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The Effect of Organizational Citizenship Behavior on the Work Productivity of Employees at the Padang City Investment and One-Stop Integrated Services Agency

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Abstract

Employee productivity in public service agencies is a key determinant of service quality received by the public. At the Padang City Investment and One-Stop Integrated Service Agency (DPMPTSP), low productivity is reflected in 22 disciplinary violation cases in 2023, a low staff competence and attitude score in the Public Satisfaction Index (78.5), and a 63.8% increase in public complaints from 2022 to 2023. This condition is considered closely related to the suboptimal implementation of Organizational Citizenship Behavior (OCB) among employees. This study aims to examine the effect of OCB on employee work productivity at the DPMPTSP of Padang City. A quantitative correlational approach was employed using total sampling, involving all 50 employees as respondents. Data were collected through a Likert-scale questionnaire measuring OCB based on the five dimensions proposed by Organ et al. (2006), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, as well as work productivity based on the six indicators proposed by Sutrisno (2011). Data were analyzed using classical assumption tests and simple linear regression with SPSS. The findings indicate that OCB has a positive and significant effect on

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employee work productivity, as shown by a t-test significance value of 0.000 (< α = 0.05) and a positive regression coefficient of 0.617. The regression equation is $\hat{Y}$ = 27.581 + 0.617X. The Pearson correlation coefficient of r = 0.545 indicates a moderately strong positive relationship, while the coefficient of determination (R^2) of 0.297 shows that OCB explains 29.7% of the variability in work productivity. This study concludes that strengthening OCB culture, particularly in the dimensions of conscientiousness, altruism, and civic virtue, is a relevant and measurable strategy for improving employee productivity in public service agencies. Theoretically, this study contributes to the literature on organizational behavior and public human resource management, while practically, it provides implications for strengthening employee behavior-based productivity strategies in local public service institutions.

Keywords: Organizational Citizenship Behavior; Work Productivity; Public Service Agency; Public Human Resource Management; DPMPTSP Padang City

INTRODUCTION

Human resources are the most important asset in any organization, whether in the private or public sector. An organization's success in achieving its goals is largely determined by the quality and productivity of its employees. In the context of public service, employee productivity is the primary determinant of the quality of services provided to the public. Edy Sutrisno (2009)emphasizes that work productivity is a mental attitude that constantly drives the pursuit of improvements to existing conditions namely, the belief that one is capable of performing one's job better over time.

One behavioral construct that has been receiving increasing attention in human resource management research is Organizational Citizenship Behavior (OCB). OCB is defined as discretionary individual behavior that is neither directly nor explicitly recognized by the organization's formal reward system, yet cumulatively makes a tangible contribution to the organization's effectiveness and efficiency (Organ et al., 2006). In the context of government agencies, OCB plays a strategic role because public service requires not only employees' compliance with procedures but also their willingness to go beyond the limits of their formal duties to ensure public satisfaction.

The Padang City Investment and One-Stop Integrated Service Agency (DPMPTSP) is a government agency that plays a strategic role in providing licensing and non-licensing services. As the spearhead of public services in the fields of investment and business

licensing, the DPMPTSP of Padang City is required to provide services that are fast, transparent, and accountable. However, a number of empirical findings in the field indicate serious issues regarding employee productivity that require careful and in-depth attention.

Based on the 2024 Public Satisfaction Index (IKM) data from the Ombudsman RI, (2022) the overall average IKM score is classified as good (85.3). However, there is an anomaly worth noting: the two indicators with the lowest scores are actually staff competence (78.5) and staff attitude (78.5), far below the indicators for service speed (92.8) and reasonableness of fees (89.3). This finding indicates that although the service system and infrastructure are functioning well, the behavior and individual capabilities of employees which are central to work productivity have not yet reached an optimal level.

