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THE EFFECT OF WORK-LIFE BALANCE, BURNOUT, WORK STRESS, AND ORGANIZATIONAL CIVIC BEHAVIOR (OCB) ON THE PRODUCTIVITY OF POLICE OFFICERS IN THE BUKIT KIJANG POLICE SECTOR IN 2025

[1]Rabul Yamin, Abdul Manan, [2]Habibuddin Nasution, [3]Mira Yona, [4]Magneta Hisyam, [5]A. Ashari, [6]Rehan Illiyansyah, [7]Martin Pangihutan Simangunsong, [8]Ibnu Aziz Alamsyah

Fakultas Ekonomi dan Bisnis, Universitas Riau Kepulauan, Batam

Email: rabul.yamin@gmail.com

ABSTRACT

This study aims to analyze the influence of work-life balance, burnout, work stress, and organizational civic behavior (OCB) on employee productivity. As the demands for performance improvement increase in various organizations increase, understanding the psychological and behavioral factors that shape productivity has become critical. This quantitative research involved 34 respondents who were selected through saturated sampling techniques. Data were collected using standard Likert scale questionnaires and analyzed using SPSS version 26 through a series of statistical procedures, including validity and reliability testing, classical assumption testing, and multiple linear regression analysis. The results show that work-life balance and OCB have a positive and significant influence on productivity, showing that employees who maintain a healthy work-life balance and show positive behavior voluntarily tend to contribute more effectively to organizational goals. In contrast, work fatigue and work stress show significant negative influences, suggesting that prolonged emotional fatigue and high stress levels weaken employees' ability to perform optimally. A determination coefficient (R^2) of 0.821 indicates that 82.1% of the variation in employee productivity can be explained by the four independent variables examined in this study, while the remaining 17.9% is due to other external factors not included in the model. These findings highlight the importance of organizational strategies that promote workload balance, minimize stress, reduce burnout, and encourage organizational civic behavior (OCB) to improve overall employee productivity. The study also provides practical implications for human resource management in designing policies that support psychological well-being and positive organizational civic behaviors.

Keywords: Work-Life Balance; Burnout; work stress; Organizational Citizenship Behavior (OCB); Productivity

INTRODUCTION

Productivity is a key indicator of performance efficiency in any organization, including law enforcement agencies that demand high discipline, resilience, and responsibility. Police officers are required to provide consistent service, maintain security, and respond to emergencies in high-pressure conditions. Recent empirical data in Indonesia highlights the critical nature of this issue; for instance, studies indicate that police personnel face elevated levels of occupational stress due to irregular shifts and high public scrutiny, which directly correlates with fluctuations in service delivery quality (Rahayu & Astuti, 2023; Prasetyo & Akbar, 2024). Furthermore, reports on officer burnout in Indonesian public security sectors suggest a rising trend in emotional exhaustion, potentially compromising decision-making accuracy and operational readiness (Lubis et al., 2024).

Maintaining productivity in police agencies is a complex challenge because it involves balancing professional duties with personal life, managing work stress, and fostering voluntary behaviors that support organizational effectiveness. Work-Life Balance (WLB) refers to the balance between professional responsibilities and personal well-being. According to Wijayanti and Sulastri (2023), employees with a good work-life balance tend to show higher satisfaction, engagement, and productivity. For police officers, irregular work schedules, night shifts, and exposure to critical incidents often upset this balance, leading to burnout and decreased performance. Therefore, achieving a healthy work-life balance is essential for maintaining long-term productivity and psychological health in the context of policing.

Burnout, a psychological syndrome caused by prolonged work stress, is increasingly relevant in the public service profession. Burnout consists of emotional exhaustion, depersonalization, and decreased personal achievement (Maslach & Leiter, 2021). Research by Lubis et al. (2024) found that burnout among police personnel

significantly reduces task efficiency and problem-solving skills. Employees who experience burnout tend to lose motivation and emotional control, which in turn affects teamwork and decision-making. Prevention of burnout through mental health programs, time off, and peer support is essential to maintain productivity and morale.

