

A Quantitative Analysis of Organizational Citizenship Behavior and Its Impact on Employee Performance at PT Maju Bersama

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ABSTRACT

In the workforce, proactive behavior has rapidly developed into a standard practice. This guideline refers to an individual's ability to take initiative, act before problems arise, and adapt to changes, which can be reflected in employee performance. The aim of this study is to identify the relationship between Organizational Citizenship Behavior (OCB) and employee performance at PT Maju Bersama. The study used a sample of 105 employees from PT Maju Bersama. A quantitative approach was the research method applied. The analysis results showed that the Pearson correlation value obtained was 0.597, with a significance level (p-value) of 0.000 ($p < 0.05$). These results indicate a significant positive relationship, suggesting a strong and meaningful connection between these variables. Additionally, the study noted that the coefficient of determination for the OCB variable towards performance was 0.356, indicating that OCB contributes 35.6% to performance

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1. INTRODUCTION

A company is an entity with specific objectives in carrying out its operational activities. Every company certainly strives to achieve predetermined targets or goals [1]. To achieve these goals, the role of human resources or employees is crucial, as they carry out various activities within the company or organization. Employees are a key asset that has a significant impact on the success of an organization. Each company will continuously strive to develop employee performance with the aim of achieving

organizational goals. To achieve all of this, an employee will provide all of their abilities, thoughts, and feelings and always strive to improve their performance in working for the organization. Employee performance is crucial to an organization because it is a mandatory ability for each employee to complete the tasks and responsibilities assigned by the organization [2]. Through optimal performance, each employee is able to fulfill company obligations effectively and efficiently, overcome obstacles that arise in the company, thereby achieving organizational effectiveness. However, in reality, based on a preliminary survey conducted by researchers, it was found that employee performance at PT Maju Bersama is still not optimal.

According to the opinion of the management in the company, the decline in employee performance is seen in employees who often ignore work details, often waste time on unimportant tasks, and tend to avoid work that requires more effort. In addition, employees also find it difficult to complete their work and often complain about the amount of work given. A case reported by RRI.co.id reported the poor performance behavior of an employee with the initials MF (33 years old), who at that time served as Regional Director at PT Sumber Agrindo Sejahtera, had embezzled 22 tons of fertilizer sales deposit money due to being tempted by a hedonistic lifestyle (luxury). His actions were discovered after the company audited the deposit and found that MF at that time did not deposit the fertilizer money, so the company suffered a loss of Rp258,695,93,6 and the MF employee was charged with Article 374 of the Criminal Code which threatens the perpetrator with a maximum prison sentence of 5 years. From the phenomena and cases described above, it can be concluded that the attitudes and behavior of the employees above reflect poor performance, such as not paying attention to work details, wasting time, and procrastinating. This behavior results in the company not operating optimally, so declining performance will affect the company's productivity.

Performance is a result of steps that refer to a certain period of time based on previously agreed terms and agreements [3]. Employee performance is an employee's performance that is evaluated based on elements of quality, quantity, work time, and

cooperation with the aim of achieving targets that have been determined by the company [4]. Characteristics of employees who show good performance are employees who have a great sense of personal responsibility for their work, dare to accept and face existing risks, have achievable goals, have a comprehensive work strategy and strive to realize their goals [5], optimize clear feedback on every work activity they carry out, find opportunities as a goal to realize the strategy that has been prepared and will comply with company regulations and employees who do not show good performance will have a negative impact on themselves and the organization. There are 5 (five) dimensions and performance indicators, namely (1) Quality of work, (2) Quantity of work, (3) Responsibility, (4) Cooperation, and (5) Initiative [6]. One aspect that plays a significant role in influencing an employee's performance is Organizational Citizenship Behavior (OCB), where if an employee's OCB is high, their performance will also increase, and vice versa [7]. Employees with high OCB are able to increase work productivity and individual success within an organization [8], and employees with OCB will receive rewards for their work, which can motivate them to improve their performance [9].

