

# Analysis of the Influence of Organizational Citizenship Behavior on Productivity with Turnover Intention and Performance as Mediator

Lina Priliana<sup>1\*</sup>, Rahmat Hidayat<sup>2</sup>

<sup>1,2</sup> Faculty Economic and Business,

Pelita Bangsa University,

Bekasi 17530, Indonesia

lina\_priliana@pelitabangsa.ac.id; rahmat\_hidayat@pelitabangsa.ac.id

\*Correspondence: lina\_priliana@pelitabangsa.ac.id

## ABSTRACT

*This study aims to analyze the effect of Organizational Citizenship Behavior (OCB) on employee productivity at PT Emsonic, with Turnover Intention and performance as mediating variables. The respondents in this research are employees in the production department of PT Emsonic, totaling 221 respondents. Data were analyzed using SEM (Structural Equation Modeling) with LISREL 8.80. The results indicate that (1) OCB does not have a positive and significant effect on productivity, (2) OCB has a positive and significant effect on performance, (3) Turnover Intention negatively and significantly affects both productivity and performance, (4) Performance positively and significantly influences productivity, (5) OCB negatively and significantly affects Turnover Intention, (6) Turnover Intention mediates the relationship between OCB and productivity, and (7) Performance mediates the relationship between OCB and productivity.*

**Keywords:** Organizational Citizenship Behavior; Turnover Intention; Performance; Productivity

## INTRODUCTION

Management is the art of studying how to make a process, activity, available resources more effective and efficient through a system that can simplify and shorten a process or activity by involving other people in it in order to achieve organizational or individual goals systematically. One important aspect of management is human resource management.

Human resource management is an art or method that studies how to manage the role of human resources owned by an organization or company so that they can be used efficiently and effectively without reducing the human rights they have. Activities in human resource management are the attraction of human resources, selection, development, maintenance and use of human resources so that the human resources owned by the company are of high quality.

Human resources are important for organizations, because human resources within the organization are the driving force in achieving organizational goals. In achieving organizational goals, good productivity is needed for both individuals and the organization. Productivity is the result of work produced by individuals or groups in an organization during a certain time or period. If a company or organization has high productivity, it can be said that the organization or company is running well.

The relevance of productivity for an organization is because the higher the productivity produced by employees, the faster the targets and goals of the organization or group. As a result, every business aims to boost internal productivity. In order to stay ahead of the competition, PT. Emsonic Indonesia has set out to become the leading manufacturing firm. Thus, PT. Emsonic Indonesia's productivity is crucial to its ascent to prominence in the electronics sector. The productivity data from the Production Department Unit of PT. Emsonic Indonesia is as follows:

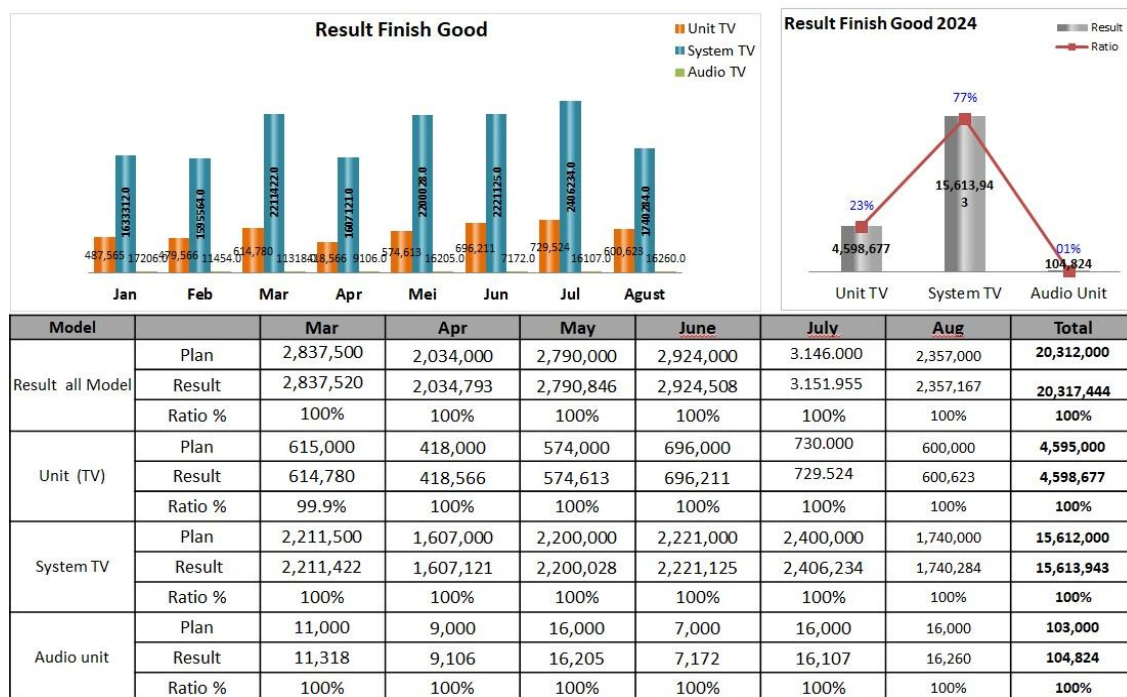


Figure 1. Data Production Departement Unit 2024

Source: PT. Emsonic Indonesia Departement Produksi Unit

Based on research conducted before starting this research, it is suspected that the productivity that occurs at PT. Emsonic Indonesia Production Department is caused by several factors. The first factor is the organizational actions of citizens or OCB, that is, the behavior of individual employees who voluntarily perform work that exceeds standard tasks that can help business stability achieve their goals.

(Putri & I, 2023) in the journal *The D'arcici Al-Hijra Hotel's Employee Productivity: Determinants of Organizational Citizenship Behavior*. The study's findings demonstrated that job productivity was significantly enhanced by the Organizational Citizenship Behavior variable. Contrasting with the findings of the published study by (Aqdami, 2021). Using Organizational Citizenship Behavior (OCB) as an intervening variable, the Directorate of Human Resources at Airlangga University examined the effects of work spirituality, organizational commitment, and perceptions of organizational support on productivity. *Journal of Human Resource Management Science*, 5 (1), 183. OCB has no impact on output.

Apart from Organizational Citizenship Behavior which influences productivity PT. Emsonic Indonesia is suspected of having another influencing factor, namely Turnover Intention, namely the desire of employees in an organization or company to move departments and leave the organization/company for various reasons to get a better job. The occurrence of Turn Over is caused by various reasons or other factors, but the occurrence of Turnover Intention greatly influences productivity in an organization.

In the journal (Putra & Silfiana, 2022) This study examines the relationship between employee productivity and turnover, work rotation, and effectiveness. *Turnover Intention Impacts Productivity*, *Indonesian Journal of Economy, Business, Entrepreneurship and Finance*, 2(1), 125-131. In the meantime, in the journal (Fu' et al., 2018) empirical investigation of the relationship between competitive advantage, productivity, job satisfaction, and intention to leave. Turnover intention has no bearing on productivity, according to the *Journal of Economics and Business*, 21(2), 175-202.

Table 1. Data Turn Over Departement Production Unit 2024

No	Month	Resign	Percentage
1	January	4	0.8%
2	February	2	0.4%
3	March	4	0.8%
4	April	6	1.2%
5	May	5	1.0%
6	June	3	0.6%
7	July	3	0.6%
8	August	5	1.0%
9	September	2	0.4%
10	October	3	0.6%
11	November	4	0.8%
12	Deccember	7	1.4%
<b>Sum</b>		<b>48</b>	<b>9.6%</b>

Source: PT. Emsonic Indonesia Departement Production Unit

Based on the aforementioned data, it is believed that turnover intention at PT. Emsonic Indonesia Production Unit Department has an impact on a number of company factors, including employee performance, which has a significant impact on productivity because low employee performance will also have a negative impact on the company's overall productivity.

In the publication (Syaifudin & Kustini, 2024), entitled Compensation and Workload on Turnover Intention and Its Impact on Employee Performance in the Production Division at CV. Bintang Tex Indonesia. The analysis's findings demonstrate that turnover intention significantly and negatively affects worker performance, indicating that turnover intention influences worker performance.

(Syukron Jamal et al., 2021) The influence of commitment and turnover intention on employee performance, Jamal, R. S. It is claimed that turnover intention has a detrimental impact on employee performance and is not important, thus merely stating that turnover intention has an impact on employee performance is insufficient (Jambura Economic Education Journal, 3(1), 38–44).

Organizational Citizenship Behavior at PT. Emsonic is believed to be the source of the low turnover rate. (W. G. P. A. Hidayat & Tannady, 2023), International Journal of Science, Technology & Management, 4(3), 688-696. Analysis of Organizational Citizenship Behavior (OCB) Variables, Work Stress, Work Communication, and Work Climate Affecting Employee Performance and Turnover Intention at PT. Bank Tabungan Negara (Persero) Tbk. Gresik Branch. Turnover Intention is allegedly impacted by OCB.

