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The impact of innovation policy and the bureaucratic structure reform of organizational citizenship behavior (OCB) of the government agencies in Padang city, Indonesia

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Abstract

This study purpose to investigate and analyze the influence of innovation policy and bureaucratic structure reform on organizational citizenship behavior (OCB) of apparatuses in the government agencies in Padang City. In this study, innovation policy and bureaucratic structure reform were the independent variables and OCB was the dependent variable. The population of this study was apparatuses at several the government agencies in Padang City with a total of 30 people. Data collection techniques were collected through questionnaires and literature study. Hypothesis testing done by using statistical tests, especially multiple regression analysis. The feasibility test of the model was obtained from the adjusted R-squared value of .0524 which means that up to 52.4% of variations in apparatus OCB can be explained by testing the variations of two independent variables, namely innovation policy and bureaucratic structure reform. While the remaining 47.6% was explained outside the model. The results of the causality test obtained by looking at the influence of innovation policy and reform of the bureaucratic structure on the OCB variable with a reliability level of 99%. From this study, it can be concluded that the innovation policy and bureaucratic structure reform variables had a significant effect toward the OCB of apparatuses in the government agencies in Padang city.

Keywords: innovation policy, bureaucratic reform, organizational citizenship behavior

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INTRODUCTION

The government has made guidelines which are a very important step in the policy structure in order to achieve development goals, this must go through a procedure which is a policy process that can be influenced by the level of success in achieving its goals (Salvador & Sancho, 2021). Policy consists of a list of decisions made by government agencies and officials who handle policy (Naqshbandi & Kaur, 2013; Rose, 2020). The policies made by the government certainly have the goal of improving the quality of public services. With this policy, it is hoped that it can improve the quality of public services and optimize duties and functions as a proper state civil apparatus.

To implement the policies of a public organization, it requires apparatuses who have competence and are willing to work in supporting the running of the organization(Nevis et al., 2009; Rosenbloom et al., 2022). Where the apparatus is the main factor as a determinant of the running system of government administration. Human resources in this case are civil servant apparatuses who work in accordance with the demands of their duties and responsibilities. As government administrators, the apparatus must be competent, work intelligently and professionally for the sake of good governance. However, there are still

many apparatuses who are unable and willing to carry out their duties and functions. Good apparatuses are people who are capable and responsible for carrying out their duties, both tasks contained in an assignment letter or decree or extra assignments given according to the needs of the organization.

There are a lot of apparatuses who want to work beyond their duties and functions. It is the Apparatuses who have loyalty and dedication for the organization where they work. These are valuable assets for the organization. The attitude of the apparatuses who are willing to work extra outside the main duties and these responsibilities can be categorized as citizenship behavior in an organization or OCB. Examples of OCB behavior are doing work outside of their duties, helping colleagues, maintaining office property and equipment, tolerance, complying with applicable regulations, serving wholeheartedly, and not neglecting the work. The definition of organizational citizenship behavior according to (Mahayasa & Suartina, 2019) is visible and observable voluntary attitudes and behavior. According to Chiaburu, Oh, Berry, Li, & Gardner (Lestari & Ghaby, 2018), OCB is a positive effect resulting from individual, group or organizational performance obtained from the maximum work of organizational members to achieve organizational efficiency. OCB is positive and exemplary behavior from customers and customers/clients (Cahyandi et al., 2019). According to Lambert (Dahlila & Frinaldi, 2020), OCB is useful actions and behaviors among colleagues when friends are not around, helping new employees to adapt to the new environment and providing directions on how to complete tasks in the office and the ability to maintain good discipline beyond the requirements of the organization, working overtime to complete the assigned task. (Mahayasa & Suartina, 2019) states that Organizational Citizenship Behavior are visible and observable voluntary attitudes and behaviors.

Thus, it can be concluded that OCB is employee behavior where employees can carry out a job, their duties and responsibilities exceed the given capacity and are able to act to help fellow employees in terms of helping work and have a sense of dedication for work. Bateman & Organ, Smith, Organ, & Near (Naqshbandi & Kaur, 2013) The pioneering researchers of OCB emphasize that OCB is seen as an additional and functional role of the organization and it is separated from job performance in the role. OCB appears based on work enthusiasm, sense of responsibility, dedication of work and also rewards and punishment. OCB's actions or behavior are not included in the job description but this behavior appears and is carried out based on one's own willingness.