For an organization to progress and improve, it requires employees with performance that is not only limited to their role (in-role) but also demonstrates a work attitude that goes beyond their role (extra-role). A role-relevant work attitude is an employee's work attitude that only carries out work based on the role outlined in the job description. On the other hand, work behavior that exceeds the role is behavior where employees provide performance that exceeds the organization's work standards, called OCB [10]. OCB is behavior in the work environment that is consistent with individual evaluations and exceeds the individual's basic professional requirements [11]. OCB can also be referred to as behavior that goes beyond the requirements of a job description and is assessed through indicators, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue [12]. OCB has 5 (five) dimensions [13] including (1) Altruism, (2) Conscientiousness, (3) Sportsmanship, (4) Courtesy, and (5) Civic virtue. Based on previous research by Inkiriwang and Wijayadne (2023), it was revealed that there was a relationship between the dimensions of OCB and the performance of UD Sinar Abadi

production employees. The correlation significance value is 0.390, and the p-value is 0.014 ($p < 0.05$). The following research found that employees who apply a voluntary work attitude are able to improve their performance, thus increasing productivity and contributing positively to the company.

Although OCB, as introduced by Organ (1988) and extended by Podsakoff et al. (2000), has been shown to enhance organizational performance, empirical research focusing specifically on Indonesian retail companies remains limited. In Indonesia's competitive retail sector, especially at PT Maju Bersama, management has reported stagnant productivity despite stable staffing levels. Previous research [14] also stated that there is a relationship between OCB and employee performance at PT. Hari Mukti Teknik. Research findings show that the OCB variable obtained a t-value of 6.875 with a significance value of 0.072. This research results prove that OCB has a positive influence on employee performance. However, most of the studies conducted so far are limited in scope, focusing on certain industries and lacking comprehensive empirical validation in the retail sector. Furthermore, the practical problems such as employee procrastination, reduced initiative, and weak collaboration at PT Maju Bersama indicate the need for a deeper investigation into how OCB can influence employee performance. This study aims to quantitatively examine the relationship between OCB and employee performance at PT Maju Bersama. The research is grounded in Podsakoff's OCB framework and tests the hypothesis that higher OCB correlates positively with higher performance.

2. METHOD

A quantitative design was used. The population consisted of 150 employees, with 105 selected via purposive sampling. Inclusion criteria were permanent status and tenure ≥ 1 year. Two validated instruments were used:

- a. OCB Instrument: Adapted from Podsakoff et al. (2000), initially 40 items, 3 dropped after pilot testing with 90 respondents ($r \geq 0.30$). The instrument used was adapted from the OCB Scale that had been previously translated into Bahasa Indonesia in a study conducted by Vanissa et al.

(2024), entitled The Relationship between Psychological Empowerment and Organizational Citizenship Behavior among Employees of PT Menara Mas Mega Mandiri, which reported a coefficient value of 0.942. Prior to its use in the present research, the researcher conducted a pilot test with 90 respondents to ensure that all items were clearly understood and that no ambiguous terms were present. The validity testing yielded satisfactory results, with three items being removed, and the reliability coefficient was found to be 0.945. In total, 90 respondents participated as validators during the pilot testing stage of the instrument before the main study was conducted. The respondents consisted of employees currently working in Indonesia, ensuring that the context and population of the study were relevant.

- b. Performance Instrument: Based on Robbins (2006), reduced from 40 to 32 items after validity checks. Reliability testing produced Cronbach's alpha values of 0.945 (OCB) and 0.926 (Performance), indicating excellent internal consistency. Normality was confirmed via the Kolmogorov-Smirnov test ($p > 0.05$), and linearity was confirmed via ANOVA ($p < 0.05$). Correlation analysis was conducted using Pearson's r . The data collection method in this study was distributing questionnaires using a Likert scale. The Performance scale was developed using Robbins' theory [15], which has five dimensions: work quality, work quantity, responsibility, cooperation, and initiative. The following is a blueprint table of the Performance Instrument :

Table 1. Blueprint of Performance Instrument

No.	Dimensions Performance	Points of the Statement		Amount Item
		<i>Favorable</i>	<i>Unfavorable</i>	
1	Quality of work	1,11,21,31	6,16,26,36	8
2	Quantity of work	2,12,22,32	7,17,27,37	8
3	Responsibility	3,13,23,33	8,18,28,38	8
4	Cooperation	4,14,24,34	9,19,29,39	8
5	Initiative	5,15,25,35	10,20,30,40	8
	Total	20	20	40

The OCB instrument is compiled based on the OCB dimension [16], namely altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

Table 2. Blueprint of the Organizational Citizenship Behavior Instrument

No.	Dimensions OCB	Points of the Statement		Amount Item
		<i>Favorable</i>	<i>Unfavorable</i>	
1	<i>Altruism</i>	1,11,21,31	6,16,26,36	8
2	<i>Conscientiousness</i>	2,12,22,32	7,17,27,37	8
3	<i>Sportsmanship</i>	3,13,23,33	8,18,28,38	8
4	<i>Courtesy</i>	4,14,24,34	9,19,29,39	8
5	<i>Civic Virtue</i>	5,15,25,35	10,20,30,40	8
	Total	20	20	40

