

The Influence of Organizational Citizenship Behavior (OCB), Multitasking, and Psychological Safety on the Performance of Correctional Officers at the Padang City Correctional Service Unit

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ABSTRACT

This study aims to analyze the influence of Organizational Citizenship Behavior (OCB), Multitasking, and Psychological Safety on the performance of correctional officers at the Padang City Correctional UPT. The research method used was quantitative descriptive, with a sample of 80 officers. The analysis used was multiple linear regression analysis with SPSS V.25. The results of the study are 1. There is a positive and significant influence between OCB and the performance of Correctional officers at the Padang City Correctional UPT, meaning that the higher the OCB (extra or voluntary work behavior) shown by employees, the higher and better the level of performance of Correctional officers at the Padang Regional Technical Implementation Unit (UPT). 2. There is a negative and significant influence between multitasking and the performance of Correctional officers at the Padang City Correctional UPT, meaning that multitasking and the performance of Correctional officers at the Padang City Correctional UPT, this means that the higher the demands of multitasking or double work carried out, the lower the level of performance, effectiveness, and focus of officers in carrying out their main tasks and functions.

INTRODUCTION

The Red and White Cabinet of President Prabowo Subianto and Vice President Gibran Rakabuming Raka formulated and stipulated Presidential Regulation Number: 139 of 2024 concerning the Establishment of the Ministry of Immigration and Corrections in 2024. KEMENIMIPAS is a transformation of KEMENKUMHAM, the name of the previous ministry and changed its nomenclature to KEMENKOLAH LAW, HAM, Imigration and Corrections which oversees three ministries, namely the Ministry of Law, the Ministry of Human Rights and the Ministry of Immigration and Corrections.

Decree of the Minister of Immigration and Correctional Affairs Number: MIP-HP.03.02-78 of 2025 concerning the Determination of the Anniversary of the Ministry of Immigration and Correctional Affairs (KEMENIMIPAS) is set every November 19th. The Ministry of Immigration and Correctional Affairs (KEMENIMIPAS) as part of its work program has major implications for the governance of human resources (HR) in the Correctional Technical Implementation Unit (UPT). The Correctional UPT is experiencing an institutional transition that is not merely a change in name or administrative structure, but requires fundamental adjustments in the mindset, work system, and interaction patterns of the entire correctional organization community.

The community of correctional organizations has experienced the development of a modern correctional system in the contemporary era and faces challenges increasingly complex, not only in terms of operational techniques but also in terms of human resource management (HRM). The HRM dimension in question is a form of a reintegrative approach or paradigm. This shift in the reintegrative approach is a paradigm that demands a fundamental transformation in the competencies, attitudes, and behaviors of all components of the correctional organization, particularly officers as the spearhead of task implementation.

Research conducted by Putri (2022) stated that it is necessary to implement competent HR practices, to provide coaching and development to employees in order to achieve good employee performance so that it can improve quality, both for the employees themselves and also for a company.

According to Sarumaha (2022), employee performance is the work results achieved by an individual or group of individuals within an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's goals legally, legally, and in accordance with morals and ethics.

According to Payaman (2005), performance is the level of achievement of results or the implementation of certain tasks. Company performance is the level of achievement of results in order to realize company goals. The implementation of tasks assigned to employees within the Ministry of Immigration and Corrections, which consists of 34 Regional Offices (Kanwil) in 38 Provinces throughout Indonesia. The Kanwil spread across all Provinces totals 627 Correctional UPTs, namely 237 Correctional Institutions (LAPAS), 262 State Detention Centers (RUTAN), 94 Correctional Centers (BAPAS), 33 Special Correctional Institutions for Children (LPKA), and 1 Correctional Hospital.

One of the Regional Offices is the Regional Office of the Directorate General of Corrections (Kanwil Ditjen-PAS) of West Sumatra which has 25 Correctional UPTs throughout West Sumatra Province. This research was conducted on Correctional UPT officers (such as LAPAS and BAPAS) under the auspices of the Ministry of Immigration and Correctional Services in Padang City because it wanted to examine operational challenges, workloads, and demands of public services, and also examine how to influence the effectiveness of the performance of security officers, care, and inmates' development programs by officers, testing the extent to which public service standards, including the fulfillment of prisoners' human rights, have been optimally implemented by officers in the UPT environment.

