THE PSYCHOLOGICAL CONTRACT IN IMPROVING ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND THE ATTITUDE OF EMPLOYEES AS MEDIATOR VARIABLES (STUDY OF COMPARISON ON STATE-OWNED ENTERPRISES, REGIONAL-OWNED ENTERPRISES AND PRIVATE STATE-OWNED ENTERPRISES IN JAMBI PROVINCE)

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Abstract. The main goal of this research is to describe the form of psychological contract between State-owned enterprises, Regional-owned enterprises and private-owned enterprises in Jambi Province as well as building a model theoretical physicist on the main mechanisms of psychological contract against OCB with attitude of working as a mediator variable. The model of theoretical physicist of the psychological contract is formulated from two patterns of relationships: (1) direct relationship patterns (2) the relationship of patterns of mediated. The research design used was the research survey, which tested the theory in empirical models with data collected from State-owned enterprises, Regional-owned enterprises and private-owned enterprises in Jambi Province. Hypothesis research provides strong support against the view; (1) the psychological contract has a positive influence on attitudes towards work, (2) a work has a positive influence attitudes towards the OCB, (3) psychological contract has a positive effect toward the OCB, (4) psychological contract has a positive effect toward the working attitude through OCB as mediator.

Keywords: Psychological Contract, OCB, Work Attitudes, Patterns Of Direct Relationship, Mediator.

INTRODUCTION

Based on the experience of the 1998 economic crisis, Indonesia has taken place in the mass LAYOFFS for the first time. Employees expect jobs for life, but all those around them are being laid off. From experience this is the existence of the psychological contract is very necessary. The psychological contract is a philosophy of working relationship regarding the hope of return back between employees and organizations about what being a liability and what will be provided as reciprocal to each other. The psychological contract arose when employees consider its contribution to the Organization bore obligations which must be replied to the Organization (Guest, d. E, 2004b).

The psychological contract is a conviction that the company and its employees will respect each other and have a relationship of convenience. The behaviour and attitude of employees in the workplace are based on the perception of employees about their obligations to the company. The psychological contract should therefore continue to evolve and are structured in cycles, such as the human resources at the time of recruitment, performance appraisal, training and compensation discussions (Cassar, V, 2004). The contract covers the psychology of hope and obligation between the giver and receiver job. While some parts of the relationship are clear and agreed upon, the other part is based on the understanding of the implied promises (Armstrong, 2006).

Although the psychological contract is a conviction that the company and its employees will respect each other and have a relationship of reciprocity but critical problems of psychological contract indicating that the breach of contract against the potential negative impact of psychological employee or organization. Turnley & Feldman (1999) suggests that the breach of the psychological contract by the employer have an impact on the growing number of workers who left the Organization, increasing protests and rejection of the policy of the Organization, as well as a decrease in worker loyalty. Nadin & Williams (2012) highlights that related research tend to be one-sided, more research highlights impact of breach of contract committed employer but less highlighting the breach of contract committed by workers. Therefore, the process of the psychological contract should indicate the impact happens to employees or organization when it breached the psychological contract, so the impact of psychological contract can achieve the desired results.

It is an important relationship between individuals within an organization. Three of the workers at the behavior mentioned above by Katz (1966) explains that: "three (3) categories of worker behaviour, namely (i) the individual is bound and is in an organization, and (ii) must complete a special role in an occupation, and (iii) must be attached to the innovative and spontaneous activity exceeds the perception of its role". A third category of workers who are often referred to with the extra role behavior in the organization. Extra-role behavior is called also with Organizational Citizenship Behavior (OCB).

Organizational citizenship behavior (OCB) is a voluntary behavior, behavior exceeds the demands of the tasks, that contribute to organizational success (Sweeney & McFarlin, 1992). Behavior that became the Organization's current demands not only in-role behaviors, but also extra-role behavior (called also by Organizational Citizenship Behavior/OCB) or citizenship behavior. OCB is a unique aspect of the individual activities in the workplace. Organizations will be successful if employees don't just work on duty alone but also want to do the extra task such as willing to cooperate, give mutual help, give advice,
organizations have employees who have good OCB will have better performance from another organization (Robbins & Judge, 2008).