Work stress is another major factor that affects productivity in police institutions. Police work involves handling uncertainty, public expectations, and high-risk situations, which increase stress levels (Rahayu & Astuti, 2023). Chronic stress can interfere with cognitive function, concentration, and performance accuracy. Studies by Prasetyo and Akbar (2024) show that excessive work stress reduces the quantity and quality of police officers' work results. Therefore, a proper stress management program, including psychological counseling and workload adjustments, is essential to maintain officer productivity and service quality.

In contrast to fatigue and stress, Organizational Citizenship Behavior (OCB) is a positive psychological construct that increases productivity. OCB refers to voluntary behaviors that are not formally required by the organization but contribute to its overall effectiveness (Organ, Podsakoff, & MacKenzie, 2021). According to Hamzah and Wibisono (2024), officers who demonstrate a strong OCB are more likely to help their peers, adhere to organizational norms, and take proactive steps to solve problems outside of their formal duties. Encouraging OCB among police personnel can strengthen cooperation, trust, and morale—factors that directly increase productivity.

Several studies have examined these variables in a variety of contexts. A study by Nugraha and Riyadi (2022) revealed that work-life balance and OCB have a significant positive influence on employee productivity in government agencies. Meanwhile, fatigue and work stress were found to have a negative effect on performance (Sari et al., 2023). However, limited studies specifically investigate the simultaneous influence of work-life balance, burnout, work stress, and OCB within Indonesian police institutions. Most existing literature focuses on general public sector employees or private corporations, neglecting the unique hierarchical and high-risk nature of police work in regional sectors like Bukit Kijang.

The urgency of this research lies in the need for evidence-based human resource strategies tailored to the specific psychological demands of local police sectors. With increasing performance demands in 2025, understanding how these four psychological and behavioral factors interact is critical for preventing performance degradation. Therefore, this study aims to fill this gap by analyzing how work-life balance, burnout, work stress, and OCB simultaneously affect the productivity of police officers in the Bukit Kijang Police Sector.

This study is expected to provide practical insights for police management in designing human resource strategies that improve psychological well-being and operational performance. By understanding the interconnectedness between these four factors, law enforcement leaders can implement interventions such as work schedule optimization, mental health programs, and reward systems that encourage OCB. These findings also contribute to academic discussions on public sector productivity by highlighting the psychological dimension of police performance in Indonesia.

1.1 Work-Life Balance

Work-life balance represents an individual's ability to effectively manage professional and personal responsibilities. When employees are able to allocate time and energy between work and personal life, they tend to experience greater satisfaction and perform more productively. According to Wijayanti and Sulastri (2023), a balanced lifestyle allows individuals to maintain mental stability and motivation, which directly contributes to productivity. In a police environment, where work shifts are irregular and emotional demands are high, maintaining a work-life balance is essential to ensure consistent performance and prevent burnout.

H1: Work-life balance has a positive and significant influence on the productivity of police officers in the Bukit Kijang Police Sector.

1.2 Burnout

Burnout is a condition of emotional exhaustion and depersonalization caused by chronic work stress (Maslach & Leiter, 2021). This often manifests as decreased enthusiasm, cynicism, and decreased work effectiveness. Research by Lubis et al. (2024) found that burnout among law enforcement officers significantly reduces motivation and productivity. Police officers who are exposed to constant emotional stress or lack of rest can lose concentration and commitment to their duties. Therefore, reducing burnout through counseling, break management, and supportive supervision can improve performance outcomes.

H2: Burnout has a negative and significant influence on the productivity of police officers in the Bukit Kijang Police Sector.