In the journal (Prasetya et al., 2022) The impact of organizational citizenship behavior, work stress, and transformational leadership on PT Multiguna Internasional Persada employees' intention to leave. Economic Journal of Trisakti, 2(2), 677-690. The Turnover Intention is unaffected by OCB. In addition to its impact on Turnover Intention, Organizational Citizenship Behavior also has an effect on Performance. Performance is the outcome of a person's efforts in fulfilling the duties and obligations assigned to him; it can be evaluated and judged from a number of angles.

(Ayu Putu Widani Sugianingrat et al., 2019) in the journal. Employee performance is mediated by OCB and employee engagement. OCB impacts performance, according to the International Journal of Productivity and Performance Management, 68(2), 319-339.

Published in the journal (Asroti et al., 2022) The impact of Islamic work ethics, servant leadership, and pay on worker performance, with organizational citizenship behavior (OCB) acting as an intervening variable. 5(2), 2179-2191; Jesya (Journal of Economics and Islamic Economics). Performance is unaffected by OCB. For this reason, the study is titled An Analysis of Organizational Citizenship Behavior in Relation to Worker Turnover Intention and Worker Kinerja as a Mediating Factor at PT Emsonic Indonesia (Departemen Produksi Unit) in order to provide information about the variables that affect productivity.

According to (Pauji & Nurhasanah, 2022), by accomplishing organizational objectives, human resource management serves as a formal system framework in an organization that guarantees the effective and efficient use of human talent. According to Stoner in the journal (Soelton & Yasinta, 2018), The science and art of managing labor relations and procedures to make them productive and efficient and to support the company's, employees', and society's objectives is known as human resource management.

According to Amstrong in the journal (Muliawaty, 2019), A strategic, cohesive, and integrated approach to the work, growth, and well-being of employees inside a business is known as human resource management. The aforementioned definitions lead to the conclusion that HRM is a fundamental component that regulates labor processes for organizations to achieve goals efficiently. According to Kohler's in the journal (Sulistiawati & Latif, 2023), the outcomes of any production process utilizing one or more production parameters are referred to as productivity. In this instance, productivity can be stated in both monetary and physical terms and is typically computed as an index, the ratio of output to input.

According to Sutrisno in a journal written by (Asmini & Masyadi, 2022), the link between inputs (labor, materials, and money) and output (goods or services) is known as productivity. Productive efficiency is measured by productivity, a comparison of the input and output outcomes. According to (Handayani & Sukardi, 2020), Productivity is the capacity to produce the best possible output, even if it means using the infrastructure and equipment to their fullest potential.

The aforementioned rationale leads to the conclusion that productivity is the outcome of performance which is an index of achieving organizational goals, the higher it is, the better it is for the organization. Because the higher the productivity of the organization, the faster it will achieve the set goals. According to Sutrisno in the journal (Wahyuningsih, 2019) an indicator, specifically the following, is required to gauge work productivity: Ability, Work Spirit, Self-development, Quality, and Efficiency

According to (Suwandi, 2023) Organizational Citizenship Behavior (OCB) pertains to acts of voluntariness that go beyond the official responsibilities required of workers. OCB involves behaviors include lending a hand to colleagues, making helpful recommendations, taking part in group events, and exhibiting dedication to the company. OCB is considered an important indicator in increasing organizational effectiveness, improving relationships between individuals, and creating a positive work climate.

According to (Sabri et al., 2023) Organizational Citizenship Behavior (OCB) is positive conduct that manifests as a deliberate and voluntary desire to work for members of the organization. According to (Goh et al., 2022) OCB describes voluntary actions that are not within formal job duties of an employee, but also contribute to the efficient operation of the company. Highly valued employees are those who demonstrate exemplary behavior and go above and beyond the requirements of their job, demonstrating what is known as Organizational Citizenship Behavior (OCB).

So OCB can be defined as an individual's voluntary behavior that is not required but makes a significant contribution to the organization. According to Organ in the journal (Rao, 2023), explains 5 indicators of OCB, namely: Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship. According to Robins in the journal (Efritiana & Liana, 2022), Turnover Intention is defined as a permanent form of employee's desire to leave the company, whether carried out by the employee himself (voluntarily) or carried out by the company which can result in high levels of human resource management.

According to (Shinta & Mansur, 2024) specifically the intention to hunt for another employment, the intention to quit, and the thoughts of leaving a job. According to (Nugraha, 2022) Turnover Intention is the propensity of an employee to leave the organization, whether willingly or not, because they don't find their current position appealing and there are job alternatives.

Based on the explanation above, Turnover Intention is an employee's intention to stop working voluntarily without coercion which occurs due to various causal factors. The following metrics are used for predicting turnover intention Dipboye in the journal (Nugraha, 2022) including: Thinking about leaving the company, Looking for alternate employment options, the desire to leave the company.