The above phenomenon is a major organizational challenge in improving the performance of the apparatus and the organization itself. According to the organ (Herminingsih, 2012) OCB is very important in the organization and for the sustainability of the organization when OCB is related to organizational equity, organizational commitment, leadership and personality. According to the organ (Tambe & Meera, 2014) OCB, also known as "the good soldier syndrome" is the behavior of employees who are committed to the organization. This behavior includes punctuality, helping others, innovating, volunteering, and a tendency to avoid the behavior of complaining, arguing, and looking for others mistakes. Although OCB is work related, it is not a formal reward system. But it contributes to the efficient functioning of the organization.

What also affects the formation of OCB apparatuses is the policy issued by the government which will indirectly affect the apparatuses themselves and the sustainability of the organization. As executors of government administration, the apparatus also works in accordance with policies issued by the government in order to achieve organizational goals. Policy according to (in Muadi & Sofwani, 2018) is a set of work and actions carried out by a

person or group of people in a government in order to achieve organizational goals and benefit society. Public policy according to Rushananto (2014) is a set of decisions and policies to achieve certain goals in society. One of the government policies, from the center to the regions, is an innovation policy. Innovation policy is a central policy so that all central and regional agencies to innovate in which this innovation is intended to be able to improve work systems that are more practical and efficient to improve optimal service. Innovation policy according to Schumpeter and OECD (Mahardika, 2019) is a frame of reference that aims to encourage organizations to innovate, either through technology, existing facilities or through all things that support innovation so that the organization can function properly.

It can be concluded that innovation policy is a frame of reference for regional apparatus organizations to innovate in order to improve work systems, governance systems and services to the community by utilizing existing technology and existing tools to support the running of the organization and support the fulfillment of organizational and community needs. The purpose of this innovation policy is to make efforts to improve service to the public, empowerment and community participation and efforts to increase regional competitiveness

The implementation of the innovation policy is still experiencing obstacles and the obstacles are due to the limited human resources of the apparatuses and it is not stated in the assignment letter. Therefore, initiating an innovation becomes a separate burden both for the organization itself and for the mandated apparatuses. To initiate an innovation, creative, innovative human resources are needed and able to do the extra work in carrying out an innovation. To initiate an innovation, some apparatuses are required to be able to deliver ideas and suggestions for its implementation. Thus, the demand for innovation raises OCB in some of the apparatuses themselves. Where they must be able to initiate an innovation starting from designing, building and implementing the innovation. This work requires extra time, seriousness in order to achieve effective innovation in improving organizational performance.

To initiate an innovation in an area requires human resources who have competence, knowledge, skills and willingness. The apparatuses who innovate tends to behave in OCB. This is in line with the theory of Jong and Hartog (Sriwardiningsih & Chaerunissa, 2019) Innovation requires a favorable climate, in the case of OCB, where OCB consists of demands for additional work, initiating innovation in the application of creative ideas, which ultimately increases organizational effectiveness. According to the organ (Herminingsih, 2012) OCB is very important in the organization and is very important for the sustainability of the organization when OCB is related to organizational equity, organizational commitment, leadership and personality. Regarding the organ's opinion above, innovation is included in the framework of organizational commitment in carrying out organizational improvements. According to the organ (Tambe & Meera, 2014) OCB, also known as "the good soldier syndrome" is the behavior of employees who are committed to the organization. These behaviors include punctuality, helping others, innovation, volunteering, and a tendency to avoid unwanted activities such as complaining, arguing, and looking for others' mistakes. Although OCB is work related, it is not a formal reward system. But it contributes to the efficient functioning of the organization.

Innovation is very important for the survival and success of individuals or organizations. Innovative behavior reflects individual behavior that aims to reach the introduction stage or introduce (in work, group or organization) new and useful ideas, processes, products or procedures. According to Carmeli, Meitar, and Weisberg (Widodo &

Gustari, 2020), innovative behavior is a multi-step process in which an individual recognizes a problem by developing new ideas and solutions that motivate and build support to produce prototypes or models that can be implemented with benefit and the utility of the organization or part of it. Innovative behavior influences knowledge management (KM), creativity and organizational citizenship behavior (OCB).