The existing research instrument was first tested by conducting validity and reliability tests at PT Katiga Ritel Strengindo. Validity tests are conducted to test the level of validity of a questionnaire used in the research [17]. Reliability is a set of measurements or measuring instruments that are consistent when measurements carried out with the measuring instrument are carried out repeatedly [18]. Reliability tests are conducted to demonstrate the consistency of the results of a particular assessment with other assessments. After the instrument was declared valid, the researcher continued to take samples from PT Maju Bersama employees. The data analysis technique applied is the Pearson Product-Moment Correlation statistical test, which is a technique applied to determine whether there is a relationship between one independent variable and one dependent variable, which is assisted by the use of the IBM SPSS Statistics 20 program. Before conducting data analysis, it is important to conduct assumption tests, namely normality tests and linearity tests. Normality tests are conducted to determine how data is distributed in a group or population. Data used in statistical tests are data that have a normal distribution. If $p > 0.05$, then the distribution is normal, and vice versa, if $p < 0.05$, then the distribution is not normal [19]. The linearity test aims to determine whether the two variables being tested have a significant linear relationship. If $p > 0.05$, then OCB with Performance does not have a linear relationship, and vice versa, if $p < 0.05$, then OCB with Performance has a linear relationship.

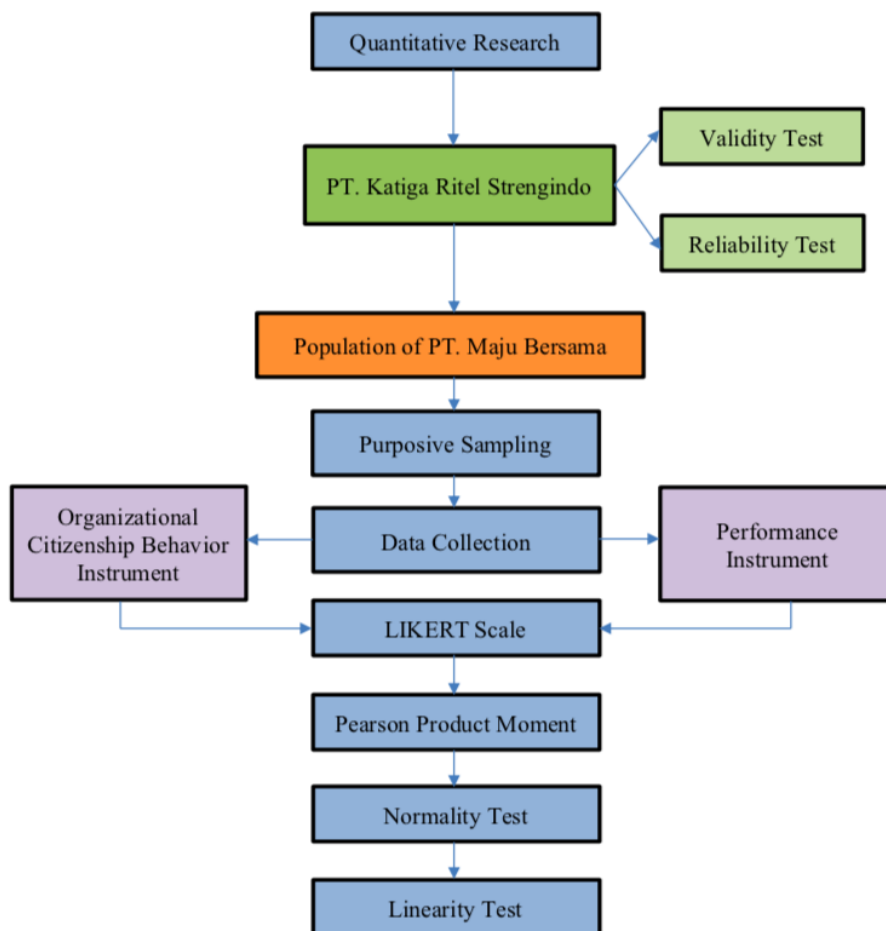


Figure 1. Research Flowchart

3. RESULTS AND DISCUSSION

3.1 Trial Implementation

The trial (tryout) was implemented from November 20, 2024, to November 25, 2024, for employees of PT Katiga Ritel Strengindo Medan. The trial was conducted with 90 employees. The researcher distributed the scale directly to the employees using two instruments:

3.1.1 Performance Instrument

The number of items tested on the employee performance instrument was 40. Using IBM SPSS Statistics 20, this validity test was conducted. According to Azwar (2023), if the validity coefficient

(r) value is ≥ 0.30 , it is considered satisfactory. With that, the results of the validity test prove that there are 32 out of 40 valid items, namely items number 1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 38, 39, 40. The Corrected Item Total Correlation method is used in the validity test; valid items come from the table where the minimum r value is 0.30, the r value moves in the range of 0.318-0.655. Based on these values, it was concluded that items numbered 5, 8, 9, 22, 25, 28, 33, and 35 were invalid. Furthermore, a reliability test using the Cronbach's Alpha technique yielded a reliability coefficient of 0.926, indicating that this scale is adequate for use as a research data collection tool.

Table 3. Details of Valid and Failed Performance Instrument

No	Dimensions of Employee Performance	Points of the Statement				Total Valid
		Favorable		Unfavorable		
		Valid	Fall	Valid	Fall	
1	Quality of work	1,11,21,31		6,16,26,36		8
2	Quantity of work	2,12,32	22	7,17,27,37		7
3	Responsibility	3,13,23	33	18.38	8.28	5
4	Cooperation	4,14,24,34		19,29,39	9	7
5	Initiative	15	5,25,35	10,20,30,40		5
	Total	15	5	17	3	32

3.1.2 Organizational Citizenship Behavior (OCB) Instrument

Forty items were tested on the OCB instrument. This validity test was conducted with the support of IBM SPSS Statistics 20. If the validity coefficient value (r) ≥ 0.30 , it is considered satisfactory. With that, the results of the validity test prove that there are 37 out of 40 valid items, namely items number 1, 2, 3, 4, 6, 7, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 26, 27, 29, 30, 31, 32, 34, 36, 37, 38, 39, 40. The validity test uses the Corrected Item Total Correlation method, where the minimum r value is 0.30; the r value moves in the range of 0.353-0.699. Based on the existing values, it is concluded that items numbers 5, 17, and 37 are invalid. Furthermore, the Cronbach Alpha technique was used for reliability testing with a reliability coefficient of 0.945, where the instrument was said to be adequate and could be used as a research data collection tool.

Table 4. Details of the Organizational Citizenship Behavior Instruments

No	Dimensions of OCB	Points of the Statement				Total Valid
		<i>Favorable</i>		<i>Unfavorable</i>		
		Valid	Fall	Valid	Fall	
1	<i>Altruism</i>	1,11,21,31		6,16,26,36		8
2	<i>Conscientiousness</i>	2,12,22,32		7.27	17, 37	6
3	<i>Sportsmanship</i>	3,13,23,33		8,18,28,38		8
4	<i>Courtesy</i>	4,14,24,34		9,19,29,39		8
5	<i>CivicVirtue</i>	15,25,35	5	10,20,30,40		7
	Total	19	1	18	2	37

3.2 Research Implementation

The study was conducted from December 10, 2024, to December 17, 2024, with a sample size of 105 employees at PT Maju Bersama. Data collection was carried out by distributing 105 questionnaires directly to employees to be completed. The scale used in this study was a Likert scale, which aims to measure Organizational Citizenship Behavior (OCB) and Performance Instruments. There are 37 items to measure OCB In the strument and 32 items on Perforthe mance Instrument.

Table 5. New Numbering of Performance Instrument

No	Dimensions of Employee Performance	Points of the Statement		Total Valid
		<i>Favorable</i>	<i>Unfavorable</i>	
1	Quality of work	1,8,18,25	5,13,21,28	8
2	Quantity of work	2,9,26	6,14,22,29	7
3	Responsibility	3,10,19	15.30	5
4	Cooperation	4,11,20,27	16,23,31	7
5	Initiative	12	7,17,24,32	5
	Total	15	17	32

Table 6. New Numbering of the Organizational Citizenship Behavior Instrument

No	Dimensions OCB	Points of the Statement		Total Valid
		<i>Favorable</i>	<i>Unfavorable</i>	
1	<i>Altruism</i>	1,10,19,29	5,15,24,34	8
2	<i>Conscientiousness</i>	2,11,20,30	6.25	6
3	<i>Sportsmanship</i>	3,12,21,31	7,16,26,35	8
4	<i>Courtesy</i>	4,13,22,32	8,17,27,36	8
5	<i>CivicVirtue</i>	14,23,33	9,18,28,37	7
	Total	19	18	37

3.3 Data Analysis Results

Pearson Product-Moment Correlation was the method used to analyze the research data. Researchers used this method to identify the relationship between OCB and performance. IBM SPSS Statistics 20 was used to analyze this correlation.