Table 1. Number of Community Service Unit Officers at the Ministry of Immigration and Corrections in Padang City in 2026

Office	Total Employees (PNS+CPNS)
Padang Prison	133
LPP Padang	60
Padang Prison	89
Padang Pastor	78
Total Employees	360

Source: Ministry of Immigration and Corrections, Padang City

Based on the information in Table 1 above, it is the number of employees spread across Padang Prison, Padang LPP, Padang Detention Center, Padang Bapas, all of which are under the Ministry of Immigration and Correctional Services, the most officers are Padang Prison officers with 133 officers. To find out the phenomena and problems faced by officers while working at the Community Service Unit of the Ministry of Immigration and Correctional Services in Padang City in 2026, researchers have conducted interviews with 30 respondents of Community Service Unit officers of the Ministry of Immigration and Correctional Services in Padang City, the results of which are employees in the Correctional Technical Implementation Unit (UPT) (Lapas, Detention Center, and Bapas).

The Padang City Ministry of Immigration and Corrections faces various extreme workload phenomena such as burnout and disciplinary issues, as well as heavy daily operational challenges. These problems stem from institutional situations that require them to act as mentors, but are hampered by internal conditions and limited facilities caused by the number of inmates often exceeding ideal capacity. This phenomenon triggers a high risk of security disturbances and creates psychological pressure for officers. Officers often face chronic stress due to a workload that is disproportionate to the number of personnel. They must carry out dual roles as security guards, social workers, and educators simultaneously, which impacts employee performance as shown in Table 2 below:

Table 2. Performance of Community Service Unit Officers of the Ministry of Immigration and Corrections in Padang City

Indikator	Target	Capaian	Persentase
Narapidana Mengikuti Program Pembinaan	100%	98,50%	98,50%
Narapidana Program Pendidikan Formal	45%	43,20%	96,00%
Narapidana Program Pelatihan Kerja	55%	53,80%	97,82%
Narapidana Program Spiritual	80%	78,50%	98,13%
Narapidana Program Psikososial	40%	38,20%	95,50%
Narapidana Program Integrasi	85%	83,20%	97,88%

Source: Ministry of Immigration and Corrections (2026)

Based on Table 2 above, the less than optimal performance of employees in the Technical Implementation Unit (UPT) environment is generally caused by a lack of facilities and infrastructure, low employee discipline and discipline, limited number of human resources, and a lack of competency training. This directly impacts the process and quality of public services, this is a concern for the leadership of the Technical Implementation Unit (UPT) to find solutions to existing problems, by increasing OCB and reducing multitasking of officers.

In this study, researchers used organizational support (Perceived Organizational Support, or POS) as the primary theory because it suggests that employees engage in more voluntary behavior (Organizational Citizenship Behavior, or OCB) and multitask. Overall, this support encourages improved employee performance through efficiency and a willingness to help coworkers.

According to Yuliati (2024) Organizational Citizenship Behavior is behavior carried out by employees who are not explicitly rewarded if they do it and will not be punished if they do not do it and is not part of the employee's job description, the basis of Organizational Citizenship Behavior is the tendency of employees to be cooperative, helpful, caring and serious in their work.

Lestari & Ghaby's (2018) research shows that OCB has a positive and significant impact on both job satisfaction and employee performance. The relationship between OCB and employee performance leads to positive phenomena and positive outcomes.

Another factor that will be examined in this research is multitasking. Susan Seipel (2016) states that multitasking is often considered a positive skill, but in practice, it can lead to mental fatigue and decreased productivity if done excessively. Susan Seipel (2016) explains that multitasking does not always increase productivity, as too much divided focus can actually decrease concentration, work quality, and time efficiency.