Here lies the fundamental problem that to build an innovation requires an innovator, while an innovator requires people who are creative, tough and willing, and able to work extra in building an innovation. Up until now, the implementation of this innovation policy is still being carried out by apparatuses who are willing to work voluntarily to work more than their duties and functions and spend more time doing and thinking about what innovations to do. In accordance with the initial observations of researchers in the field that until now the implementation of innovation policies is still carried out voluntarily or on the basis of assignments from superiors where the implementation of innovation policy has not yet been included in the duties and functions of the apparatuses.

With the issuance of an innovation policy for all apparatuses and regional apparatus organizations, it creates its own problems. Because with the emergence of many innovations, the apparatus must understand all the existing innovations, thus, the apparatus tends to study these innovations which makes work slower and it takes quite a long time to complete a job. In order to initiate an innovation in an area, it is necessary to have personnel who have competence, knowledge, skills and willingness. Apparatus who innovate tends to behave in OCB. This is in line with the theory of Jong and Hartog (Sriwardiningsih & Chaerunissa, 2019) Innovation requires a favorable climate, in the case of OCB, where OCB consists of demands for additional work, initiating innovation in the application of creative ideas, which ultimately increases organizational effectiveness.

Furthermore, government policy is a policy of reforming the bureaucratic structure. The reform of the bureaucratic structure is intended by changing the structure of an organization both in terms of charts, division of labor and hierarchy so that it can be simpler and more dynamic and not convoluted. The reform of the bureaucratic structure aims to improve the quality of public services and the efficiency of public organizations which the public has been complaining about. Reform according to (Sirot & Atmaja, 2020) is change caused by movements that want to fix something constitutionally in the political, economic, social, legal and cultural fields. Based on the opinions above, it can be concluded that reform is a movement carried out by a group of people, citizens with the aim of improving things in a better direction, these changes are made from various aspects, from political, social, religious, cultural to legal aspects. On the other hand, structure according to Steers (Gammahendra et al., 2014) is an agreement that guides the placement of people in an organization to form patterns of coordination and interaction in carrying out tasks to achieve a certain goal. The bureaucratic structure according to (Kurniawan et. al.,2018) is an organizational structure designed to carry out various tasks both administratively and systematically according to the division of labor according to a predetermined structure and procedure to achieve goals.

Based on the understanding of reform and bureaucratic structure above, it can be concluded that reform of the bureaucratic structure is changing the composition and layout of each position in an organization in a simpler direction in an effort to increase organizational performance to be more effective, targeted and efficient. Reform of the organizational structure was carried out in the form of simplification of the organization with the aim of reducing the pattern of affairs in terms of service which so far is known as a

convoluted bureaucracy in order to improve the professionalism of the apparatuses. The success of organizational structure reform is to maximize the empowerment of all good elements within the organization as well as the empowerment of the general public as stakeholders, representative institutions as shareholders and the government itself as the executive.

This is also in accordance with the direction of the Minister of Administrative and Bureaucratic Reform Tjahjo Kumolo in (Genta & Mawangi, 2021) reform of the bureaucratic structure which is a form of simplification of the bureaucracy in order to achieve effective governance. According to (DeGroot & Brownlee, 2006) structure is hypothesized to influence the relationship between OCB and OU performance in two different ways. First, based on the descriptions of mechanistic and organic organizational units, it appears that the desired level of OCB varies depending on the unit structure: organizations or organic departments, in contrast to mechanical organizations, value different characteristics and behaviors. models among employees. In other words, organizational structure can be a predictor or antecedent of OCB. This model is discussed first, followed by competing models which suggest that structure moderates the relationship between OCB and organizational performance.

Thus, the public service is considered too bureaucratic and has a long chain of command. There are also many complaints about the functioning of public organizations and that many public organizations cannot meet the Minimum Service Standards (SPM).