3.3.1 Research Data Description

Hypothetical and Empirical Employee Performance Instrument

The performance instrument has 32 items, with each item having four answer choices, namely one to four. The individual score range for each item is between 32x1 and 32x4, with a total score ranging from 32 to 128. The hypothetical mean is calculated using the formula $[(32 + 128) : 2] = 80$. The hypothetical standard deviation in this research is calculated as $[(128-32) : 6] = 16$. The results of the Performance instrument analysis based on the completed questionnaires show an empirical mean of 96.91 and a standard deviation of 6,537.

Table 7. Comparison of Empirical and Hypothetical Performance Data

Variable s	Empirical			Element ary School	Hypothetical			Element ary School
	Mi n	M ax	Me an		Mi n	M ax	Me an	
Perform ance	82	113	96.91	6,537	32	128	80	16

In the Performance instrument, the analysis results show that the empirical mean > hypothetical mean is $96.91 > 80$, concluding that the Performance of the research subjects is higher than the general population. Subjects are categorized into three parts, namely low, medium, and high. Below is the Performance categorization table.

Table 8. Performance Categorization

$X < (\mu - 1\sigma)$	Low
$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	Currently
$X \geq (\mu + 1\sigma)$	Tall

In the hypothetical standard deviation $\sigma = (128 - 32) : 6 = 16$, the hypothetical mean $\mu = (32 + 128) : 2 = 80$ becomes the hypothetical standard deviation of this study. By using the formula, the resulting $X < (80 - 16) = X < 64$, $(80 - 16) \leq X < (80 + 16) = 64 \leq X < 96$, $X \geq (80 + 16) = X \geq 96$.

Table 9. Performance Score Categories

No	Guidelines	Score	Category	Frequency	Percentage
1	$X < (\mu - 1\sigma)$	$X < 64$	Low	0	0%
2	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$64 \leq X < 96$	Currently	52	49.5%
3	$X \geq (\mu + 1\sigma)$	$X \geq 96$	Tall	53	50.5%
Total				105	100%

Based on the data analysis in Table 9, the results of this study revealed that of the 105 respondents involved, 52 respondents or 49.5% tended to have moderate performance, while 53 respondents or 50.5% showed a tendency towards high performance. By detailing the following data, it can be concluded that the majority of research subjects tended to have high levels of performance.

Hypothetical and Empirical Instrument of Organizational Citizenship Behavior (OCB)

The OCB instrument consists of 37 items, where each item has four answer choices, ranging from one to four. The score for each item ranges from 37×1 to 37×4 , resulting in a total range of

37 to 148. Using the hypothetical mean $[(37+148) : 2]$, the mean value is 92.5. The hypothetical standard deviation for this study is calculated by $[(148-37) : 6]$, resulting in a value of 18.5. Based on the results of filling out the questionnaire on the OCB instrument, the empirical mean value is 117.99 and the standard deviation is 7.222.

Table 10. Comparison of Empirical and Hypothetical Data on Organizational Citizenship Behavior

Variable s	Empirical			Elemen tary School	Hypothetical			Elemen tary School
	Mi n	M ax	Mea n		Mi n	M ax	Me an	
<i>Organizational Citizenship Behavior</i>	10 4	13 8	117. 99	7,222	37	14 8	92. 5	18.5

The empirical mean score for OCB was 117.99, higher than the hypothetical mean (92.5), indicating high OCB levels. For performance, the empirical mean was 96.91, surpassing the hypothetical mean (80). These findings suggest that most employees exhibit above-average OCB and performance.

Table 11. Categorization of Organizational Citizenship Behavior

$X < (\mu - 1\sigma)$	Low
$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	Currently
$X \geq (\mu + 1\sigma)$	Tall

There is $\sigma = (148-37) : 6 = 18.5$, hypothetical mean $\mu = (37+148) : 2 = 92.5$ as the hypothetical standard deviation of this study. By using the formula, it is obtained $X < (92.5-18.5) = X < 74$, $(92.5-18.5) \leq X < (92.5+18.5) = 74 \leq X < 111$, $X \geq (92.5+18.5) = X \geq 111$.