This situation is further corroborated by more concrete internal data. According to data from the General Affairs Division of the DPMPTSP Kota Padang, (2023), out of a total of 50 employees, 22 disciplinary violations were recorded throughout 2023, including arriving late to work (36.4%), unexcused absences (31.8%), failure to clock in (13.6%), and leaving the office without permission (9.1%). Public complaint data from the Ombudsman of the Republic of Indonesia also shows a very significant increase, from 329 complaints in 2022 to 539 complaints in 2023 a 63.8% surge in just one year.

Various empirical studies have demonstrated that OCB has a positive and significant effect on employee productivity. Organ et al., (2006) showed that employees who exhibit high levels of OCB tend to produce higher-quality work, use resources more efficiently, and are more adaptable in the face of change. Although research on OCB and work productivity has developed quite rapidly in the private sector, studies specifically examining the influence of OCB using (Organ et al., 2006) five dimensions on the work productivity of employees in public service agencies such as the DPMPTSP remain relatively limited. Based on this, this study aims to examine the effect of Organizational Citizenship Behavior (OCB) on the work productivity of employees at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Padang City.

Work Productivity

Work productivity is the ability of employees to produce optimal output by utilizing all available resources effectively and efficiently. (Sondang P. Siagian, 2002) defines work productivity as the ability to derive the maximum benefit from available facilities and infrastructure in order to produce optimal output. Novia Ruth Silaen et al.,(2022) define

labor productivity as the total output in the form of goods or services produced relative to the inputs required to generate that output. In line with this view, Sisca et al., (2020) state that labor productivity is the inverse ratio of the results obtained to the amount of labor and time expended.

Wijaya c & Manurung O, (2021)define work productivity as the relationship between actual or physical outputs in the form of goods and services and actual inputs, which is closely linked to a productive mindset encompassing the dimensions of attitude, enthusiasm, motivation, discipline, creativity, innovation, dynamism, and professionalism. According to Moekijat, (1997), labor productivity has two main dimensions: effectiveness, which leads to the achievement of maximum performance in terms of quality, quantity, and timeliness; and efficiency, which relates to the ability to compare the inputs used with the actual results of their utilization.

Edy Sutrisno (2009)identified six indicators for measuring employee productivity, namely: (1) competence, which reflects an employee's capacity to complete their assigned tasks; (2) improvement in results achieved, that is, an employee's efforts to continuously improve the quality of their work output; (3) work ethic, which is reflected in an employee's motivation and perseverance in carrying out tasks; (4) self-development, which refers to an employee's awareness of the need to continuously learn and improve their competencies; (5) quality, which refers to the standard of work produced; and (6) efficiency, which describes an employee's ability to complete work with minimal use of resources.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a behavioral concept that was first systematically conceptualized by Organ (1988). Organ et al., (2006)defines OCB as voluntary individual behavior that is not directly or explicitly recognized by formal reward systems but, overall, promotes the effective functioning of the organization. This behavior is not part of an employee's formal obligations under an employment contract; rather, it arises from personal choices grounded in individual awareness and voluntary action. Syamsuriadi et al., (2023) defines OCB as behaviors that go beyond an employee's formal obligations behaviors that are not part of an individual's duties but support the organization's effective functioning.

Organ et al., (2006) identified five dimensions of OCB that form the basis for measurement in this study. First, altruism, which refers to voluntary behavior manifested

through the direct provision of assistance to coworkers facing work-related difficulties. Second, conscientiousness, which refers to employee behavior that consistently demonstrates a level of compliance with rules, attendance discipline, and responsibility that far exceeds the minimum requirements set by the organization. Third, sportsmanship, which refers to an employee's ability to accept less-than-ideal working conditions or policy changes without excessive complaining. Fourth, courtesy, which refers to the voluntary behavior of preventing work-related problems by providing information or early warnings to coworkers before making certain decisions. Fifth, civic virtue, which refers to the behavior of employees who responsibly participate actively, engage, and care about the overall sustainability of the organization.

According to (Organ et al., 2006)as cited in Hulu et al., (2022) the factors that drive OCB among employees include job satisfaction, a sense of fairness, intrinsic motivation, leadership style, organizational culture and climate, gender, length of service, and perceptions of organizational support. The more strongly employees perceive these factors, the more likely they are to exhibit optimal OCB behavior in their daily work.