1.3 Work Stress

Work stress refers to the psychological and physical stress experienced when the demands of the job exceed the individual's ability to cope with

it (Rahayu & Astuti, 2023). In policing, stress arises from workload pressures, public expectations, and the high-risk nature of law enforcement duties. Excessive work stress can lead to anxiety, fatigue, and decreased performance. However, controlled stress levels can serve as a motivator to achieve better results. Research by Prasetyo and Akbar (2024) reveals that uncontrolled stress levels negatively impact employee productivity. Therefore, implementing an effective stress management strategy is essential to maintain optimal performance.

H3: Work stress has a negative and significant influence on the productivity of police officers in the Bukit Kijang Police Sector.

1.4 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary and out-of-role behaviors that support organizational functions outside of formal job descriptions (Organ et al., 2021). Officers who demonstrate OCB often assist colleagues, demonstrate initiative, and adhere to organizational norms, which collectively increase unit productivity. Research by Hamzah and Wibisono (2024) found that OCB has a strong positive correlation with productivity in public institutions, especially when organizational culture supports teamwork and recognition. Therefore, encouraging OCB among police personnel can improve collaboration and operational efficiency.

H4: Organizational Citizenship Behavior (OCB) has a positive and significant influence on the productivity of police officers in the Bukit Kijang Police Sector.

1.5 Combined Influence of All Variables

The four variables—work-life balance, burnout, work stress, and OCB—are interrelated in shaping individual productivity. A good work-life balance and strong OCB foster motivation and commitment, while work fatigue and stress reduce focus and work energy. Studies by Nugraha and Riyadi (2022) and Sari et al. (2023) show that these psychological and behavioral factors collectively explain most of the variance in employee productivity in public service institutions. Therefore, it is hoped that these four variables together will have a significant influence on the productivity of police officers.

H5: Work-life balance, fatigue, work stress, and OCB simultaneously have a significant influence on the productivity of police officers in the Bukit Kijang Police Sector.

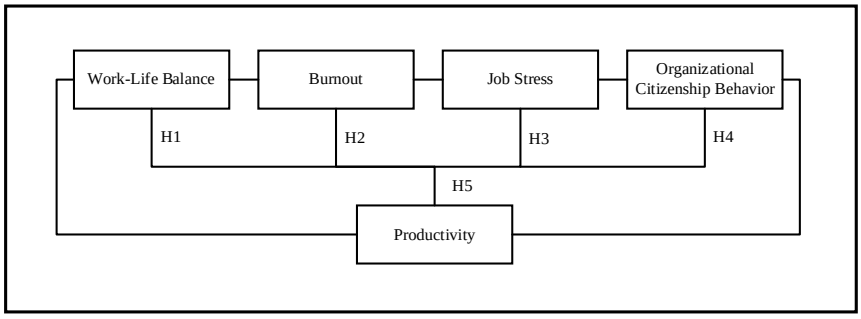

Figure 1 Research Framework

METHODS

This study employs a quantitative explanatory research design to analyze the influence of work-life balance, burnout, work stress, and organizational citizenship behavior (OCB) on the productivity of police officers in the Bukit Kijang Police Sector. The explanatory approach was chosen because the primary objective is to test hypotheses and explain the causal relationships between the independent variables and the dependent variable (productivity) using statistical methods. This research was conducted in early October 2025 in Bintan Regency, Riau Islands Province.

The population in this study consists of all active police officers in the Bukit Kijang Police Sector, totaling 34 people from the operational and administrative divisions. Due to the small size of the population (N < 100), this study applied a total sampling technique (saturated sampling), where the entire population is used as the research sample. According to Sugiyono (2019), total sampling is appropriate and methodologically rigorous when the number of subjects is limited, ensuring that the data collected is fully representative of the specific unit being studied.

It is important to acknowledge the limitations on the generalizability of this study. Since the sample is drawn exclusively from the Bukit Kijang Police Sector, the findings may not be directly generalizable to other police sectors with different demographic compositions or operational pressures. However, this focused approach allows for a deep and accurate analysis of the specific dynamics within this local institution, providing valuable baseline data for similar small-scale police units.