According to Rivai and Basri in the journal (Ircham & Iryanti, 2022) Performance is the outcome of work completed by an individual or group inside an organization in compliance with their authority and duty to accomplish organizational goals in a way that is morally and ethically sound and does not violate the law. According to (R. Hidayat, 2021) Performance is the output that an individual or group of individuals in an organization may produce in accordance with their individual responsibilities and authorities.

According to Soelaiman in the journal (Amelia et al., 2023) gives an idea of performance as something that is done and produced by a person or group of individuals using their skills, abilities, knowledge, and experience

in the form of goods or services, within a specific time frame, and at a specific scale. The degree to which workers fulfill job criteria is then also described as employee performance. According to (Sangadji, 2023) Performance is an individual's ability to achieve job requirements, where the individual can complete work targets on time or not go beyond the specified time frame in order for the objectives to be ethical and can make a contribution to the company.

Based on the explanation above, the meaning of performance is a depiction of the achievement of organizational members' leads to realizing organizational goals within a set time period. According to Hasibuan in the journal (Alexandro Hutagalung, 2022) It is stated that the dimensions used to measure employee performance are as follows: Work Performance, Discipline, Cooperation, Skills and Responsibility

The hypothesis in this research is entitled "Analysis of the Influence of Organizational Citizenship Behavior on Productivity with Turnover Intention and Performance as Mediation (Research at PT EMSONIC) characterized as follows:

- H1: Organizational Citizenship Behavior Has a Negative Influence on Turnover Intention
- H2: Organizational Citizenship Behavior Influences Performance PT Emsonic Indonesia
- H3: Organizational Citizenship Behavior Influences Productivity PT Emsonic Indonesia
- H4: Turnover Intention has an influence on Performance PT Emsonic Indonesia
- H5: Turnover Intention has an influence on Productivity PT Emsonic Indonesia
- H6: Performance has an influence on employee Productivity at PT. Emsonic Indonesia
- H7: Turnover Intention Mediates Between OCB and Productivity
- H8: Performance Mediates Between OCB and Productivity

The research model is based on eight hypotheses that investigate the relationships among Organizational Citizenship Behavior (OCB), Turnover Intention, Performance, and Productivity, particularly within PT. Emsonic Indonesia. These hypotheses aim to explore how OCB and its associated behaviors influence employee performance and organizational outcomes while considering the mediating effects of Turnover Intention and Performance.

OCB is characterized by voluntary actions that go beyond formal job requirements, such as helping colleagues and showing loyalty to the organization. These behaviors are posited to enhance both individual and organizational performance. Turnover Intention is identified as an employee's desire to leave the organization voluntarily, which could negatively impact performance and productivity. Performance, in turn, represents the degree to which employees meet job expectations, and productivity reflects the organization's ability to achieve its goals effectively.

By examining these factors, the research seeks to clarify how OCB contributes to enhancing performance and productivity, as well as how Turnover Intention mediates these relationships. Additionally, the study explores the direct and indirect impacts of Performance on Productivity. The findings aim to provide practical insights into improving organizational effectiveness by fostering positive work behaviors and addressing factors that might hinder employee and organizational success.

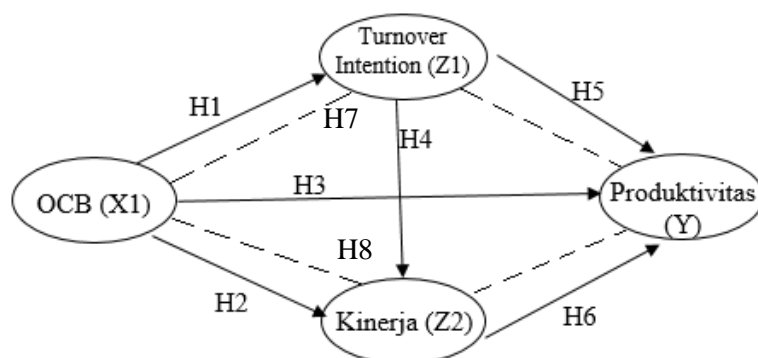


Figure 2. Research Model



It is important to take into account the many limitations of this study. First off, because this study was limited to PT Emsonic Indonesia, its findings might not apply to other businesses or sectors. Additionally, respondent bias may result from the questionnaire-based data gathering method, such as dishonesty in responses or misunderstandings of the questions. Only Organizational Citizenship Behavior (OCB), Turnover Intention, and Performance are taken into account in this study as variables that affect productivity; other elements have not been thoroughly examined.