The Effect of OCB on Work Productivity

Anggraini et al., (2023) explains that OCB has a significant impact on work productivity and offers numerous benefits, both for individual employees and for the organization as a whole. OCB fosters a culture of mutual support among employees, making task completion faster and more efficient, strengthening collaboration, and boosting employees' internal motivation to carry out their responsibilities. In addition, OCB also improves the organization's ability to adapt to environmental changes, while strengthening the organization's appeal in retaining its best employees.

Polopadang et al., (2024)explain that OCB has been shown to have a significant impact on work productivity through several mechanisms, including: (a) increasing coworkers' productivity through mutual assistance; (b) increasing managers' productivity by reducing conflicts and non-substantive complaints; (c) optimizing the use of management's resources; (d) maintaining group cohesion through cooperative behavior that strengthens team morale; (e) serving as an effective means of coordinating workgroup activities; and (f) enhancing organizational stability and adaptability to environmental changes. Thus, OCB is a strong and relevant predictor of work productivity at both the individual and organizational levels.

METHODS

This study employs a quantitative approach, specifically an associative-causal and descriptive research design. Sugiyono, (2023) asserts that quantitative research is a type of research grounded in the philosophy of positivism, used to study a specific population or sample, with data collection conducted using research instruments and quantitative or statistical data analysis. Causal-associative research aims to identify cause-and-effect relationships or influences between two or more variables.

The population and sample for this study consisted of 50 employees of the Padang City Investment and One-Stop Integrated Service Agency (DPMPTSP). The sampling technique used was total sampling, or saturation sampling, in which all members of the population were included in the study sample. Total sampling was chosen because the study population is relatively small (fewer than 100 people), homogeneous, and fully accessible, thereby providing an accurate picture without the risk of sampling error.

The independent variable in this study is Organizational Citizenship Behavior (OCB), measured using the five dimensions proposed by Organ et al., (2006) namely, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue as reflected in 15 statements. The dependent variable is employee productivity, measured using six indicators proposed by Edy Sutrisno, (2009) comprising 18 items. Both instruments use a four-point Likert scale.

Data collection was conducted through questionnaires and a document review. The validity of the instruments was tested using product-moment correlation, with a critical r value of 0.279 (N=50, α=0.05); all 33 items were deemed valid because their calculated r values were greater than the critical r value. Reliability was tested using Cronbach's alpha, with the OCB instrument yielding a Cronbach's alpha of 0.807 and the work productivity instrument yielding 0.853; both exceeded the minimum threshold of 0.6 and were therefore deemed reliable.

The data analysis techniques included descriptive statistical analysis using the Respondent Achievement Level (RAL), classical assumption tests including a normality test using the Shapiro-Wilk test, a linearity test, a heteroscedasticity test using the Park test, and an autocorrelation test using the Durbin-Watson statistic and were followed by simple linear regression. All data processing was performed using SPSS 21.0 software.

RESULTS

Descriptive Analysis

Based on a descriptive analysis of 50 respondents, the Organizational Citizenship Behavior (OCB) variable had a minimum value of 2.47, a maximum value of 3.80, a mean of 3.2827, and a standard deviation of 0.28334. Meanwhile, the work productivity variable had a minimum value of 2.61, a maximum value of 3.94, a mean of 3.2444, and a standard deviation of 0.28725. The results of the Respondent Achievement Level (RAL) analysis show that the OCB variable obtained an RAL score of 86.5% (Good category) and the work productivity variable obtained an RAL score of 82.49% (Good category).

