

INDIVIDUAL BEHAVIOR IN PUBLIC SERVICE AT SAMSAT OFFICE OF SORONG CITY

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ABSTRACT

Behavior in operational processes and organizational policies is an element that leads to attitudes toward position or attitudes toward work. Individual behavior in public service is the main focus in this research. This research aims to know and analyze the input, process, and outcomes of individual behavior in public service at Office of One Roof Administration One System (SAMSAT) of Sorong City West Papua Province. This research method uses case study design as the appropriate qualitative research strategy to deeply explore individual behavior in public service data analysis model using data reduction, data presentation, and conclusion. The results showed that not all behavior input parameters affect all dimensions of bureaucracy behavior process in public service of vehicle tax field. The process of individual behavior in public service in SAMSAT office of Sorong City not all its parameters affect all dimensions of outcomes of bureaucratic behavior in public service of vehicle tax. The ability to control emotions does not affect the performance of formal tasks but affects employee involvement in discretionary behavior of the type of motivation affecting the level of outcomes of bureaucratic behavior both in task performance dimensions and discretionary behavior whereas employee involvement in rational decision making affects the achievement of formal task performance and involvement in discretionary behavior.

Keywords: Behavior, Organization, Individual, Public Service.

INTRODUCTION

Bureaucratic behavior refers to overall motive-based behavior in operating processes and bureaucratic or organizational policies. Bureaucratic behavior is a type of organizational behavior that is behavior in operational processes and organizational policies that have motives. Gibson et al. (2012) explains that organizational behavior is a relatively new field of study. Organizational behavior is not an accepted discipline or science with a strong theoretical foundation. Organizational behavior is a new field that is now beginning to grow and develop forward and big influence. Greenberg and Baron (2003), organizational behavior is a field that seeks increased knowledge of all aspects of behavior in organizational settings through the use of scientific methods. Organizational behavior is a field of study devoted to understanding, explaining and ultimately improving the attitudes and behaviors of individuals and groups within organizations (Colquitt et al, 2011). According to Kreitner and Kinicki (2008) organizational behavior is an interdisciplinary field dedicated to better understanding and managing people at work. Organizational behavior is a study of human behavior in organizational settings, the relationship between individuals and organizations, and the organization itself (Tyagi, 2000) as well as individual behavior with the organizational culture that develops therein (Nahrudin & Tambajong, 2017).

The study of attitudes in the discipline of organizational behavior generally leads to attitudes toward positions or attitudes toward work. Three important outcomes of positions are job satisfaction, office involvement, and organizational commitment (Robbins & Judge, 2013). Job satisfaction is a positive feeling about a position that comes from an evaluation of a person's characteristics. Job involvement is the degree to which a person identifies himself with his position and actively participates in the post. Organizational commitment is the degree to which a person identifies himself with a particular organization, with the goals of the organization, and wishes to maintain its membership within the organization. Recent analysis of bureaucratic behavior in addition to emphasizing the behavior of formal positions also addresses the concept of discretionary behavior, such as organizational citizenship behavior (Dávila & Finkelstein, 2013; Ibrahim, 2012; and Podsakoff et al., 2009). Bureaucratic behavior related to formal position is more emphasized on the behavior formally specified in the job description of individual employees. On the other hand, organizational citizenship behavior (OCB) refers to behaviors that transcend normative role requirements or go beyond the formal description of individual positions within the organization (Bergeron, 2007).

Organizational behavioral models that integrate the performance of formal tasks and organizational citizenship behavior (OCB) are proposed by Robbins and Judge (2013). The organizational behavioral contingency model Robbins and Judge includes three behavioral input parameters, processes, and behavioral outcomes. These parameters are organized according to three levels of individual, group, and organizational behavioral analysis. The model is very complex, but the study of bureaucratic behavior can focus on one of the three levels of analysis. For example, we can study individual behavior without explicitly considering the level of the organization or otherwise conduct behavioral studies at the organizational level without specifically focusing on the individuals within them (Delta Publishing, 2006).