Although the quantitative method of Structural Equation Modeling (SEM) employed in this study is successful in statistically assessing the relationship between variables, it ignores qualitative factors that could offer a more profound comprehension of the causes of OCB or Turnover Intention behavior. Furthermore, because this study is cross-sectional, it is unable to record long-term shifts in the dynamics of the variables under investigation.

## METHODS

The quantitative method is the approach taken in this study. Quantitative research is a method of knowledge discovery that analyzes information about our desired topics using numerical data as a tool. Because quantitative research is predicated on the idea that symptoms may be categorized and that there is a causal relationship (cause and effect) between them, it allows researchers to concentrate on a small number of factors.

This study was conducted to evaluate the theoretical arguments regarding the influence of Organizational Citizenship Behavior (OCB), Turnover Intention, and Performance on Productivity at PT. Emsonic Indonesia, supported by empirical evidence. The empirical review has two main objectives: first, to provide insights into how OCB affects Productivity directly and indirectly through mediating factors such as Turnover Intention and Performance. Second, this study offers a clear understanding of the interplay between these variables, demonstrating the role of OCB in enhancing organizational outcomes. By exploring these relationships, the research aims to deliver actionable recommendations for improving OCB, reducing turnover intentions, and boosting productivity levels within the company.

According to Arikunto in (Majdina et al., 2024) Sample characteristics that are pertinent to the population are always the basis for the population. The predicted sample size of the finite population proportion is calculated using the Slovin technique, where the error value should be near zero rather than either zero or one. The option that generates the greatest number of samples is number zero point five. From the 500 people in the current population, 221 people made up the complete sample, according to calculations made using the Slovin formula.

The Structural Equation Modeling (SEM) analytical approach was applied in this study. to test the hypothesis. By measuring the influence or degree of relationship between factors that have been identified as dimensions, this model will help a researcher in answering various dimensions. According to (Darwin & Umam, 2020) A statistical analytic technique called structural equation modeling employs a structural approach to address issues or phenomena that come up. A multivariate study of the continuation of route analysis and multiple regression is the SEM analysis approach. The model suitability test carries out model measurement testing (Goodness of Fit Test, GOF).

Table 2. Dimensions and Indicators of Variables

Item	Statement	Source and Scale
Organizational Citizenship Behavior		
OCB1	I am willing to help coworkers in trouble without expecting anything in return	Organ in journal (Rao, 2023) 5-point scale 1 (SD) to 5 (SA)
OCB2	I participate in social activities organized by the company	
OCB3	I pay attention to detail in every job I do.	
OCB4	I try to do my job as best as I can.	
OCB5	I remind coworkers about deadlines without being annoying.	
OCB6	I always respect my coworkers' opinions even if they are different.	
OCB7	I never blame others for my own mistakes.	
OCB8	I am open to constructive criticism and use feedback for improvement.	
Turnover Intention		
TI1	I want to quit my current job	Dipboye in journal (Nugraha, 2022) 5-point scale 1 (SD) to 5 (SA)
TI2	I feel like the prolonged stress at work is making me want to quit	
TI3	I often consider looking for work elsewhere	
TI4	I feel that I should look for better job options	
TI5	I believe that I will be leaving this company in the near future	

TI6 I feel that the decision to quit this job is the right move for me

#### **Employee Performance**

- |      |   |                              |
|------|---|------------------------------|
| EP1  | I feel proud of what I achieve at work  | (Alexandro Hutagalung, 2022) |
| EP2  | I managed to complete my assignments on time                                      | 5-point scale                |
| EP3  | I always follow the standard operating procedures (SOP) that apply in the company | 1 (SD) to 5 (SA)             |
| EP4  | I am never late to the office without a reason                                    |                              |
| EP5  | I always communicate effectively with my coworkers                                |                              |
| EP6  | I am ready to help my friends in completing their assignments                     |                              |
| EP7  | I have sufficient basic skills to carry out my duties                             |                              |
| EP8  | I am constantly learning and improving my skills                                  |                              |
| EP9  | I am responsible for the work I have  |                              |
| EP10 | I can prioritize tasks so that they can be completed on time.                     |                              |

#### **Productivity**

- |     |   |                      |
|-----|---|----------------------|
| P1  | I am always ready to help other colleagues through the use of my abilities            | (Wahyuningsih, 2019) |
| P2  | I feel that I have enough basic skills to do my job                                   | 5-point scale        |
| P3  | I am highly motivated by our organizational goals                                     | 1 (SD) to 5 (SA)     |
| P4  | I enjoy working with a team to achieve common results                                 |                      |
| P5  | I am active in internal and external training programs to improve my competence       |                      |
| P6  | I involve myself in innovative projects for career development                        |                      |
| P7  | I care about high quality standards in all aspects of my work                         |                      |
| P8  | I always pay attention to details so that there are no fatal errors in the production |                      |
| P9  | I can complete my tasks in a short time   |                      |
| P10 | I use effective time management techniques to optimize my working time                |                      |

Source: processed data

The respondents in this study were 221 employees of PT Emsonic Indonesia in the production division. The average tenure of the respondents is over 3 years. Most respondents have diverse educational backgrounds: High School (40%), Diploma (25%), and Bachelor's Degree (35%). 90 employees, or 40.8% of the workforce, are male, while 131 employees, or 59.2% of the workforce, are female.