Table 1 Descriptive Analysis

Variable	N	Minimum	Maksimum	Mean	Std. Deviasi	TCR (%)
OCB (X)	50	2,47	3,80	3,2827	0,28334	86,5
Work Productivity (Y)	50	2,61	3,94	3,2444	0,28725	82,49

The highest TCR score for the OCB variable was obtained for the conscientiousness indicator (completing tasks responsibly and not unreasonably extending break times) at 91.05%, categorized as "Very Good," as well as for the civic virtue indicator (actively participating in meetings or organizational activities even when attendance is not required) at 90.00%, also categorized as "Very Good." Meanwhile, the lowest TCR scores were found in the dimensions of altruism and sportsmanship, at 78.95% each (rated "Fair"), indicating that there is still room for improvement in these two dimensions that requires attention. Organizational Citizenship Behavior (OCB) (X)

Validity test of the research instrument

Table 2 Validity test

Variable	Item	r-calculate	r-table	Description
Organizational Citizenship Behavior (OCB) (X)	P1	0,357	0,279	Valid
	P2	0,424	0,279	Valid
	P3	0,555	0,279	Valid
	P4	0,465	0,279	Valid
	P5	0,505	0,279	Valid
	P6	0,469	0,279	Valid

Variable	Item	r-calculate	r-table	Description
	P7	0,378	0,279	Valid
	P8	0,398	0,279	Valid
	P9	0,416	0,279	Valid
	P10	0,576	0,279	Valid
	P11	0,380	0,279	Valid
	P12	0,396	0,279	Valid
	P13	0,362	0,279	Valid
	P14	0,292	0,279	Valid
	P15	0,312	0,279	Valid
Work Productivity (Y)	P1	0,422	0,279	Valid
	P2	0,578	0,279	Valid
	P3	0,542	0,279	Valid
	P4	0,339	0,279	Valid
	P5	0,452	0,279	Valid
	P6	0,417	0,279	Valid
	P7	0,507	0,279	Valid
	P8	0,491	0,279	Valid
	P9	0,408	0,279	Valid
	P10	0,516	0,279	Valid
	P11	0,672	0,279	Valid
	P12	0,345	0,279	Valid
	P13	0,551	0,279	Valid
	P14	0,401	0,279	Valid
	P15	0,385	0,279	Valid
	P16	0,400	0,279	Valid
	P17	0,336	0,279	Valid
	P18	0,443	0,279	Valid

Based on the table above, all items in this research instrument were found to be valid and suitable for use as a measurement tool. This is evidenced by the fact that all calculated r values for each statement item are greater than the table r value (0.279), which was determined based on a sample size of N = 50 with df = 48 and a significance level of α = 0.05. Thus, this instrument is capable of accurately and consistently measuring what it is intended to measure (Indartini & Mutmainah, 2024)

Reliablity Test

Table 3 Reliability Test

Instrumental Variable	Nilai Cronbach's Alpha	N of Item
Organizational Citizenship Behavior (OCB) (X)	0,807	15
Work Productivity (Y)	0,853	18

Based on the table above, the Cronbach's Alpha values for all variables are greater than 0.60. The assumption underlying the Cronbach's Alpha test is that if the obtained value is greater than or equal to 0.6, the instrument can be considered reliable (Suripto & Boni Saputra, 2016). Thus, the questionnaire used to measure the variables of Organizational Citizenship Behavior (OCB) and Work Productivity is deemed reliable and trustworthy as a measurement tool for these variables in this study.

Test of Classical Assumptions

Table 4 Test of Clasical Assumptions

Test	Statistics / Values	Result	Conclusion
Normalitas (Shapiro-Wilk) – OCB	Sig. = 0,108	> 0,05	Normally distributed data
Normalitas (Shapiro-Wilk) – Produktivitas	Sig. = 0,741	> 0,05	Normally distributed data
Linearitas – Linearity	Sig. = 0,000	< 0,05	Significant relationship
Linearitas – Deviation from Linearity	Sig. = 0,082	> 0,05	No deviation from linearity
Heteroskedastisitas (Uji Park)	Sig. = 0,774	> 0,05	There is no heteroscedasticity
Autokorelasi (Durbin-Watson)	DW = 1,954	1,5 < DW < 2,4	There is no autocorrelation

Based on the results of the Shapiro-Wilk normality test in the table above, the p-value for the OCB variable is 0.108 and for the work productivity variable is 0.741. Since both p-values are greater than the significance level used ($\alpha = 0.05$), the residual data in this study are considered to be normally distributed (Hafni Sahir, 2021)

Based on the results of the linearity test, a significance value of 0.000 (< 0.05) was obtained for linearity, indicating a significant linear relationship between OCB and employee productivity. Meanwhile, a significance value of 0.082 (> 0.05) for deviation from linearity indicates that there is no deviation from the assumption of linearity.