Ngasuiko, 2015, (http://www.kemenkeu.go.id), alerts you of the news that the Institute of Management Development (IMD) which is a leading business institutions in Switzerland reported the results of his research entitled IMD World Talent Report 2015. This research-based survey that produces talented and skilled power ranking in the world by 2015. The purpose of the holding of the rating by the IMD is to assess the extent to which those countries attract and maintain a talented and skilled workforce available in her country to participate in the economy in a country. This report feels special because Indonesia is included in one of 61 countries in the world in surveys. Nevertheless, the report stated that Indonesia's ranking dropped from the rankings to rank 16-25 by 2014 be ranked 41 in 2015.

Indonesia's position is far below the position of the neighboring countries such as Singapore, Malaysia, Thailand even. Indonesia's position is also just a little bit better from the Philippines. This ranking is calculated with a specific weighting by considering three factors i.e. a factor of development and investment, factors in the attractiveness of a country, and a human resources readiness factor. Each factor is divided again into a few other details. Two factors first Indonesia has ranked relatively the same as the previous year. But for the third factor, namely human resources readiness is the most dominant figures accounted for the decrease in skilled Indonesia's ranking in the year 2015.

In 2014, Indonesia was still ranked 19th for this factor. By 2015, the ranking of the readiness of Indonesia labor fall down to rank 42. Labor's readiness factor Indonesia felt still less competitive than other countries in 2015. According to the United Nations Development Programme (UNDP), the HUMAN RESOURCE Quality Index (Human Development Index) State of Indonesia by 2015 was ranked 69 out of 104 countries. In addition, according to the World Economic Forum, the HUMAN RESOURCE Competitiveness Index (Growth Competitiveness Index) State of Indonesia by 2015 is at position 74 of 117. For the Asian region, the quality of human resources index Indonesia aligned with the West African country of Gambia, and enters into the category of low-income countries (Low Income Countries), different from the country of Singapore who now occupy the first rank. This condition indicates that Indonesia has not been so ready to face global competition. Therefore, an increase in the quality of human resources requires a serious handling for the sake of the progress of Indonesia.

Human resources (HR) in this case play an important role in the achievement of the Organization's success. An organisation needs employees who are productive potential and to function. The effective functioning of the organization require employees who not only worked in accordance with his duties, but also to do things outside of your job description. This can only be achieved if the organization can develop Organizational Citizenship Behavior (OCB) (Diefendorff, Brown, Kamin, & Lord, 2002). Although OCB can be said of the individual contributions that exceed the demands of the role in the workplace, not directly related to or explicit reward system and can improve the function of effective organizations (Organs et al, 2006). However it happened, in fact currently still rare company that makes social responsibility program as part of the strategic planning of the company. First, HUMAN RESOURCES in Indonesia generally still rated low quality (the site http://www.kemenkeu.go.id).

The basic attitude of the identified that employees involved in the extra role behavior to respond to the actions of the organization that is enhanced through the psychological contract informally and is not shortchanged, the psychological contract provisions can be met, this can lead to improved organizational commitment. But when expectations are not met, this can cause the behavior, attitude and negative emotions, and people who feel the contract not yet fulfilled can withdraw some or all of its commitment to the organization. Individuals who feel that they are valued and respected tend to reciprocate with trust, commitment, and emotional involvement in the Exchange (Blau, 1964; Ali et al, 2010; Bal et al., 2010). So when the Organization demonstrates the care and support for employees by promising them lucrative contracts or satisfactory, employees tend to be countered with a strong feeling against their organization. On the other hand, when employees feel that employers only nominally interested in them, they will respond with low loyalty, trust, a little contribution, and commitment to the company. Armstrong 2006.