This also occurs in correctional settings, namely how officers effectively manage multiple tasks amidst increasingly complex work demands and activities. Research by Ferdinal, F., & Mustamu, RH (2020) explains that multitasking has a negative and significant impact on the performance of correctional officers. The higher the multitasking demands, the lower the officer's performance because officers must constantly shift their attention from one task to another (task switching). Too frequent changes in focus can impact the effectiveness of correctional officers' performance.

LITERATURE REVIEW

Organizational Support Theory (OST)

Organizational Support Theory (OST) is a direct derivative of Social Exchange Theory. Eisenberger et al. (1986) stated that OST is a theory that emphasizes how employees perceive the extent to which the organization values their contributions and cares about their well-being. OST is defined as a theory that explains employees form global beliefs about the extent to which the organization values their contributions and cares about their well-being, this belief is called Perceived Organizational Support (POS).

Officer Performance

According to Zahrah et al. in Rizky (2023), Employee Performance is defined as all types of employee behavior, be it aggressive, committed, lazy, or dissatisfied. Meanwhile, according to Widarto & Anindita in Rizky (2023), performance is defined as the result of effort, commitment, involvement, and engagement by employees so that performance is needed as evaluation material for a leader or manager and also performance is a record of results generated by employees or certain activities carried out over a certain period of time.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is voluntary employee behavior outside of official job obligations that helps the smooth running and success of the organization. This behavior is not included in the job description and is not directly recognized by the company's formal reward system.

Multitasking

Multitasking is the ability or act of doing several tasks simultaneously or switching very quickly from one job to another in a short period of time.

Psychological Safety

Psychological safety is a condition when someone feels safe to speak, ask questions, convey ideas, or admit mistakes without fear of being judged, embarrassed, or punished.

Hypothesis

H1: There is influence positive and significant between organizational citizenship behavior (OCB) and the performance of Correctional UPT officers at the Ministry of Immigration and Correctional Services in Padang City.

H2: There is a negative and significant influence between multitasking on the performance of Correctional UPT officers at the Ministry of Immigration and Correctional Services in Padang City.

H3: There is a positive and significant influence between psychological safety and the performance of Correctional UPT officers at the Ministry of Immigration and Correctional Services in Padang City.

H4: There is a positive and significant influence between organizational citizenship behavior, multitasking and psychological safety on the performance of Correctional UPT officers at the Ministry of Immigration and Correctional Services in Padang City.