Based on the results of the heteroscedasticity test using the Park test, a significance value of 0.774 was obtained for the OCB variable. Since this significance value is greater than 0.05, it can be concluded that there is no evidence of heteroscedasticity in this regression model (Nur Hikmatul Auliya et al., 2020)

Based on the results of the autocorrelation test, the Durbin-Watson (DW) statistic obtained was 1.954. This value is used to determine whether there is an influence between the residuals of one data point and those of another. According to the applicable criteria, if the DW value falls between 1.5 and 2.4, there is no autocorrelation. Since the DW value of 1.954 falls within this range, it is concluded that there is no autocorrelation in this regression model. This means that the residuals are independent of one another, so the regression model satisfies the classical assumptions and is suitable for further analysis.

Correlation Analysis

Table 5 Correlation Analysis

Variable	OCB (X)	Work Productivity (Y)
OCB (X)	1	.545**
Sig. (2-tailed)	-	0,000
N	50	50
Work Productivity (Y)	.545**	1
Sig. (2-tailed)	0,000	-
N	50	50

Based on the correlation analysis table above, a significance value of 0.000 was obtained for the OCB (X) and work productivity (Y) variables. Since this significance value is smaller than the significance level used ($\alpha = 0.05$), there is a significant correlation between the OCB variable and work productivity in this regression model. The Pearson correlation coefficient of 0.545 indicates a fairly strong positive relationship between the two variables, meaning that the higher the level of OCB exhibited by employees, the higher their work productivity.

Simple Linear Regression Analysis

Table 6 Simple Linear Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.612,027	1	1.612,027	20,280	.000b
Residual	3.816,973	48	79,520		
Total	5.429,000	49			

Based on the results of the simple linear regression test above, a significance value of 0.000 was obtained. Since this significance value is smaller than the significance level used (α = 0.05), this regression model is significant and the resulting effect is meaningful (Hair et al., 2017)

Table 7 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545a	0,297	0,282	8,918

Based on the results of the simple linear regression test above, a significance value of 0.000 was obtained. Since this significance value is smaller than the significance level used (α = 0.05), this regression model is significant and the resulting effect is meaningful.

Hypothesis testing (t-test)

Table 8 Hypothesis testing (t-test)

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	27,581	8,174		3,374	0,001
OCB (X)	0,617	0,137	0,545	4,503	0,000

Based on the t-test table above, a significance value of 0.000 (< α = 0.05) was obtained. This indicates that the OCB variable (X) has a significant effect on work productivity (Y). In addition, a positive B value of 0.617 was obtained, indicating that OCB has a positive effect on employee work productivity. The resulting regression equation is $\hat{Y}$ = 27.581 + 0.617X, which means that every one-unit increase in OCB will be followed by a 0.617-unit increase in work productivity

DISCUSSION

The findings of this study are fully consistent with the theoretical framework developed by Organ et al., (2006) through the five dimensions of OCB. In the context of the Padang City DPMPTSP, the dimension of conscientiousness is highly relevant. The persistently high rate of disciplinary violations in 2023 which included 22 cases ranging from tardiness (36.4%) to leaving the office without permission (9.1%) indicates that conscientiousness remains low among some employees. Low levels of this dimension directly impact reduced efficiency and work morale, two key indicators of work productivity according to Edy Sutrisno, (2009) Conversely, employees with high conscientiousness will arrive on time without needing to be reminded and will adhere to organizational policies even when unsupervised, thereby creating a foundation of trust and reliability in the collective work system a prerequisite for achieving optimal productivity (Organ et al., 2006)

The dimension of altruism which refers to voluntary behavior in helping coworkers also contributes significantly to employee productivity. As argued by Khairunnisa & Halida, (2024) OCB fosters a culture of mutual assistance among team members, thereby making task completion faster and more efficient. In the operationalization of public services, such as those carried out by the DPMPTSP of Padang City, the presence of employees who voluntarily assist coworkers burdened with excessive workloads or mentor new employees will directly strengthen the team's capacity to produce high-quality service outcomes.