- The research data was collected through a

structured questionnaire consisting of closed-ended statements using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The instruments used in this study were adapted from established and validated scales to ensure content validity:

- Work-Life Balance (WLB): Adapted from the scale developed by Hayman (2005) / which measures the ability to balance work demands with family and personal needs.
- Burnout: Measured using the Maslach Burnout Inventory (MBI) framework (Maslach & Leiter, 2021), focusing on emotional exhaustion, depersonalization, and personal accomplishment.
- Work Stress: Adapted from the Occupational Stress Indicator (OSI) or scales by Rahayu & Astuti (2023), covering workload pressure, time pressure, and role ambiguity.
- Organizational Citizenship Behavior (OCB): Utilized the scale developed by Podsakoff et al. (2000), measuring altruism, courtesy, sportsmanship, conscientiousness, and civic virtue.
- Productivity: Indicators were adapted from Koontz & Weihrich or local contextual studies (Nugraha & Riyadi, 2022), focusing on task completion, quality of work, and efficiency.

Each variable contains five to six indicators derived from these pre-validated instruments and adjusted to the context of police work. All questionnaires were distributed directly to respondents and collected within one week to ensure completeness and accuracy of the data. Before analysis, the data was checked for completeness and coded systematically. Statistical analysis was carried out using SPSS version 26, which included validity test, reliability test, classical assumption test, and multiple linear regression analysis to test the hypothesis.

The validity test uses a Pearson product moment correlation with a significance level of 0.05, and the item is considered valid if the correlation coefficient (r-count) exceeds the critical value of 0.339. The reliability test is measured using the Alpha Cronbach, where a value above 0.70 indicates that the instrument is reliable. The classical assumption test consists of normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model meets the requirements of the standard.

To determine the influence of each independent variable on productivity, this study uses multiple linear regression analysis with the following equations:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

where Y represents productivity, X_1 = work-life balance, X_2 = burnout, X_3 = work stress, and X_4 = OCB (Organizational Citizenship Behavior). The t-test is used to determine the partial effect of each variable, while the F-test assesses the simultaneous influence of all variables on productivity. The coefficient of determination (R^2) is used to measure the proportion of productivity variation described by the four independent variables.

This analytical procedure is designed to provide a comprehensive understanding of how psychological and behavioral factors contribute to the productivity of police officers in Bukit Kijang. By combining the results of validity, reliability, and regression analysis, the study aims to identify which factors have the strongest and most significant impact on police performance and provide a scientific basis for future policy recommendations.

RESULTS AND DISCUSSION

Respondent Characteristics

Tabel 1. Respondent Characteristics

Category	Remarks	Frequency	Percentage (%)
Gender	Men	28	82.4
	Women	6	17.6
Age	20–29 Year	7	20.6
	30–39 Year	15	44.1
	40–49 Year	8	23,5
	≥50 Year	4	11.8
Education	High School	10	29.4
	Diploma	8	23,5
	Bachelor's Degree	16	47.1
Term of office	<5 Year	5	14.7
	5–10 Year	12	35.3
	11–15 Year	9	26,5
	>15 Year	8	23,5

Table 1 presents demographic data showing that the majority of respondents are male officers

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(82.4%), reflecting the general gender composition of the Indonesian police. Most respondents were aged 30–39 years (44.1%), the age group considered to be in the productive and experienced phase of their careers. Regarding education, 47.1% have a bachelor's degree, indicating that the majority have sufficient higher education and academic competence to carry out administrative and operational tasks effectively. In terms of working tenure, 35.3% had a working period of 5–10 years, indicating that most respondents had adequate field experience despite being of productive age. This demographic composition supports the reliability of the data, as respondents represent a balanced mix of young and senior officers.

The diversity of respondents' backgrounds ensures that the results of this study reflect a realistic picture of working conditions, mental load, and behavioral dynamics in the Bukit Kijang Police Sector. The presence of experienced and younger officers allows for a balanced assessment of how work-life balance, burnout, work stress, and OCB affect overall productivity.

