurrence of Organizational Citizenship Behavior (OCB) because a person will volunteer to demonstrate the best efforts of the job description. Organizational Citizenship Behavior (OCB) is shown with enthusiasm in work, an attitude of helping others in need, and being willing to provide various positive ideas for the organization's progress (Newstrom, 2007).

Based on the description of the background of the problem above, the formulation of the problem in this study is as follows: "Is there a relationship between growth mindset and Organizational Citizenship Behavior (OCB) at the Integrated Police Service Center (SPKT) of the DIY Police?"

Methods

The data collection method of this study uses scales, namely the Organizational Citizenship Behavior (OCB) Scale and the Growth Mindset Scale. The subjects in this study are police members at the Integrated Police Service Center (SPKT) of the Yogyakarta Police who are male and female and have worked for at least one year. The number of subjects in this study is 32, using the saturated sampling technique.

The results of the calculation of the item-difference power of the Organizational Citizenship Behavior (OCB) Scale are that the item-total coefficient (rix) moves from 0.276 to 0.679 with an alpha reliability coefficient (α) of 0.861. Furthermore, the

difference between the items from the Growth Mindset Scale of the total coefficient (rix) moves from 0.316 to 0.746. with an alpha reliability coefficient (α) of 0.878. The data analysis technique in this study was carried out using the Product Moment correlation method developed by Karl Pearson (Sugiyono, 2016).

Results

The results of this study show that the hypothesis is acceptable because it is seen from the results of the product moment analysis, namely the correlation coefficient (rxy) of 0.724 with p = 0.000. This shows a positive relationship between the growth mindset variable and Organizational Citizenship Behavior (OCB). The direction of the variable relationship is that the higher the growth mindset, the higher the Organizational Citizenship Behavior (OCB), and vice versa, the lower the growth mindset, the lower the Organizational Citizenship Behavior (OCB). The result of the determination coefficient (R^2) in this study was 0.525. This shows that a growth mindset effectively contributes 52.5% to Organizational Citizenship Behavior (OCB), and the remaining 47.5% is influenced by many other factors not studied in the study.

Discussions

The acceptance of the hypothesis in this study reveals that a growth mindset is a factor that can affect Organizational Citizenship Behavior (OCB). This is supported by the results of research by Setiani and Manurung (2020), which shows that a growth mindset can be a factor that affects Organizational Citizenship Behavior (OCB) so that a person who has a growth mindset will be willing to make various efforts to improve task results even though they have to work outside the job description. The results of Imran et al. (2020) show that there is a significant positive relationship between growth mindset and Organizational Citizenship Behavior (OCB), so the more someone thinks forward and wants to process, the more they will be available to carry out behaviors to help the organization regardless of the situation, and if the growth mindset is lower, a person will stick to the old method by not wanting to try harder to create optimal results. Research by Niqab et al. (2019) shows a correlation between growth mindset and Organizational Citizenship Behavior (OCB). When the growth mindset is high, a person will be encouraged to engage in organizational citizenship behavior (OCB) and vice versa. A low growth mindset is accompanied by a person's unwillingness to carry out tasks outside the written employment contract.

This study shows the results of the categorization of the Organizational Citizenship Behavior (OCB) scale, namely subjects in the high category of 19% (6 subjects), medium 25% (8 subjects), and low 56% (18 subjects). Furthermore, the growth mindset scale shows that subjects in the high category are 16% (5 subjects), medium 34% (11 subjects), and low 50% (16 subjects), so it can be concluded that in this study, most subjects have Organizational Citizenship Behavior (OCB) and growth mindset in the low category. Campbell (2019) explained that the lower the growth mindset, the more unwilling a person is to try to improve information and evaluate their work performance so that a person only works using the old method without getting to know the organization further and doing Organizational Citizenship Behavior (OCB) in providing the best service ever. Every organization needs it despite no reward (Cropanzano et al., 2016). According to Amba (2019), the three aspects of the growth mindset are having passion, taking action, and improvisation.

A person's awareness of having a passion is when he is less talented but can still pursue him with high passion (Amba, 2019). A person who loses passion will think that talent is the main thing, and if he does not have talent, he loses the enthusiasm to do his tasks, so he does not want to try harder to complete complicated tasks (Hanson, 2017). Spector (2022) explained that a person who loses enthusiasm at work will be able to lower Organizational Citizenship Behavior (OCB) by not wanting to work outside the description, even if it is necessary, it is difficult for a person to provide optimal results and it is difficult to establish good relationships by providing help to colleagues because they consider it not part of their responsibility.

The aspect of taking action is fear or anxiety that disrupts a person's emotions (Amba, 2019). Hildrew (2018) explained that a person who is not able to take action is easily depressed when given a heavy task; besides that, a person also cannot think faster in taking the right action as a solution to solving his task. Newstrom (2007) states that taking inappropriate actions makes a person only focus on his interests so that there is no willingness to carry out Organizational Citizenship Behavior (OCB) by helping the organization to achieve success, low dedication, and decreased performance when working without the supervision of superiors.

The improvisation aspect is when someone considers challenges an opportunity to improvise (Amba, 2019). Charlotte (2020) argues that the lower the improvisation, the less a person will dislike challenges, consider challenges as things that make it difficult for them, not want to learn from experience and have a mindset

about the quality of work that does not need to be improved. George and Jones (2000) stated that low improvisation can reduce Organizational Citizenship Behavior (OCB) in a person because they do not want to make an effort to evaluate themselves even without being asked by the organization, continue to work according to the description even though there are other things outside the description that must be implemented but a person works with poor performance.

Conclusion

This study's results show a positive relationship between growth mindset and Organizational Citizenship Behavior (OCB) in the Integrated Police Service Center (SPKT) of the Yogyakarta Police. This shows that the higher the growth mindset, the more developed a person's mindset is, and the ability to evaluate work results. This thinking can give rise to Organizational Citizenship Behavior (OCB) by being willing to try to improve performance and the organization's image. On the other hand, the lower the growth mindset, the less a person can think quickly to take action and is easily depressed when getting a complicated task. This mindset makes a person not want to help the organization but want rewards if the organization wants its performance to improve. A person cannot show the best service if it is not supervised.

Acknowledgment

Thank you to the Yogyakarta Police for providing access and being willing to allow researchers to collect data. Then, of course, thank you to all participants who have been willing to be involved in this research.

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