PortalHR.com site conveys the results of a survey conducted by leading human resources consultancy Watson Wyatt Indonesia Work with the theme of 2004/2005. A study of the most comprehensive and first performed in Indonesia and Asia about commitment, attitude, and the views of employees. The survey was followed by more than 8,000 actual respondents from 46 companies in 14 major industries in Indonesia. The number of respondents that accounted for 9% of the total sample of research Work done in Asia, 11 countries, including the 515 companies, and 115,000 actual respondents. Based on research and global experience, in this survey of the Watson Wyatt survey to measure aspects of the focus the commitment (commitment), alignment (alignment), and empowering employees (enablement), which affects the foundations of the company. As much as 85% of employees feel proud to work at their companies (this figure exceeds the Asia Pacific employees only 77%), as much as 80% of the employees convinced the company's long-term success against (this figure exceeds the Asia-Pacific region which was only 72%), but only 35% of employees of Indonesia who want to survive in the company though employment at other companies that are almost the same in terms of salary, title, and the
scope of the work. Compare for example with the survey results to the level of the Asia-Pacific region in which 57% of employees choose to persist despite similar position available at other companies. The survey found that factors which better career opportunities as the main reason (44%), followed by a better compensation package (40%), the company has better prospects of success in the future (25%), providing training and development opportunities to better themselves (23%), and give better chances to leverage existing skills (23%). Compared with the results of the survey in America, as stated in the Strategic Reward 2001 also by Watson Wyatt, a cause factor in Indonesia's employees reported a little bit different with employees in America. In General for a variety of Office as well as gender cause major removals employees in America first is because of better compensation factor. The next reason new benefit, the availability of better development opportunities better skills, the existence of opportunities for the promotion, and the existence of facilities vakansi/furlough. When the note, American employees prioritizes factor compensation and benefits as the main reason for the move to another company. During the new term of office does not provide added value in compensation and benefits, they will think long to move. Career opportunities and prospects of the company that better not be their attention, because the average American companies have enough established so as to provide career opportunities and prospects for a better company. In that perspective, the fair if employees Indonesia will strive to work in companies that are more established. Employee commitment index (the Commitment Index) calculation of Indonesia, according to Watson Wyatt, only 57% – 7 points lower than Asia-Pacific. That means, the level of employee loyalty in Indonesia including the lowest in the region. (accessed May 15, 2016).

Employees who have high loyalty surpasses ordinary conditions are willing to work, proudly telling their company to others, willing to accept various tasks, feel there is a commonality of values with the company, feel inspired, and look at the fate of the company as a whole. In contrast, employees who are not loyal to the company are marked with the negative feelings, such as wanting to leave the company, found work at other companies more profitable, do not feel the benefits of the company, and regret their decision to join with the company. It deals with the consequences of the attitude which is the State where individuals consider their personal values and objectives to what extent compliance with the values and objectives of the Organization as well as to what extent his desire to retain its membership in the organization. The more employees committed to the Organization, the more employees be exceeding the demands of duty if needed. This brings the employees engaged in various forms of OCB (Greenberg & Baron, 2000).

Organizational behavior theory suggests that the psychological contract between the employee and the Organization will emerge and thrive in almost any working relationship. As a province of Indonesia, Jambi has changed both the political, economic and culture, so that organizations in the province of Jambi evolved much more complex than before the autonomy of the region. As its driving force of the economy in a country business entity has several important roles, among others, as follows: 1. Acceptance of State, 2. Providers of goods and services, 3. A provider of employment. Business entity consists of State-owned enterprises (SOEs) to a national scale, the area owned enterprises (BUMD) to regional/local scale and Privately owned enterprises (BUMS).

RI law NO 19 of 2003 about State-owned enterprises article 87 stated of the employee-State-owned company is a State-owned enterprise workers, termination of appointment, position, rights and obligations established by the Treaty work together in accordance with the provisions of the legislation in the field of employment. State-owned enterprises run by the local government-owned enterprise called the regional (BUMD) with the purpose of the establishment for the development and construction of economic potential in the region concerned. Employee-state owned companies is employees who are governed by regulations of the Government or of the region. BUMS or known private-owned enterprises with capital entirely owned by private parties. Business entity has the functions and role of the divided over a wide range of forms or types of BUMS. One of the goals of business and develop his BUMS and open employment. In accordance with clause 33 Constitution of private-owned enterprise which reads that the areas of effort given to private parties is to manage economic resources which are not vital or strategic and master his life much.

State-owned enterprises, Regional-owned enterprises and privately-owned enterprises provide employment and make an ideal target to see how the changes affect the employee's psychological contract (psychological contract). The psychological contract employees began to form during the hiring process. Employees received its own against an employer as well as the obligations of an employer towards themselves. The study of comparisons to be performed on this research focused on the State-owned enterprises (SOEs), the regional-owned enterprises (BUMD) and Privately-owned enterprises (BUMS) in Jambi Province will compare the shape of form psychology contract in the business entity as well as see how psychology contract against attitudes and behaviour of employees on the business entities.