The location of this research was conducted in Sorong City precisely at the office of Administration System One Single Roof (SAMSAT) which difficulty in serving crowded society. There are several problems in the provision of services to taxpayers such as lack of employees who directly perform the process of service, still looks less orderly scenery, long queues, public complaints about facilities and infrastructure have not been maximized in supporting the service process, the absence of the queue number of service, the service that has not run maximally due to the application of Standard Operating Procedure (SOP) such as punctuality, service process, cost appropriateness, officer responsiveness and equity which is applied less than optimal.

Based on the description that has been proposed, this study aims to know and Analyze input, process, and outcomes Individual behavior in public service at SAMSAT Office of Sorong City West Papua Province. this study is a pioneer in using Robbins (1998), contingency behavior model that adapts the quality of public services as an eminent interest in public administration and public organizations. Practically, this research can be an input for public institutions in the sector of motor vehicle tax (PKB) and motor vehicle refund (BBNKB) in order to formulate policies and public service programs oriented people's welfare.

METHODOLOGY

The design used in this research is case study. Case study is an appropriate qualitative research strategy to explore in depth an event, activity, or process (Creswell et al, 2003). This

study deals with the appropriate events and processes to be approached by case study methods. The cases raised in this study are limited time bureaucratic behavior of public service in the field of motor vehicle tax (PKB) and the motor vehicle name transfer (BBNKB). This study focuses on three variables of bureaucratic behavior at the individual level including inputs, processes and outcomes. The three main techniques of data collection in this study are interviews, observations and documentation. the data analysis model in this study uses an interactive model from Miles & Huberman (1994), which consists of three activity lines: data reduction, data presentation, and conclusion / verification.

FINDINGS AND DISCUSSION

Input Variables Individual Behavior in Public Service

One indicator of this input variable is diversity. The diversity in this research model refers to differences in gender, ethnicity, age, and physical (physical) perfection. The empirical results indicate that employees of the Office of Technical Implementation Unit (UPT) SAMSAT Kota Sorong are relatively diverse in terms of ethnicity and age, but relatively homogeneous in sex and physical perfection (physical).

The secondary data of this study indicate the diversity of employees by sex in SAMSAT City Office of Sorong Office consists of 15 existing employees, 40% are male, and 60% female. This shows that although there are male and female employees, but the number of female employees is dominant. In other words, the diversity of employees by sex in the organization is relatively low. This situation is related solely to the strict selection of employees according to the national selection procedure. The ethnic diversity of employees at the SAMSAT Sorong Municipal Office of Sorong in general, as well as specifically in the occupation of office, is not an administrative technical engineering in employee recruitment but a rigorous selection result. The procedure of receiving employees at the Office of SAMSAT Sorong City Unit refers to a national selection process that provides an opportunity for all Indonesian citizens who meet objective requirements outside of ethnicity.

Based on the results of research there are values as input process in this research terminal values that strongly embraced by employees of UPT Office SAMSAT Sorong City is economic welfare (prosperity), equality of treatment, social recognition at work, and respect self. The instrumental values strongly embraced by the employees of UPT SAMSAT Office of Sorong City are responsibility, honesty, independence (impartiality), capability, ambition, and courage. However, the intensity or hierarchy of these values differs between subordinate and boss employees. Subordinate employees prioritize economic welfare (prosperity), equality of treatment, and self-respect. The ingredients (instruments) are responsibility, honesty, and independence. Employee superiors prioritize social recognition in the workplace, economic well-being (prosperity), and self-respect. The ingredients are capability, ambition, and courage. For more details, the differences can be seen in the following table.

Table 1. Hierarchy of the main values adopted by employees at the Office of SAMSAT Sorong City

Subordinate Employee		Employee Superiors	
terminal value	Instrumental Value	terminal value	Instrumental Value
Economic prosperity	Responsibility	Social recognition	Capability
Equality of treatment	Honesty	Economic prosperity	Ambition
Respect yourself	Independence	Self-Respect	Bravery

Source: Primary Data, 2017.