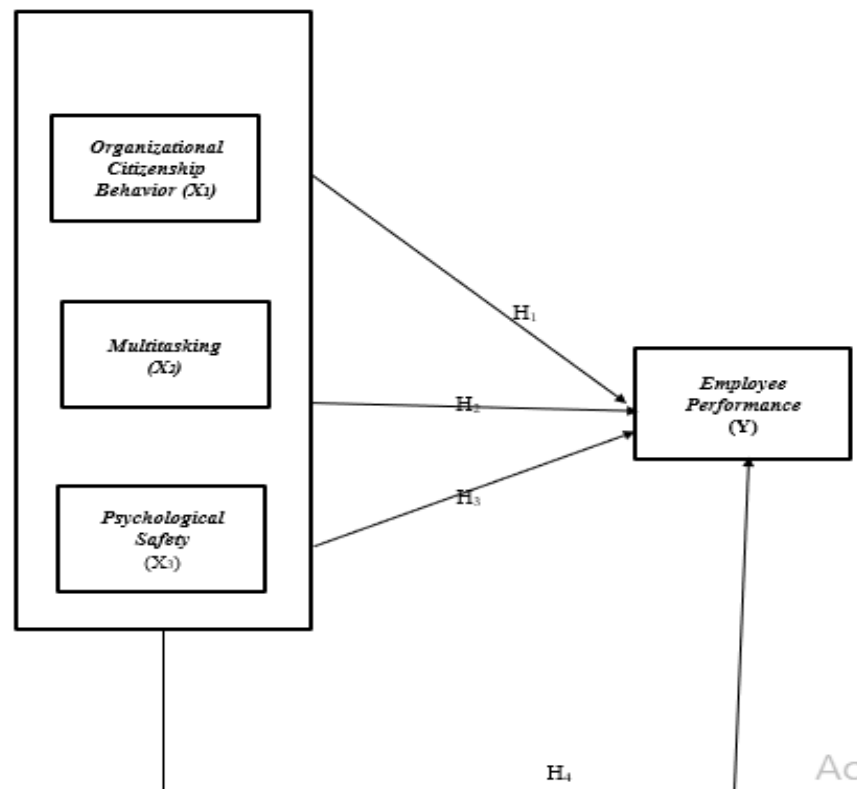


Figure 1. Conceptual Framework

METHODOLOGY

The research method used is quantitative descriptive, is a research method that aims to describe, summarize, and explain the characteristics of a variable or phenomenon systematically using numerical data (numbers) as they are, this method focuses on measuring single variables or relationships between variables without manipulating, testing causal hypotheses, or developing theories. The population in this study were Padang City Community Service Unit Officers, This research was conducted in Padang City, with a sample of 80 Padang City Community Service Unit Officers, the data collection technique was by

distributing questionnaires to 80 Padang City Community Service Unit Officers. The data analysis method used was multiple linear regression analysis with SPSS V.25

RESEARCH RESULT

Direct Effect Test

This study uses a two-way approach because the hypothesis indicates an influence without a specific positive or negative direction. If the P value is <0.05 , then the hypothesis is accepted, and if the P value is >0.05 , then the hypothesis is rejected. The following are the results of the study, which are presented in Table 2 as follows.

Table 3. Hypothesis Testing

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	79,234	3,689		21,477	0,000
	OCB	0.408	0.100	0.264	4,068	0,000
	Multitasking	-0.276	0.041	0.514	-6,688	0,000
	Psychological Safety	0.038	0.083	-0.937	12,552	0,000
a. Dependent Variable: Officer Performance						

Source: Statistical Analysis (2026)

Based on the model above, the relationship between OCB and officer performance with a T value of 4.088 with a significance of 0.000 means that there is a positive and significant influence between OCB and officer performance, then the relationship between multitasking and officer performance with a T value of -6.688 with a significance of 0.000 means that there is a negative and significant influence between multitasking and officer performance, then the relationship between Psychological Safety and officer performance with a T value of 12.552 with a significance of 0.000 means that there is a positive and significant influence between Psychological Safety and officer performance.

Simultaneous Test

Table 4. F Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1099,483	3	366,494	59,567	.000b
	Residual	467,605	76	6,153		
	Total	1567,088	79			
a. Dependent Variable: Officer Performance						
b. Predictors: (Constant), Psychological Safety, OCB, Multitasking						

Source: Statistical Analysis (2026)

Based on the table above, the F value is $59.568 > df\ 3$ with a significance of 0.000, meaning that OCB, Multitasking, and Psychological Safety have a joint influence on officer performance.

DISCUSSION

The Influence of Organizational Citizenship Behavior on Officer Performance

Based on the results of the research above, the relationship between OCB and officer performance with a T value of 4.088 with a significance of 0.000 means that there is a positive and significant influence between OCB and officer performance, thus the hypothesis can be accepted, because in the public service sector and correctional institutions, OCB is voluntary employee behavior that goes beyond their formal duties to support organizational functions.

The results of this study align with the perception of organizational support (OST/POS) which creates a reciprocal climate that encourages employees to engage in organizational citizenship behavior (OCB). Employees who feel supported by the company will volunteer to undertake extra tasks without being asked, which in turn has a significant impact on individual performance and company efficiency.

These results align with research by Waluh et al. (2018) in Indonesia, which found that OCB positively influences the performance of correctional officers. Officers with high OCB were more likely to help coworkers (altruism), maintain a positive work environment (sportsmanship), and demonstrate concern for the organization (civic virtue).

According to Yang & Chae (2022), OCB has a positive effect on task performance, and employees who perceive that teammates who receive help, support, and volunteer behavior from other colleagues will demonstrate higher OCB than themselves, are more motivated to improve their performance and want to reciprocate through improved performance. OCB not only improves individual performance but also strengthens the effectiveness of teamwork.