1.1 Testing Research Instruments

3.1.1 Validity Test

The results of the validity test showed that all questionnaire items for the variables Work-Life Balance, Burnout, Work Stress, and Organizational Civic Behavior (OCB) on Productivity can be viewed in Table 2.

Table 2. Validity Test Results

Variabel	Item Code	Number of R	Table R	Results
Work-Life Balance (X_1)	X_1.1	0,714	0,339	Valid
	X_1.2	0,698	0,339	Valid
	X_1.3	0,752	0,339	Valid
	X_1.4	0,777	0,339	Valid
	X_1.5	0,801	0,339	Valid
Burnout (X_2)	X_2.1	0,641	0,339	Valid
	X_2.2	0,682	0,339	Valid
	X_2.3	0,733	0,339	Valid
	X_2.4	0,705	0,339	Valid
	X_2.5	0,761	0,339	Valid
Work Stress (X_3)	X_3.1	0,583	0,339	Valid
	X_3.2	0,694	0,339	Valid
	X_3.3	0,712	0,339	Valid
	X_3.4	0,774	0,339	Valid
	X_3.5	0,794	0,339	Valid
Organizational Citizenship Behavior (OCB) (X_4)	X_4.1	0,732	0,339	Valid
	X_4.2	0,846	0,339	Valid
	X_4.3	0,793	0,339	Valid
	X_4.4	0,701	0,339	Valid
	X_4.5	0,819	0,339	Valid
Productivity (Y)	Y 1	0,723	0,339	Valid
	Y2	0,778	0,339	Valid
	Y3	0,806	0,339	Valid
	Y4	0,746	0,339	Valid
	Y5	0,823	0,339	Valid

All items show an r-count value greater than the r-table (0.339), which means that each statement item is declared valid. The validity value ranges between 0.583 and 0.846, indicating a strong and consistent correlation between each indicator and its variables. Therefore, all questionnaire items are retained for subsequent reliability and regression analysis.

3.1.2 Reliability Test

The results of the item reliability test on the variables Work-Life Balance, Burnout, Work Stress, and Organizational Civic Behavior (OCB) on Productivity can be seen in the Table 3.

Table 3. Reliability Test Results

Variabel	Alfa Cronbach	Reliability Criteria	Results
Work-Life Balance (X_1)	0,812	> 0,70	
Burnout (X_2)	0,774	> 0,70	
Work Stress (X_3)	0,783	> 0,70	Reliable
Organizational Citizenship Behavior (OCB) (X_4)	0,884	> 0,70	
Productivity (Y)	0,826	> 0,70	

The results of the reliability test in Table 3 show that all variables have an Alpha Cronbach value greater than 0.70, which means that each measurement construct meets the reliability standard. The OCB variable showed the highest reliability value of 0.884, indicating that respondents' answers regarding prosocial and voluntary behavior were very consistent. The Burnout variable has the lowest value, 0.774, but it still exceeds the minimum threshold, which confirms that the statements in this construct are reliable. These results show that the instruments used in this study have strong internal consistency across all variables, thus ensuring accurate and stable data measurement. Thus, this questionnaire is feasible for use in further statistical analysis such as regression testing and hypothesis testing.

1.2 Classic Assumption Test

3.2.1 Normality Test

Before conducting regression analysis, several classical assumption tests are performed to ensure that the regression model meets the required statistical criteria. The test included the analysis of normality, multicollinearity, and heteroscedasticity. The results of each test are presented below on the Table 4.

Table 4. Normality Test Results

Test Type	Asimptomatik Sig (2-tailed)	Results
Kolmogorov–Smirnov	0,200	Normal Distributed

The results of the Kolmogorov-Smirnov test showed a significance value of 0.200, which is higher than the threshold of 0.05. This indicates that the data for all variables are distributed normally, meaning that the regression model meets the normality assumptions and can be used for further analysis.