Data were collected through a questionnaire distributed via a Google Form link, ensuring confidentiality. A total of 221 respondents provided data on the dimensions of Organizational Citizenship Behavior (OCB), Turnover Intention, Performance, and Productivity. Table 2 presents the dimensions and indicators of the research variables used. Table 1 shows that altruism, conscientiousness, courtesy, civic virtue, and sportsmanship are the five dimensions of OCB, each measured with specific indicators Organ in the journal (Rao, 2023)

Productivity was measured using indicators such as efficiency, effectiveness, and quality of work (Wahyuningsih, 2019), while Turnover Intention was assessed through three dimensions Dipboye in the journal (Nugraha, 2022). Dimensions used to measure employee performance Work Performance, Discipline, Cooperation, Skills and Responsibility. Items were rated using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

## **RESULTS AND DISCUSSION**

Based on calculations and data processing, the indicators that compose the exogenous latent variables OCB are known to, Turnover Intention, and Performance as well as the employee productivity variable possess strong validity, as evidenced by indicators with a tcount value  $> 1$ , 96 or a Standardized Loading Factor (SLF)  $\geq 0.5$ . Similarly, all variables have construct reliability values more than 0.70 ( $CR > 0.70$ ) and variance extracted values greater than 0.50 ( $VE > 0.50$ ), indicating that both exogenous and endogenous latent variables have good model reliability.

To ascertain whether the latent variables in the research model were related, structural model analysis was performed. Testing the hypotheses that were conducted in the previous chapter is another goal of this procedure. The overall model feasibility test (GOF) and the structural model appropriateness test are the two test types used in this investigation. The steps for the measurement model fit test and the overall model fit test are identical. Goodness of Fit Statistics (GOF) scores are the outcome of this suitability test. In the meantime, evaluating the significance of the generated coefficients served as the structural model's appropriateness test.

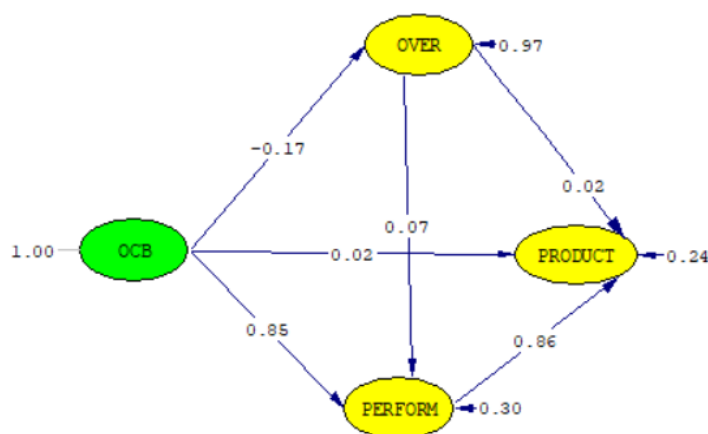


Figure 3. Structural Model (Standardized)

Source: Processed Data SEM with Lisrel 8.80

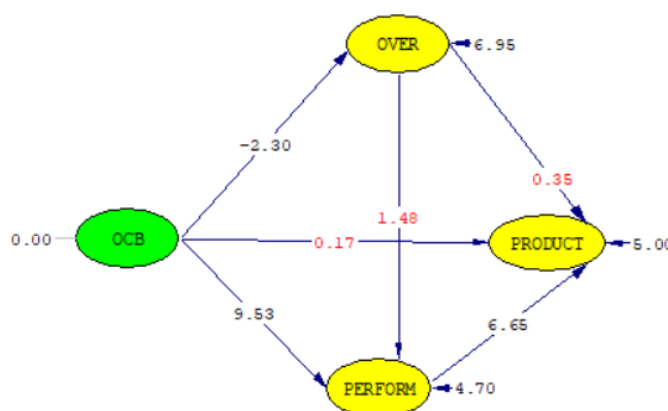


Figure 4. Structural Model (T-Value)

Source: Processed Data SEM with Lisrel 8.80

It is evident from the preceding figure that the independent and dependent variables are related to one another. The table below displays the findings of significant testing of the path between two latent variables or the relationship between latent variables. The T-Value values and the associated coefficient values are displayed in the table. The coefficient of the structural path is deemed significant if the T-Value value is greater than 1.96, and it is determined that the path's coefficient is not significant if the t-value is less than 1.96.