The Psychological Contract

The psychological contract has a long history in research organizations. Implicitly can trace the start of the theory of balance of Barnard (1938), which shows that the participation of the employees continued depending on adequate remuneration of the organization. March and Simon (1958), indicate the organization that takes into account the initial expectations of the individuals on the tendency will maintain a high level of commitment that is not written. Argyris (1960) writer who pioneered the use of
the term contract highlights the implicit nature of psychological, aspects that are not written and informal working relationships as the basis for the psychological contract pembetukan. Schein (1970) where the notion of psychological contract implies that there is a set of unwritten expectations of operating any time between every member of an organization and the various managers and others in the organization. Schein discuss the nature of the expectations, which have their origins in the needs of the individual. This was reinforced by Schein theory Rousseau and Wade-Benzoni (1994) which States that: the psychological contract refers to the belief that the individual holds the promise made, accepted and reliably between them and others. In the long run, the psychological contract is deemed as very helpful for improving organizational performance. The psychological contract is activated through the experience of most of the pre-employment, the practice of recruitment, and in the early work of socialization (Rousseau, 1995).

From some of the above theory, there are two differences that made the debate that culminated in the mid-1990s with the exchange of arguments which were published in the Journal of Organisational Behaviour in 1998. In General, there are two types of definition of the psychological contract. Followers of Denise Rousseau and his colleagues that determine the psychological contract as an employee of mental models of the relationship work. The second most common definition that is the psychological contract as invalid constructs relationships exchange looked between the two parties.

**The forms of the psychological Contract**

The psychological contract according to Rousseau, 2000, consists of three forms, namely transactional relational contract, contract and balanced contract.

1. **Transactional Contract** essentially transactional nature of the contract or short-term (short term) and focuses on the aspects of economic exchanges, the type of work the narrow (narrow) and the minimal involvement of employees in the organization. There are two main dimensions are examined in the transactional contractual, i.e. narrow and short term.

   a. Narrow: Employees are required to perform only a series of jobs that are in the contract is accounted for in the job, and convenience services. The Organization restricts the involvement of employees in the Organization and provide limited opportunities for training and development.

   b. Short Term: Employees have no obligation to keep working in your organization forever and are committed to work up to a certain age. The organization offers a working relationship that is only for a specified period and shall have no obligation to guarantee employee career long term. Transactional contract has been characterised by the nature of the agreements with the monetary involvement limited employees within the Organization as well as its relationship with other individuals in your organization so that seemed a significant difference with the concepts of the relational contract.

2. **Relational Contract** have a long period of time but the end of cannot be determined. This type of contract also involves socio-emotional factors, such as security, trust, and loyalty. Each party expect the relationship turning timbale (reciprocal). According to Macneil, (in Rousseau, 2000), relational contract has been characterised by a long-term relationship. Further, relational contract is unlimited in time, to introduce a continuous relationship between the employees and the organization, involving the exchange of money and non-monetary reward as reciprocal loyalty, support, reward against such support, career training and long-term development opportunities within the organization.

Rousseau (2000) concluded that relational contract concerns the two dimensions, that is, dimension stability and loyalty.

   a. Stability: Employees are required to work on the Organization for relatively long periods of time and do other things to retain his job. The Organization in this case offers a compensation package that is stable and long-term working relationships.

   b. Loyalty: Employees are required to support the Organization, show loyalty and commitment to the needs and interests of the organization. In addition, employees are expected to become members of the organization. The organization otherwise provide a commitment to ensure the well-being and needs of employees and their families.

3. **Balanced Contract** is a combination of properties of relational and transactional contract (Rousseau, 2000). Balanced contract is dynamic and open-ended that focuses on the economic success of the company and employees the opportunity to develop your career. Both parties mutually and corporate employees contribute to learning and development. Balanced Contract consists of external employability, internal advancement and dynamic performance.