3.2.2 Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation between independent variables. A model is said to be free of multicollinearity if the tolerance value is > 0.10 and the VIF is < 10. The results of the multicollinearity test can be seen in Table 5.

Table 5. Multicollinearity Test Results

Variabel	Tolerance	VIF
Work-Life Balance (X_1)	0,652	1.534
Burnout (X_2)	0,688	1.453
Work Stress (X_3)	0,621	1.609
OCB (X_4)	0,634	1.577

Based on Table 5, all variables showed a tolerance value greater than 0.10 and a VIF value below 10, indicating that there was no multicollinearity among independent variables. Thus, the regression model is free from the problem of linear relationships between predictors.

3.2.3 Analysis of the Multiple Linear Regression

Multiple l i near regression analysis was performed to determine the partial and simultaneous influence of work-life balance, burnout, work stress, and organizational civic behavior (OCB) on the productivity of police officers in the Bukit Kijang Police Sector, the results can be seen in Table 6.

Table 6. Results of Multiple Linear Regression Analysis

Variabel	Non-Standardized Coefficients (B)	Total t	Sig
Konstan	5.628	–	–
Work-Life Balance (X_1)	0,268	2.480	0,019
Burnout (X_2)	-0,225	-2.232	0,031
Work Stress (X_3)	-0,244	-2.435	0,022
OCB (X_4)	0,372	4.816	0,000

Based on Table 7, the multiple linear regression equations obtained in this study are:

$$Y = 5.628 + 0.268X_1 - 0.225X_2 - 0.244X_3 + 0.372X_4$$

The multiple linear regression model obtained

from the analysis can be interpreted as follows:

a. Constant Value (α = 5,628)
   A constant value of 5.628 indicates that if all the independent variables of work-life balance, fatigue, work stress, and OCB were assumed to be zero, the productivity of police officers in the Bukit Kijang Police Sector would still have a base value of 5.628. This means that even without the influence of these four variables, there are other fundamental factors (such as discipline, command structure, and leadership style) that maintain basic productivity levels.
b. Work-Life Balance (X_1 = 0,268)
   The regression coefficient for work-life balance is 0.268, meaning that if the work-life balance variable increases by one unit, the productivity value will increase by 0.268 units, assuming the other variables remain constant. This suggests that better work and personal life management leads to higher concentration, motivation, and efficiency in completing tasks. Officers who can get enough rest and manage family commitments effectively will be more focused and carry out their duties more productively.
c. Burnout (X_2 = -0,225)
   The regression coefficient for burnout is -0.225, which indicates that if burnout increases by one unit, productivity will decrease by 0.225 units, assuming the other variables are constant. This means that higher emotional fatigue and mental fatigue negatively impact an officer's ability to perform their duties. Burnout reduces enthusiasm and creativity, resulting in lower quality of output and slower response in operational tasks. Therefore, negative signs suggest that minimizing burnout can significantly increase productivity.
d. Work Stress (X_3 = -0,244)
   The regression coefficient for work stress is -0.244, meaning that if work stress increases by one unit, the productivity level will decrease by 0.244 units, assuming the other variables remain unchanged. This shows that high levels of work pressure, time constraints, and role ambiguity negatively impact officer performance. When stress levels are high, focus and decision-making abilities decrease, leading to mistakes or inefficiency. Therefore, managing stress through workload adjustments and peer support can improve overall productivity.
e. Organizational Citizenship Behavior (OCB) (X_4 = 0,372)
   The regression coefficient for OCB is 0.372, indicating that if the OCB variable increases by one unit, productivity will increase by 0.372 units, with the other variables remaining constant. This shows that OCB is the most influential variable in increasing productivity among police officers. Officers who volunteer to help colleagues, maintain discipline, and demonstrate initiative outside of their formal duties will foster a cooperative environment that strengthens teamwork and improves performance.