The Effect of Multitasking on Officer Performance

Based on the results of the multitasking study on officer performance with a T value of -6.688 with a significance of 0.000, it means that there is a negative and significant influence between multitasking and officer performance, in the public service, health, administration, and police sectors, multitasking is a requirement because officers must be able to respond to various jobs simultaneously, such as serving the public, operating information systems, doing documentation, and communicating with colleagues.

These results align with research by Becker et al. (2023), which showed that multitasking affects work performance through the mechanism of mental workload. Research by Lestari (2025) found that if the workload is manageable, performance remains optimal. However, excessive workload (multitasking) due to overcrowding can reduce performance and increase prison officer burnout.

So the conclusion is that multitasking has a complex impact on employee performance, this practice can increase flexibility and time efficiency, but often

results in decreased concentration, increased risk of errors, and high levels of stress that have the potential to hinder work productivity.

The Influence of Psychological Safety on Officer Performance

Based on the results of the study of Psychological Safety with officer performance with a T value of 12,552 with a significance of 0.000, it means that there is a positive and significant influence between Psychological Safety and officer performance, because to create psychological safety, organizations need to build a culture that values openness, respects differences of opinion, and encourages active participation from all team members, this can be achieved through inclusive leadership, transparent communication, and policies that support the welfare of community UPT officers.

These results are in accordance with research conducted by Frazier & Klinger, (2017) which explains that the successful implementation of psychological safety can provide various significant benefits for individual and organizational performance.

The Influence of Organizational Citizenship Behavior, Multitasking and Psychological Safety on Officer Performance.

Based on the research results, the F value is $59.568 > df\ 3$ with a significance of 0.000, meaning that OCB, Multitasking, and Psychological Safety have a joint influence on officer performance.

These results align with research conducted by Ayu (2024). Employees with high levels of OCB have been shown to improve efficiency and target achievement. This behavior strengthens emotional bonds and motivates employees to work more effectively, and can even drive performance improvements of up to 46.2%, according to empirical studies.

These results align with research conducted by Ayu (2024). In public or field services, multitasking can accelerate task completion if managed properly. However, excessive dual workloads can lead to work stress (burnout) and decreased focus, which can negatively impact service quality. Performance will remain optimal if the concurrent workload remains within the employee's reasonable capabilities.

These results align with research conducted by Ayu (2024). This sense of security is vital for improving collaboration, minimizing fatal errors, and stimulating innovation within the team. Stress is significantly reduced because employees are free from interpersonal anxiety, allowing them to be more courageous and creative in finding solutions when facing problems in the field.

CONCLUSION AND RECOMMENDATIONS

1. There is a positive and significant influence between OCB and the performance of Correctional officers at the Padang City Correctional UPT, meaning that the higher the OCB (extra or voluntary work behavior) shown by employees, the higher and better the level of performance of Correctional officers at the Padang Regional Technical Implementation Unit (UPT).
2. There is a negative and significant influence between multitasking and the

performance of Correctional officers at the Padang City Correctional UPT, meaning that multitasking and the performance of Correctional officers at the Padang City Correctional UPT, this means that the higher the demands of multitasking or double work carried out, the lower the level of performance, effectiveness, and focus of officers in carrying out their main duties and functions.

3. There is a positive and significant influence between Psychological Safety and the performance of Correctional officers at the Padang City Correctional UPT, meaning that a psychologically safe work environment (psychological safety) where officers are not afraid of being judged when conveying ideas or admitting mistakes is very crucial to support the effectiveness of Correctional officers.
4. There is a positive and significant influence between OCB, Multitasking, and Psychological Safety which have a joint influence on officer performance.

ADVANCED RESEARCH

This study confirms that OCB and Psychological Safety positively and significantly improve the performance of Correctional officers, while Multitasking has a negative and significant effect on performance because excessive dual-task demands reduce focus and work effectiveness. Simultaneously, OCB, Multitasking, and Psychological Safety jointly influence officer performance, indicating that sustainable performance improvement in correctional institutions requires strengthening voluntary work behavior, creating a psychologically safe environment, and managing workload effectively.

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