**The content of the psychological contract**

<table>
<thead>
<tr>
<th>The Organization’s liability</th>
<th>The liability of employees</th>
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<tbody>
<tr>
<td>Training: provide adequate induction and training</td>
<td>Hour: your hours contracted to work</td>
</tr>
<tr>
<td>Fairness: ensuring fairness of selection, assessment, promotion and redundancy procedures for dealing</td>
<td>Work: to be honest with clients and with the Organization</td>
</tr>
<tr>
<td>Needs: allow time to meet the needs of personal or family</td>
<td>Loyalty: stay with the Organization, maintaining his reputation and put his interests first</td>
</tr>
<tr>
<td>Consult: consulting and communicating with employees of things which affect</td>
<td>Property: treat the property of the organization by way of caution</td>
</tr>
<tr>
<td>Wisdom: minimal interruption with the employee in terms of how they are elakukan their jobs</td>
<td>Self Presentation: dress and behave correctly with customers and colleagues</td>
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</tbody>
</table>
Humanitarian: to act personally and socially responsible and
How to support employee

Recognition: recognition or rewards for the contribution or
special services

Environment: provision of a safe working environment and fun

Fairness: fairness and consistency in the application of the rules
and disciplinary procedures

Pay: fair to market value and consistently given throughout the
Organization

Benefits: fairness and consistency in the administration of the
system benefits

Security: organizations strive to deliver what their job security
could

(Herriot et al, 1997)

Employee's Attitude

In General, attitudes could be interpreted as feelings, thoughts and trends of someone who is
permanent. The attitude could also be meant as a State in which a man twisting it, responding to a
situation or condition of surrounding objects. The attitude of the form expression of the feelings of a
person against the occupation, both positively or negatively worded phrase.

Phrases like this in the field of organizational behavior studies are often referred to as the
employee's attitude towards a job. In the life of the Organization, the attitude of the employees is not only
addressed to work but also on other objects such as salary, co-workers, direct supervisor, the Chairman of
the company and even against the Organization as a whole.

The attitude of the work contains a positive or negative evaluation that is owned by an employee about
the aspects of their work environment. Most of the research in organizational behavior relate to three attitudes:
1) Job satisfaction; 2) Engagement work; 3) organizational Commitment (Robbins and Judge, 2008):

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior hereafter voluntary circumstances illustrate the OCB
someone within an organization or company that is not part of the task anyway. Two dimensions are
important according to OCB Williams and Anderson (1991) known as OCB-Organizational and OCB-
individually. OCB-Organizational behavior is the behavior which provides benefits for the Organization
in General for example the presence at the places of work exceeds the applicable norms and kept informal
rules are there to maintain order. OCB-Individual behavior is behavior that directly benefit individuals
and indirectly also contributes to organizations such as helping his partner did not enter employment and
have personal attention on other employees. Both forms of behaviour that will enhance the organizational
functions and running exceeds the range of the official job description.

The Research Framework

RESEARCH METHODS

This study used a survey research design. The methodological basis of the research meets the goals
of descriptive, exploratory, and eksplanatif. The target population in this research is the State-owned
enterprises, Regional-owned enterprises and privately-owned enterprises in Jambi Province. Sample selection technique used is by way of simple random sampling method, all existing employees in State-owned enterprises, Regional-owned enterprises and privately-owned enterprises in Jambi Province. Data collection is done using a set of structured questionnaires aimed at the respondent sample. Processing of data is carried out by some of the principal activity, i.e. editing, coding, and tabulate data. First model of these studies is the effect of direct relationship patterns directly involves the psychological contract against variables criteria as stated in the research hypotheses (H1-H8).

H1; The Organization has a positive influence on bonds against the working attitude
H2; The employee bonds have positive influence towards the working attitude
H3; The work has a positive influence attitudes towards OCB-I
H4; The work has a positive influence attitudes towards OCB-O
H 5; The Organization has a positive influence on bonds against OCB-I
H 6; The Organization has a positive influence on bonds against OCB-O
H 7; Employee bonds have positive influence towards OCB-I
H 8; Employee bonds have positive influence towards OCB-O

The second model of this study is the role of mediation of the consequences of the attitude of work consisting of job satisfaction, organizational commitment and job involvement with variables result as expressed in the research hypotheses (H9 – H12).

H 9; The Organization has a positive influence on bonds against OCB-I through a working attitude
H 10; The Organization has a positive influence on bonds against OCB-O through the working attitude
H11; Employee bonds have positive influence towards OCB-I through a working attitude
H12; Employee bonds have positive influence towards OCB-O through the working attitude

PREDICTION RESULTS
To describe form of psychological contract between State-owned enterprises, Regional-owned enterprises and privately-owned enterprises in the province of Jambi. Test the empirical basis of psychological contract in improving organizational citizenship behavior (OCB) through the employee's attitude as a moderating variable in study comparisons of State-owned enterprises, Regional-owned enterprises and privately-owned enterprises in Jambi Province.

REFERENCES
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