Reform of the bureaucratic structure also affects the apparatuses as organizational human resources who are responsible for both administrative and public services. One of the reforms in the bureaucratic structure is to simplify the structure with the aim of providing practical and uncomplicated services with a short span of command. Where the simplification is to transfer echelon III and IV positions from structural officials to functional officials. However, this policy greatly affects the division of main tasks and work unit function. Work that should have been done by structural officials is still being carried out by functional officials. The work that is the responsibility of functional officials is neglected because they are still doing the work of structural officials. This is where the form of OCB is formed, but there is still a lack of preparedness of structural officials in dealing with this problem. And this problem is also a big dilemma for the government, in compiling and dividing up the main tasks and work unit functions which still takes a relatively long time. So that functional officials who have been appointed like it or not even have to do double work not to mention the work of a policy that comes along the way. It requires OCB behavior in carrying out the tasks assigned to them. In order to fulfill the request of the leadership, the apparatuses are required to be willing to give more time and thought in carrying out the tasks assigned to them. The authors are inspired to conduct study on the impact of innovative policies and bureaucratic structure reform on the Organisational Citizenship Behaviour (OCB) of apparatuses in multiple the government agenciess in Padang City, based on the provided background description.

Research Method

The form of this research is associative research with a quantitative approach. Association research is used with the aim of finding the influence or relationship between two or more variables. Through this associative research, readers and writers can explore how the impact of innovation policy on the organizational behavior of apparatuses in several the government agencies in Padang city. This research was conducted in late June to early July 2023.

This research was conducted with a population of 30 people, namely apparatuses in several the government agencies in the city of Padang. The data collection technique used in this study was a questionnaire or questionnaire method and literature study.

Data analysis technique was descriptive analysis. In order to find the level of attainment of respondents' answers, the formula used is:

$$RLA = \frac{Rs}{n} \times 100$$

Where :
RAL = Respondents Achievement level (Percentage)
n = Maximum number of scores
Rs = Average score of respondents' answers

The criteria of respondents achievement level (RAL) classified as follows:

Table 1. Respondents Achievement Level

Achievement Percentage	Criteria
90 % - 100 %	Excellecnt
80 % - 89%	Good
65 % - 79%	Sufficient
55 % - 64%	Poor
0 % - 54%	Very Poor

Source : Arikunto, 2010

1. Requirements Analysis

    The results of data analysis using multiple regression techniques which must first meet several requirements. namely as follows:

    a. Normality test

    A normality test is carried out to find out whether a data distribution is normal or not, According to Nengsih in (Khairani & Aryani, 2021), the normality test aims to test a variable whether in the dependent regression variable and independent variable have a normal distribution or not.

    b. Linearity Test

    Linearity is a condition where the relationship between the dependent variable and the independent variables are linear or straight line within a certain range of independent variables (Abdullah, 2015). To find out whether the two variables have a linear relationship or not significantly, a linearity test is carried out. This linearity test used the SPSS version 23 program using a test for linearity at a significance level of 0.05. Two variables are declared to have a linear relationship if the significance (linearity) is less than 0.05.

2. Method of Analysis

    a. Multiple linear regression.

    The data analysis method used for statistical calculations and the SPSS program is to test the hypotheses that have been determined whether they can be accepted or

rejected. This study used statistical calculations using the regression analysis model with the following equation

$Y = K + a1X1 + a2X2 + a3X3 + e$

Where :

Y = Criterion (OCB)

X1 = Innovation Policy

X2 = Bureaucratic structure reform

a = prediction coefficient

K = constant

e = error

b. The t-test is used to determine whether two samples are related, in different ways. The t-test is carried out by comparing the difference in the mean values of the two averages with the standard error of the difference in the mean values of the two samples where:

1. T table is smaller than r count, the independent variable has an influence on the dependent variables.
2. T table is greater than r count, so the independent variable has no effect on the dependent variables.
3. The dimension of r table for the respondents used are 0.159 (5%) and 0.208 (1%)

c. F test. Testing the simultaneous effect of the independent variables on changes in the value of the dependent variable, is carried out by testing how much the change in the value of the dependent variables can be explained by changes in the values of all the dependent variables (Sampurna & Nindhina, 2018). independent variable, it is necessary to do the F test. F test or ANOVA is done by comparing the significance level set in the study with the probability value of the research results.