Table 12. Organizational Citizenship Behavior Score Categories

No	Guidelines	Score	Category	Frequency	Percentage
1	$X < (\mu - 1\sigma)$	$X < 74$	Low	0	0%
2	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$74 \leq X < 111$	Currently	18	17.1%
3	$X \geq (\mu + 1\sigma)$	$X \geq 111$	Tall	87	82.9%
Total				105	100%

Based on the data analysis in Table 12, the results of this study indicate that of the 105 respondents involved, 18 respondents or 17.1% showed a moderate level of OCB tendency, while 87 respondents or 82.9% showed a high level of OCB tendency. From the following data, it can be concluded that the majority of research subjects showed a high level of OCB tendency.

3.3.2 Research Assumption Test Results

Before conducting a hypothesis test, an initial assumption test is performed to determine whether the data distribution deviates from normality. Therefore, normality and linearity tests are used.

Distribution Normality Test

In this study, the One-Sample Kolmogorov-Smirnov Test was used to evaluate the normality of the data referring to the significance value. If the p value > 0.05, then the data is considered to show a normal distribution (Priyanto, 2018). In the Organizational Citizenship Behavior (OCB) variable, the normality test produced a KS-Z coefficient (Test Statistic) = 1.005 with a Sig (2-tailed) of 0.265 ($P > 0.05$). In the one-way hypothesis, the 1-tailed Sig. value is 0.1325 ($P > 0.05$), which indicates that the data in the OCB variable is normally distributed. Similarly, the normality test in the Performance variable shows a KS-Z coefficient (Test Statistic) = 1.204 with a Sig (2-tailed) of 0.110 ($P > 0.05$). In the one-way hypothesis, the Sig. value is 0.1325 ($P > 0.05$), which indicates that the data in the OCB variable is normally distributed. 1-tailed is 0.055 ($P > 0.05$), which states that the Performance variable data is also normally distributed.

Table 13. Normality Test Results

Variables	Elementary School	KS-Z	Sig.	P	Information
Performance (Y)	6,537	1,204	0.055	P > 0.05	Normal Distribution
<i>Organizational Citizenship Behavior(X)</i>	7,222	1,005	0.1325	P > 0.05	Normal Distribution

Linearity Test of Relationship

The linearity test is applied to evaluate whether there is a linear relationship between two variables in the research data distribution. Therefore, the linearity test is applied as an analysis method. The linear correlation between OCB and Performance variables is considered significant if the p-value is <0.05. Therefore, the correlation is considered significant if a linear relationship is found between the independent and dependent variables. Details regarding the linearity test are provided in the attached Table 14.

Table 14. Results of the Linearity Test of the Relationship

Variables	F	Sig	Information
Performance (Y) <i>Organizational Citizenship Behavior(X)</i>	58,921	0.000	Linear

Based on the analysis of the attached table, it can be concluded that there is a linear relationship between the two variables studied. This can be observed through the recorded significance value of 0.000 ($p < 0.05$), indicating that the relationship between the two variables is statistically significant. Therefore, in the context of correlation analysis using the Product-Moment method, both variables meet the criteria required for further analysis.

The results of this study demonstrated that employees at PT Maju Bersama generally exhibited high levels of both Organizational Citizenship Behavior (OCB) and performance. The descriptive statistics revealed that the mean score for OCB was

117.99 with a standard deviation of 7.22, which is significantly higher than the hypothetical mean of 92.5. Similarly, the mean score for employee performance was 96.91 with a standard deviation of 6.53, also surpassing the hypothetical mean of 80. These findings indicate that the research participants had a strong tendency toward both high OCB and high performance.

A Pearson product-moment correlation analysis was conducted to examine the relationship between the two variables. The results showed a correlation coefficient of $r = 0.597$ with a significance value of $p < 0.001$, indicating a moderate and statistically significant positive relationship between OCB and employee performance. This suggests that as employees' levels of OCB increase, their performance tends to improve as well.

Furthermore, the coefficient of determination (R^2) was calculated to be 0.356, which means that 35.6% of the variance in employee performance can be explained by OCB. The remaining 64.4% is likely influenced by other factors such as motivation, leadership style, compensation systems, or organizational climate. These figures were supported by the assumption testing. The Kolmogorov-Smirnov test results confirmed that the data for both OCB and performance were normally distributed ($p > 0.05$), and linearity testing using ANOVA indicated a linear relationship between the two variables ($p < 0.05$).

During the instrument validation process, eight items from the original performance scale and three items from the OCB scale were removed due to low corrected item-total correlation values ($r < 0.30$). The remaining items were deemed valid and reliable, as shown by Cronbach's alpha values of 0.926 for the performance scale and 0.945 for the OCB scale. No significant outliers were detected in the dataset, ensuring the robustness of the statistical analysis.