The dimension of civic virtue, which reflects employees' active involvement and concern for the organization's sustainability, is closely linked to the indicators of competence and self-development within the framework of work productivity as outlined by (Edy Sutrisno, 2009). Data from the 2020-2024 Strategic Plan of the Padang City DPMPTSP reveals that although 80% of employees have participated in digital e-licensing training, the level of understanding of these new procedures is only around 55%, reflecting a continued lack of active participation and independent initiative among employees in organizational capacity building. The "courtesy" dimension, which focuses on preventing workplace issues, plays a role in reducing procedural errors, overlapping tasks, and miscommunication between units that can disrupt the smooth flow of services. Meanwhile, "sportsmanship" which reflects employees' ability to accept less-than-ideal working conditions without excessive complaining contributes to maintaining a conducive and stable work environment.

The findings of this study are consistent with various relevant empirical studies. Mei Putri Rahayu et al., (2024) found that OCB has a significant simultaneous effect on employee productivity at the Kediri Medium-Level Customs and Excise Office. Ilham Romadhon, (2025) in their study at PT. Bank Negara Indonesia in Makassar, confirmed that OCB has a positive and significant effect on work productivity. Maulida et al., (2025) found that OCB directly contributes to teachers' work productivity. Rambembuoch et al., (2023) demonstrated that OCB acts as a moderating variable that strengthens the relationship between employee engagement and work productivity. The consistency of findings across various organizational contexts further reinforces the theoretical belief that OCB is a valid and reliable predictor of work productivity.

In terms of respondent characteristics, the majority of employees (78%) are in the 41-50 age range with more than 15 years of service (58%), which, according to Riska, (2024) is a condition that should support the development of more mature OCB behavior, as senior employees generally have a deeper understanding of the organization. However, empirical data indicate that the OCB potential of these senior employees has not yet been fully utilized. On the other hand, the relatively large proportion of employees with a high school or vocational school education (48%) underscores the importance of competency development through structured training programs, so that employees' capacity and initiative in demonstrating OCB can be systematically enhanced (Wijaya c & Manurung O, 2021)

CONCLUSION

Based on the research findings and discussion outlined above, it can be concluded that Organizational Citizenship Behavior (OCB) has a positive and significant effect on the work productivity of employees at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Padang City. This is evidenced by the regression equation $\hat{Y} = 27.581 + 0.617X$ with a t-test significance value of 0.000 ($< \alpha = 0.05$). The Pearson correlation coefficient of $r = 0.545$ indicates a fairly strong positive relationship between the two variables, while the R-squared value of 0.297 suggests that OCB accounts for 29.7% of the variability in employee work productivity.

The results of the Respondent Achievement Level (RAL) analysis show that the OCB variable obtained an average RAL score of 86.5% (Good category), with the highest scores in the dimensions of conscientiousness (RAL 91.05%) and civic virtue (RAL 90.00%). The

dimensions of altruism and sportsmanship remain in the Fairly Good category (78.95% each), thus requiring more intensive attention and guidance. The work productivity variable achieved an average TCR score of 82.49% (Good category), although the indicators of self-efficacy and efficiency still require further improvement.

The implication of this study is that the management of the Padang City DPMPTSP needs to systematically and continuously integrate the cultivation of OCB particularly in the dimensions of conscientiousness, altruism, and civic virtue into its human resource development agenda. Future researchers are advised to develop a more comprehensive research model by including other variables that may influence work productivity, such as leadership, compensation, or organizational climate. The use of a mixed-methods approach is also recommended to gain a more contextual understanding of the mechanisms through which OCB influences employee work productivity.

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