Table 3. Significance Table Between Variables

Cross Structural	tvalue	Ttable	Test Result
OCB => Turnover Intention	-2.30	1,96	Significant
OCB => Performance	9,53	1,96	Significant
OCB => Productivity	0,17	1,96	Not Significant
Turnover Intention => Performance	1,48	1,96	Not Significant
Turnover Intention => Productivity	0,35	1,96	Not Significant
Performance => Productivity	6,65	1,96	Significant



Table 4. Cross Structural Table of Mediation Variables

Cross Structural	Direct	Indirect	Test Results
OCB => Productivity through Turnover Intention	$(0,02)^2 100 = 0,04\%$	$-0,17 \times 0,02 \times 100 = -0,34\%$	TL>L (mediating)
OCB => Productivity through Performance	$(0,02)^2 100 = 0,04\%$	$0,85 \times 0,86 \times 100 = 73,1\%$	TL>L (mediating)

Source: Processed Data SEM with Lisrel 8.80

### The Influence OCB on Turnover Intention

Turnover Intention is influenced by OCB, according to the first hypothesis (Ho). With the Altruism indicator being the most reflecting, the figure indicates that the tcount value is bigger than the ttable, specifically a value of  $-2.30 > 1.96$  with a strong influence of 0.17 or 17%, making it important. Therefore, Hypothesis 1 (Ha) is accepted since it has been demonstrated that OCB significantly and negatively affects employee turnover intention.

### The Influence OCB on Performance

According to the second hypothesis (Ha), OCB affects performance. It can be considered noteworthy since, according to the figure, the approved value of tcount is higher than ttable, specifically a value of  $9.53 > 1.96$  with a big influence of 0.85 or 85% with the most reflective disciplinary indication. Therefore, it has been demonstrated that OCB significantly and favorably affects employee performance; in other words, Hypothesis 2 (Ha) is accepted.

### The Influence OCB on Productivity

According to the third hypothesis (Ha), OCB has an impact on productivity. Based on the figure, it can be concluded that the accepted tcount value is unimportant because it is less than the ttable, specifically a value of  $0.17 < 1.96$  with a substantial influence of 0.02 or 2% with the most reflective self-development indication. Therefore, it has been established that OCB has no discernible impact on worker productivity; in other words, Hypothesis 3 (Ha) is disproved.

### The Influence Turnover Intention on Performance

The fourth hypothesis (Ha) states that Turnover Intention has an effect on Performance. Based on the Figure, the approved tvalue is known to be less than the ttable, specifically a value of  $1.48 < 1.96$  with a large influence of 0.07 or 7% with the most reflective discipline indicator, so it can be said to be insignificant. Thus, Turnover Intention is demonstrated to have no appreciable impact on worker productivity, or that Hypothesis 4 (Ha) is rejected.

### The Influence Turnover Intention on Productivity

Productivity is impacted by turnover intention, according to the fifth hypothesis (Ha). As can be seen from the figure, the accepted tcount number is less than the ttable, which is  $0.35 < 1.96$  with a large influence of 0.02 or 2% with the most reflective self-development indicator, so it can be said to be insignificant. Thus, Turnover Intention is shown to have no discernible impact on worker productivity, indicating the rejection of Hypothesis 5 (Ha).

### The Influence Performance on Productivity

According to the sixth hypothesis (Ha), productivity is impacted by performance. The approved tcount number is more than the ttable, specifically a value of  $6.65 > 1.96$ , as seen in the figure with a large influence of 0.86 or 86% with the most reflective self-development indicator, so it can be said to be significant. Thus, OCB is demonstrated to have a favorable and noteworthy impact on worker productivity, or that Hypothesis 6 (Ha) is accepted.

### Direct and Indirect Effects of OCB on Productivity Through Turnover Intention

According to the seventh hypothesis (Ha), OCB has a direct impact on employee productivity is  $(0.02)^2 100 = 0.04\%$ . The indirect influence of OCB on Employee Productivity through Turnover Intention is  $-0.17 \times 0.02 \times 100 = -0.34\%$ . The percentage results above indicate that OCB can increase Productivity through Turnover Intention. As a result, one mediating variable is the OCB variable.