3.3.3 Hypothesis Test Results

After going through the assumption testing process, the next stage is hypothesis testing, which aims to identify the relationship between the two variables. The research hypothesis shows that there is a linear correlation between Organizational Citizenship Behavior (OCB) and employee performance at PT Maju Bersama. In other words, the higher the OCB value, the higher the employee's performance level. Conversely, if the OCB value is low, the

employee's performance level is likely to be low. The data analysis technique used in this study is the Pearson Product-Moment Correlation method. The results of the analysis show a Pearson Correlation value of 0.597 with a significance level of 0.000 ($p < 0.05$). The following findings indicate that there is a significant positive relationship between the OCB variable and employee performance at PT Maju Bersama, with a correlation category that can be classified as moderate [20]. Based on this explanation, it can be concluded that this hypothesis can be accepted, which indicates a positive relationship between OCB and employee performance at PT Maju Bersama.

Table 15. Correlation between Organizational Citizenship Behavior and Performance

Analysis	<i>Pearson Correlation</i>	Significance (p)
Correlation	0.597	0.000

According to the data contained in the table below, it can be concluded that the R-squared value is 0.356. This result proves that the effective contribution of OCB to Performance is 35.6%, while the remaining 64.4% is influenced by other factors such as leadership (supportive, communicative, inspiring, and appreciative leadership), compensation (bonuses, incentives, or rewards), motivation (intrinsic and extrinsic motivation), organizational resources (training, technology, and work tools), environment (organizational culture, collaboration, and open communication), or characteristics (type of work and work experience).

Table 16. Effective Contribution

R	R Square	Effective Contribution
0.597	0.356	35.6%

The correlation between OCB and performance was moderate and statistically significant ($r = 0.597$, $p < 0.001$), confirming the research hypothesis. The coefficient of determination ($R^2 = 0.356$) shows that OCB explains 35.6% of the

variance in employee performance. While substantial, this leaves 64.4% of the variance unexplained, indicating the influence of other factors such as leadership, work motivation, or organizational culture.

Discussion

Based on research involving 105 respondents, who were employees of PT Maju Bersama as research subjects, it was found that there was a significant positive correlation between Performance and Organizational Citizenship Behavior (OCB). The Pearson correlation value obtained was 0.597, with a significance level (Sig) of 0.000 ($p < 0.05$). These results illustrate that the higher the level of OCB of an employee, the higher the employee's performance level will be. Conversely, the lower the level of OCB, the lower the performance will be. The following research results are in line with previous research conducted by Cahya et al. (2021), which examined the relationship between OCB and employee performance at PT. Hari Mukti Teknik. These findings indicate that the OCB variable has a positive impact on employee performance at PT. Hari Mukti Teknik. In previous research on 'Analysis of OCB Dimensions on Employee Performance at the Ngadiluwih Community Health Center, Kediri Regency' [21], the results also proved that the OCB variable had a positive impact on employee performance at the Ngadiluwih Community Health Center, Kediri Regency.

This study produced a determination coefficient of R Square (R^2) of 0.356, which indicates that there is an effective contribution of 35.6% of OCB to the Performance of PT. Maju Bersama employees. This result shows that as much as 64.4% of the Performance variable is affected by other factors not described in this study. The results obtained through this study illustrate that of the 105 respondents studied in the research, there were no respondents (0%) who showed a tendency towards low Performance. A total of 52 respondents (49.5%) showed a tendency towards moderate Performance, and 53 respondents (50.5%) showed a tendency towards high Performance. Specifically, it can be concluded that employees have a quality work attitude and high responsibility and can work according to the standards set by the company.

Research conducted by researchers at PT Maju Bersama shows that there are no employees with low performance. This occurs because PT Maju Bersama employees have a high level of work quality effectiveness. Based on the research, there is a phenomenon of increasing sales in companies that increase the ability to complete tasks with satisfactory results, such as being meticulous in carrying out their tasks, not delaying assigned work, and not spending time relaxing. This has significant results for employees in the company. Employees are motivated because they believe in the rapid increase in incentives and large amounts. Based on the results of the study, as many as 52 respondents, or around 49.5% of the total respondents, showed a level of performance at a moderate level. Based on the phenomena observed by researchers regarding the quality and quantity of work, it shows that employees are quite capable of completing their tasks with satisfactory results according to company standards, managing time well in carrying out their tasks, and optimizing the use of time to complete the assigned work in an efficient manner.