Based on the results of research indicate that terminal values and instrumental values strongly embraced by employees of Office Unit SAMSAT Sorong City include common values adopted also by other communities as discussed in theoretical and empirical literature. Prosperity (prosperity), equality of treatment, social recognition, and self-respect, responsibility, honesty, independence, capability, ambition, and courage, as well as differences in hierarchy or value intensity adopted, have been discussed in the organizational behavior model of Robbins and Judge (2013). The values of equality, recognition, capability, responsibility, ambition and courage were discussed also in the organic organizational model of the late 1950s. They are all rational values in the open system organization required to respond to rapid advances and changes in the environment. This also means that the rational values have been owned by employees in the Office of SAMSAT Sorong City even though with different intensities between different levels of office.

Employees who have academic-level diploma and undergraduate education at SAMSAT Sorong City Office of Sorong do not have all intellectual ability that is proportional to their formal education level. Some employees do not have the reasoning ability and problem solving as predicted from the level of education.

Low reasoning ability of employees is also illustrated in the preparation of activity reports. There are employees who occupy low-level structural positions (Staff) and middle level (Section Head) who are unable to arrange the activity report narrative in accordance with the format instructed from the center.

The results showed that inadequate behavior input in the form of intellectual ability at the Office of SAMSAT Sorong City Unit occurred in addition to the lack of highly educated employees, also because there is a gap between the ownership of science with the reality of problems in the field. Leadership instruction at the center to apply the mediation pattern in vehicle tax issues requires more interpersonal skills offered by majors in social science classes.

Variable Process of Individual Behavior in Public Service

In the variable process of individual behavior is traced from indicators of emotion, employee motivation, and decision making. Based on the results of the study showed the emotions of employees in the location of this study both in the form of feelings of pleasure, anger, and fear, occur in a reasonable intensity. Factors that trigger emotions can come from internal conditions, such as incentives, timely completion of tasks, inequalities in resource allocation, and others, as well as external sources, such as anger of the served or other parties. The phrase of emotion is reasonably meant, among others, in the form of praising, appreciating, expressing gratitude, and expressing gratitude to God. Emotions at such reasonable levels can theoretically cultivate rational thinking and high performance for employees.

Based on the results showed motivation of employee behavior in providing services is the needs. There is a difference of needs that motivates employees at lower levels and upper middle levels. At the lower level, the dominant need to motivate is the need for lower levels. At the upper middle level, the dominant need to motivate is the need for appreciation and self-actualization and the need for power. At all levels, the motivational power of employees has not reached the maximum level due to the employee's own predictions about the small possibility of satisfying his needs. Meanwhile, the leadership effort to optimally provide conditions that can motivate employees is still hindered by a hierarchical-structural work orientation.

Employee motivation at SAMSAT Office Office of Sorong City which is still dominant in its own individual needs, both low-level material needs and self-actualization needs and high level awards, provides strong empirical evidence for Old Public Administration (OPA) assumptions and has not yet led to the motivation of public service as discussed in the literature of New Public Services (Denhardt & Denhardt, 2000).

Public servants in the NPS model are assumed to be motivated by a strong intention to serve the public. The notion of this is described in more detail in the concept of Public Service Motivation by Perry & Hondeghem (2008). According to this PSM model, employees in the public sector have a strong desire to work to realize the public good, do something for the good of others and participate in the realization of the welfare of society (Perry & Hondeghem, 2008).

In the indicator of decision making shows the results of research concerning service of vehicle tax by employees of UPT Office SAMSAT Kota Sorong has applied rational decision process of facts, decision making process by employee has covered three main component that is alternative way of action, belief about object condition, desire (benefit) of every action.

However, the application of the rational decision model has not been consistent. The indication is that in the decision process, the maximized value is not the local public interest in the working area of SAMSAT Office of Sorong City Office. Maximized values are the interests of formal procedures, the appropriateness of the Strategic Plan, the policy direction from above, and the financial benefit to individual employees as additional income. This condition is more similar to the conceptualization of Buchanan & Wagner (1977) on the activities of citizens of the state of government activity more serve its own interests than the greatest interest of the community (Kirchner & Dominguez, 2011). Although employee decisions regarding vehicle tax services take into consideration the interests of the local people, they are more minor than the bureaucratic and individual interests of the employees themselves.