## Direct and Indirect Effects of OCB on Productivity Through Performance

The eighth hypothesis ( $H_a$ ) states the OCB's direct impact on worker productivity is  $(0.02)2100 = 0.04\%$ . Through performance, OCB indirectly affects employee productivity  $0.85 \times 0.86 \times 100 = 73.1\%$ . The percentage results above indicate that OCB can increase Productivity through Performance. Thus, the OCB variable is a mediating variable.

OCB, Turnover Intention and Performance towards Overall Productivity can be observed in Table 5 and 6 below.

Table 5. Results of the Hypothesis Test

Hypothesis	Hypothesis Description	Tvalue / Fvalue	ttable / ftable	Statistical Conclusion
H1	$H_a$ OCB partially has an adverse impact on the intention to leave.	-2,30	1,96	$H_a$ is accepted OCB impacts the intention to leave.
H2	$H_a$ OCB partially influences performance	9,53	1,96	$H_a$ accepted OCB has an effect on Performance
H3	$H_a$ OCB partially has no effect on productivity	0,17	1,96	$H_a$ it is not accepted that OCB has no effect on productivity
H4	$H_a$ Turnover Intention partially has no effect on Performance	1,48	1,96	$H_a$ not accepted Turnover Intention Does Not Affect Performance
H5	$H_a$ Turnover Intention has no partial effect on Productivity	0,35	1,96	$H_a$ not accepted Turnover Intention Does Not Affect Productivity
H6	$H_a$ Partial performance has no effect on productivity	6,65	1,96	$H_a$ accepted Performance affects Productivity

Tabel 6. Results of Mediation Hypothesis Test

Hypothesis	Hypothesis Description	Direct	Indirect	Statistical Conclusion
H6	$H_a$ Turnover Intention Mediates OCB and Productivity	0,04%	-0,34%	$H_a$ accepted Turnover Intention mediates OCB and Productivity
H7	$H_a$ Performance mediates OCB and Productivity	0,04%	73,1%	$H_a$ Accepted Performance Mediates OCB and Productivity

Source: Processed Data SEM with Lisrel 8.80

## CONCLUSION

OCB has been proven to have a favorable and noteworthy impact on PT Emsonic Indonesia staff members' performance. This indicates that the company will function well under OCB. Employee productivity is not directly and significantly increased by OCB at PT Emsonic Indonesia. Even though OCB is a behavior that is expected to support a better work atmosphere, research results show that this behavior is not enough to contribute directly to the increase in productivity seen in employee output or performance. This implies that other elements might be more important in influencing productivity.

It has been demonstrated that turnover intention has no discernible impact on PT Emsonic Indonesia's performance, demonstrating that turnover intention cannot affect company performance. Turnover Intention is proven to have no significant influence on PT Emsonic Indonesia's productivity. This proves that Turnover Intention cannot affect company productivity.

Productivity is significantly positively impacted by employee performance. High-performing employees will generate more output, which directly helps the company reach its objectives. The analysis's findings demonstrate that

the rise in productivity in the unit production department is consistent with the improvement in individual performance.

Turnover intention functions as a mediating factor in the connection between OCB and productivity. This research shows that OCB can influence turnover intention, where employees who show high OCB behavior tend to have a lower desire to change jobs. This creates a more stable working atmosphere, which indirectly supports increased productivity

Employee performance plays a crucial mediating role in the connection between OCB and productivity. Even though OCB itself does not have a direct effect on productivity, research results show that OCB can improve employee performance. Employees who behave positively, such as helping coworkers and taking initiative in tasks, tend to show better performance.

**Increasing OCB Perception:** PT Emsonic Indonesia is advised to provide training or development programs that can increase employee awareness about OCB and its benefits for individuals and organizations. Team building activities and collaboration between departments can also support this. **Managing Turnover Intention:** To reduce turnover intention, companies need to conduct regular employee satisfaction surveys and address issues that have the potential to trigger employees' desire to move. Flexible work policies and reward programs can be a solution to increase employee satisfaction.

In order to make the research findings more broadly applicable, it is anticipated that future studies will broaden the sample and research setting by examining different businesses or industries. Additionally, a mixed techniques approach or a qualitative approach can be employed to better understand the factors influencing employee productivity. Other factors that might be significant in the association between OCB and productivity can also be taken into account in future studies.

To observe changes in OCB, Turnover Intention, and Productivity over a longer time span, longitudinal research can also be carried out. Future studies can employ the triangulation method to improve data validity by reducing respondent bias by combining surveys with interviews or direct observation. Future studies are anticipated to offer a more thorough and precise understanding of the elements influencing employee productivity by taking these recommendations into account.

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