3.2.4 Coefficient of Determination (R^2)

The results of the Coefficient of Determination (R^2) analysis can be seen in Table 7

Tabel 7. Determination Coefficient Results (R^2)

Model Summary	R	R Square	R Customized Squares	Standard Estimation Errors
Model 1	0,906	0,821	0,804	1.982

Based on Table 7, the R^2 value of 0.821 shows that 82.1% variation in employee performance can be explained by four independent variables, namely work-life balance, burnout, work stress, and organizational civic behavior (OCB). Meanwhile, the remaining 17.9% was influenced by factors outside the model not examined in this study. The Adjusted R Square value of 0.804 further confirms that the model has strong explanatory power even after adjusting the number of predictors.

3.2.5 Uji F (Simultaneous Tests)

The results of the analysis of Test F (Simultaneous Test) can be seen in Table 8.

Tabel 8. Results of the F Test (Simultaneous Test)

ANOVA	Jumlah F	Tabel F	Significance.	Hasil
Regresi	36.412	2,84	0,000	Penting

Based on Table 8, the calculated F value of 36.412 is greater than the F value of the table of 2.84 at a significance level of 0.05. In addition, a significance value of 0.000 indicates that the probability of error is well below the threshold of 0.05. These results show that work-life balance, burnout, work stress, and organizational civic behavior (OCB) simultaneously have a significant influence on employee productivity. Therefore, the regression model used in this study is considered suitable (fit) to predict employee productivity based on four independent variables.

3.2.6 T test (Partial test)

Based on Table 6, by observing the columns t

and Sig., the following explanation can be made:

1. The Work-Life Balance variable had a significant positive influence on employee productivity, with a significance value of 0.019 < 0.05 and a t-count value of 2.480. Since the Sig. value is below the threshold of 0.05, Ha is accepted and Ho is rejected, indicating a significant partial influence. This means that the increased ability of employees to balance work responsibilities with personal life contributes positively to increased productivity.
2. The Burnout variable showed a significant negative influence on employee productivity, with a significance value of 0.031 < 0.05 and a t-count value of –2.232. Because the Sig. value is less than 0.05, Ha is accepted and Ho is rejected, which suggests that burnout has a significant partial influence. This suggests that higher levels of emotional exhaustion, burnout, and inactivity reduce employees' ability to work effectively.
3. The Work Stress variable also had a significant negative influence on productivity, with a significance value of 0.022 < 0.05 and a t-calculated value of –2.435. Since the Sig. value is below 0.05, Ha is accepted and Ho is rejected, which confirms the existence of a significant partial influence. These findings suggest that excessive pressure, workload, and psychological strain can hinder performance and lower employee productivity levels.
4. The OCB variable has a significant positive influence on employee productivity. A significance value of 0.000 < 0.05 and a t-count value of 4.816 indicate that Ha is accepted and Ho is rejected, which confirms the existence of a strong partial influence. This shows that employees who voluntarily exhibit helpful, cooperative, and proactive behaviors contribute significantly to higher productivity outcomes.

DISCUSSION

The Effect of Work-Life Balance on Employee Productivity

The findings show that Work-Life Balance (WLB) has a significant positive influence on employee productivity (Sig. 0.019; Coeff. 0.268). These results align with Wijayanti and Sulastri (2023) and Lee & Kim (2022), who argue that adequate time for rest and personal activities reduces fatigue and improves psychological well-being. In the context of the Bukit Kijang Police Sector, this suggests that officers who can manage their irregular shifts effectively are better able to maintain concentration during duty hours. This finding reinforces the notion that WLB is not merely a personal benefit but a strategic organizational asset that directly contributes to operational efficiency.