Employees were found to be able to complete their work even though they sometimes ignored work details, such as rushing to do stocktaking, so that they ignored product quality and produced inaccurate reports. In a broader context, there were 53 respondents (50.5%) of the total respondents who had high performance. This refers to the consistency of the results of a task by meeting standards even under tight deadlines. Employees can increase sales results beyond the set targets and complete a project in a short period of time. One of them was that the marketing staff at PT Maju Bersama succeeded in marketing and promoting products in innovative and attractive ways, and were able to achieve sales targets according to the company's expectations within a certain period. Furthermore, researchers investigated the level of Organizational Citizenship Behavior (OCB) in employees at PT Maju Bersama. The results found that out of 105 respondents, there were no respondents (0%) who showed a tendency for low Organizational Citizenship Behavior (OCB). Eighteen respondents (17.1%) showed moderate Organizational Citizenship Behavior (OCB) tendencies, and 87 respondents (82.9%) showed high Organizational Citizenship Behavior (OCB) tendencies. In this

context, it can be indicated that employees are willing to work voluntarily, going above and beyond established task standards to help the company achieve its desired goals.

The research results show that 18 respondents, or approximately 17.1% of the total respondents, had moderate levels of OCB. In this dimension, employees demonstrate work behavior that prioritizes the public interest over personal interests within the company, known as civic virtue. Employees attend meetings and various company-organized activities such as training, outings, and social activities (such as blood drives and free food drives), although they are not always consistent and active in participating in these activities. Furthermore, employees are quite open to teaching new colleagues and providing assistance to colleagues in completing their tasks, but are not always willing to work overtime to help colleagues. This dimension is known as altruism. The study found that 87 respondents (82.9%) exhibited high levels of OCB. The two dominant dimensions were sportsmanship and courtesy. Respondents consistently demonstrated sportsmanship behavior, tending to minimize problems at work, not protesting, and not complaining at work. Furthermore, employees at the company consistently maintained harmonious relationships with coworkers and superiors, valued their colleagues' opinions, and exhibited high levels of ethics in the workplace, also known as courtesy. Furthermore, employees at PT Maju Bersama demonstrated a high level of conscientiousness by consistently adhering to company regulations, completing tasks meticulously, and arriving at the office before work hours.

This result aligns with previous studies [8][16][2], reinforcing the conceptualization of OCB as a significant performance predictor. The findings also support Organ's (1988) theory that extra-role behaviors foster a cooperative work environment, boosting overall productivity. The strongest observed dimensions were sportsmanship and courtesy, consistent with findings in collectivist cultures where interpersonal harmony is emphasized. From the research results, it can be concluded that there is a significant correlation between Organizational Citizenship Behavior and employee performance. The research shows that an individual's level of Organizational Citizenship Behavior influences their level of performance in the workplace. Employees with high

OCB tend to exhibit positive behaviors such as showing respect and concern for other coworkers. Employees with low OCB only focus on personal interests and ignore the feelings and needs of coworkers. This research interprets how employee OCB values can shape attitudes and behavior in the workplace. Therefore, increasing and managing OCB values is considered a significant approach to developing employee performance.

4. CONCLUSION

This study confirms a significant and positive relationship between Organizational Citizenship Behavior (OCB) and employee performance at PT Maju Bersama. Using Podsakoff's five-dimensional OCB model, the findings reveal that employees who demonstrate higher levels of OCB tend to exhibit better performance outcomes. The statistical analysis shows a moderate correlation ($r = 0.597$) and indicates that OCB accounts for 35.6% of the variance in employee performance, highlighting its practical relevance within organizational contexts. These results suggest that organizations, particularly in the retail industry, should foster a work environment that encourages extra-role behaviors such as helping others, maintaining positive attitudes, and demonstrating civic responsibility. Implementing strategies that recognize and reward such behaviors may lead to improved individual and organizational performance. The use of a cross-sectional design restricts causal interpretations, and data were collected from a single company, limiting the generalizability of the findings. Additionally, the study did not explore potential mediating or moderating variables that may influence the OCB-performance relationship. Future research should consider adopting longitudinal or experimental designs to examine causal relationships more robustly. Researchers are also encouraged to investigate the roles of job satisfaction, organizational commitment, leadership style, and work engagement as mediators or moderators. Expanding the sample across different sectors and geographic areas will further enhance the applicability of the findings. This study contributes to the growing literature on OCB by providing empirical evidence from the Indonesian retail industry and offers practical insights for human resource management and organizational development.

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