Variable Outcomes of Individual Behavior in Public Service

the empirical results of the outcomes parameters of bureaucratic behavior are task performance and organizational citizenship behavior (OCB). The results show that community satisfaction on the quality of service is diverse, but the satisfaction of society itself is not completely dependent on the suitability of service standards. People can still feel satisfied when the completion of service is in accordance with the standard time promised even though they cannot be sure whether the fee paid is standard or exceed the standard.

The results also show that the people served (clients) remain satisfied with the vehicle tax service even though they do know that the fees paid outweigh the set. The community (client) tends to perceive the satisfaction of service by using the criteria of speed of service settlement and clarity of information, rather than according to service cost criteria. Judging from the old criteria of service completion and clarity of information, the results of this study indicate that prompt service and clear information tend to be enjoyed by applicants who pay more, but still within the framework of the compliance of administrative requirements. Conditions like this can be worse again if the citizens (the applicant) using the services of others (brokers) to take care of taxes vehicle.

The findings of this study concerning the performance of tasks in general show that employees of the Office of the SAMSAT Sorong City Unit have not consistently performed well. This unfavorable performance is demonstrated by the unachieved performance targets measured by the number of completed activity units, as well as the low service effectiveness as measured by cases of service discontent perceived by the citizens in charge.

The results of the research on organizational citizenship behavior indicator (OCB) shows the altruism behavior of employees in SAMSAT City Sorong Office. These behaviors occur among employees, and also occur on the client. Coals help each other when experiencing overwork, employees are also involved spontaneously in helping oriented clients who seem to be experiencing difficulties when dealing with the office. With the care to help orientate clients (citizens) are located at different levels or clusters of occupations, namely the security forces and other organic employees.

In addition, employees at the Office of SAMSAT Sorong City Unit involve themselves in discretionary behavior in the form of courtesy with a view to preventing problems that may occur in other employees or clients. Behavior of the intended behavior is always trying not to take over the duties of others or not violate the rights of others so that harmonious social relations can always awake, remind each other to double the data storage medium so as not to experience greater difficulty when there is one missing piece, and notices to the client to keep evidence of transactions using good storage media. These behaviors occur spontaneously but have important benefits in preventing the occurrence of problems or worse difficulties in the implementation of duty vehicle tax services.

Based on the results of research shows employees at the Office of the Samsat Sorong City Sorong involved in discretionary behavior in the form of sportsmanship behavior that is in the work not much concerned about the inevitable deficiencies in work environment conditions. The form of discretionary behavior, among others, seeks to optimize what is available in providing services to the public, using equipment and equipment of personal stationery to facilitate the implementation of work, and borrow equipment from other relevant agencies.

The results also show that some employees of UPT SAMSAT Kota Sorong Office involve themselves in conscientiousness behavior, ie discretionary behavior related to work attendance and compliance that goes beyond the minimum organization role requirements. The results of this study also revealed that some employees at the Office of SAMSAT Sorong City Unit involved in discretionary behavior of civic virtue but others did not involve themselves. Discretionary behavior of civic virtue is more pronounced in unit leadership than staff employees. A prominent form of civic virtue behavior is to convey aspirations in organizational meetings, whereas the organization's image to the wider community is relatively limited both among unit managers and staff employees.

CONCLUSION

Input, process, and outcome of individual behavior affect the process of bureaucratic behavior in the public service of vehicle tax. The results showed that not all behavior input parameters affect all dimensions of bureaucracy behavior process in public service of vehicle tax. The process of individual behavior in public services in UPT Samsat Kota Sorong not all parameters affect all dimensions outcomes bureaucratic behavior in public service vehicle tax. The ability to control emotions does not affect the performance of formal tasks but affects employee involvement in discretionary behavior (OCB) type motivation influences

the level of outcomes of bureaucratic behavior both in task performance dimensions and discretionary behavior whereas employee involvement in rational decision making affects the achievement of formal task performance and involvement in discretionary behavior . Outcomes of individual behavior in public service at vehicle tax institutions are less in line with outcomes of behavior assumed in modern bureaucracy, characterized by high formal performance tasks and involvement in extensive discretionary behavior. Outcomes of bureaucratic behavior in vehicle tax services are still less in line with expectations both in the dimensions of the performance of formal tasks and discretionary behavior.

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