The Effect of Burnout on Employee Productivity

Burnout demonstrated a significant negative influence on productivity (Sig. 0.031; Coeff. -0.225). This is consistent with Lubis et al. (2024) and Maslach & Leiter (2021), who identify burnout as a critical deterrent to performance. The negative coefficient indicates that emotional exhaustion drains the mental energy required for high-stakes police tasks. Unlike general office workers, police officers dealing with burnout may exhibit cynicism or depersonalization towards the community they serve, which indirectly lowers productivity by reducing the quality of public interaction and decision-making speed. This highlights the urgent need for psychological intervention mechanisms within the force.

The Effect of Work Stress on Employee Productivity

Work stress also showed a significant negative influence on productivity (Sig. 0.022; Coeff. -0.244). Supporting the findings of Rahayu & Astuti (2023) and Prasetyo & Akbar (2024), this study confirms that excessive pressure impairs cognitive function. In policing, where split-second decisions are often required, high stress levels can lead to hesitation or errors. The discussion here extends previous studies by showing that in a small-unit setting like Bukit Kijang, stress is exacerbated by limited manpower, making stress management not just a health issue but a core operational necessity.

The Influence of Organizational Citizenship Behavior (OCB) on Employee Productivity

Notably, OCB emerged as the most dominant variable influencing productivity (Sig. 0.000; Coeff. 0.372; highest t-count). This finding is stronger than those reported in general public sector studies (e.g., Hamzah & Wibisono, 2024). Why is OCB so dominant in this context?

First, the hierarchical and team-based nature of police work means that formal job descriptions often cannot cover every contingency. Officers who voluntarily help colleagues (altruism) or maintain harmony (sportsmanship) fill critical operational gaps that formal structures miss. Second, in a small sector with only 34 personnel, individual proactive behaviors have a magnified impact on the overall unit's output. When one officer goes "above and beyond," it creates a ripple effect of cooperation that significantly boosts collective productivity. This suggests that in tight-knit law enforcement units, social capital and voluntary cooperation are more potent drivers of

performance than individual technical skills alone.

Simultaneous Effect and Practical Implications

The simultaneous analysis (F-test) confirms that WLB, Burnout, Stress, and OCB collectively explain 82.1% of productivity variance. This robust model fit underscores that productivity is multidimensional.

Practical Implications for Police Management

Based on these findings, police institutions, particularly at the sector level, should move beyond traditional command-and-control management. Specifically:

1. Strengthen Psychological Support Systems: Given the negative impact of burnout and stress, the management should implement regular mental health check-ups and peer-support programs, not just as a welfare benefit, but as a productivity strategy.
2. Cultivate a Culture of OCB: Since OCB is the strongest predictor, leadership should formally recognize and reward voluntary cooperative behaviors. Creating an organizational culture that values teamwork and initiative can sustain high productivity even under stressful conditions.
3. Optimize Work Schedules: To improve WLB, rostering systems should be reviewed to ensure fair distribution of night shifts and adequate rest periods, thereby mitigating the root causes of burnout.
4. By adopting this holistic approach, the Bukit Kijang Police Sector can enhance both the well-being of its officers and the effectiveness of its service to the community.

CONCLUSION

Based on the results of this study, it can be concluded that work-life balance, burnout, work stress, and organizational civic behavior (OCB) each have a significant influence on employee productivity. Work-life balance and OCB were found to have a positive influence, suggesting that employees who experienced a harmonious work-life balance and who voluntarily engaged in supportive and proactive behaviors tended to show higher levels of productivity. In contrast, work burnout and work stress show significant negative influences, highlighting that psychological distress and emotional fatigue reduce employees' ability to work effectively. Further simultaneous analysis revealed that the four variables collectively had a strong and significant impact on productivity, as shown by the results of the F test. A determination coefficient value (R^2) of 0.821 indicates that 82.1% of the variation in productivity can be explained by the combined influence of these factors, demonstrating the robustness of the regression model. These findings emphasize the importance of a holistic organizational approach that prioritizes employee well-being, manages work-related stress, reduces work burnout, and encourages civic behavior. Organizations that invest in these aspects can expect increased productivity and overall performance effectiveness.

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