Results and Discussion
Testing Result
1. Validity Test

The purpose of holding a validity test according to Sugiyono in (Khairani, Meri Haryani, 2021b) is a step of testing the contents of the instrument which aims to measure the accuracy or inaccuracy of the instrument used in a study. Valid or invalid statements tested can be seen in all items of Corrected Item-Total Correlation values, if each statement is greater than r table with α = 0.05. Sugiyono (2016) states that if the correlation of each factor is positive and the magnitude is 0.5 and above then the factor it is a strong construction. In this case r table 0.361 with 30 terms was a trial sample.

The results of testing the validity and quality of data for Organizational Citizenship Behavior (OCB), innovation policies, and bureaucratic structure reform variables showed that all variables were valid

2. Reliability Test

According reliability shows that the instrument is quite reliable as a data collection instrument if the instrument is good. If the scale is grouped into five classes with equal intervals, then the alpha stability measure can be interpreted as follows (Gendro & Aulya , 2022):

a. Alpha Cronbach's value 0.00 to 0.20 means less reliable
b. Alpha Cronbach's value 0.21 to 0.40 means somewhat reliable
c. Alpha Cronbach's value 0.41 to 0.60 means quite reliable

d. Alpha Cronbach's value 0.61 to 0.80 means reliable

e. Cronbach's Alpha value of 0.81 to 1.00 means it is very reliable

According to (Nugroho, 2005), the reliability of a variable construct is said to be good if it has a Cronbach's Alpha value of > 0.60. The reliability test was carried out on 30 respondents through a research questionnaire trial.

The test results showed that the measuring instruments used in this study were reliable. It can be concluded from Cronbach's Alpha Organizational Citizenship Behavior (OCB) variable of 0.841 above 0.60, Innovation Policy variable of 0.890 above 0.60, and Bureaucratic Structure Reform variable of 0.885 above 0.60.

3. Classic assumption test
   a. Normality Test

   Kolmogorov-Smirnov normality test results with Sig. 0.200. Because Asymp Sig. 0.200 is greater than 0.05, the normality test produced in this study showed that the residuals were normally distributed.

   b. Multicollinearity Test

   The results of the multicollinearity test conducted on the innovation policy variable and the bureaucratic structure reform variable showed that there was no multicollinearity, this is because the tolerance value was more than 0.10 and VIF was less than 10.

   c. Heteroscedasticity Test

   The results of the heteroscedasticity test showed that there was no heteroscedasticity problem. It can be seen from the significance value (Sig) between the independent variables with a residual logarithm was greater than 0.05

   d. Autocorrelation Test

   Based on the results of data processing, the Durbin-Watson value is 1,980, because the DW value lies between -2 to 2 so that it can be concluded that there were no signs of autocorrelation.

   e. T-test (Partial Test)
      a. T-test of Innovation Policy Variable

Table 2. Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	56.208	6.769		8.304	.000
Total of Innovation Policy	-.358	.201	-.319	-1.783	.085

Dependent Variable: Total of OCB variable

Based on the significance value of the dependent variable, it is partially known that innovation policy has a significant effect on OCB, this is because the significance value of the dependent variable is greater than 0.05

b. T-test of Bureaucratic Structure Reform Variable

Table 3. Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	55.495	4.249		13.059	.000
Total of Bureaucratic Structure Reform	-.570	.212	-.453	-2.687	.012

Dependent Variable: Total of OCB Variable

Based on the significance value of each dependent variable, it is partially known that bureaucratic structure reform has a significant effect on OCB, this is because the significance value of the dependent variable is greater than 0.05.

c. T test of both variables

Table 4. Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	50.147	6.638		7.555	.000
Bureaucratic Structure Reform	.775	.305	.484	2.538	.017
Innovation Policy	-.635	.214	-.566	-2.971	.006
(Constant)	50.147	6.638		7.555	.000

Source : processed by author

Based on the significance value of each dependent variable, it is partially known that innovation policy has a significant effect on OCB and the bureaucratic structure reform as well as a significant effect on OCB, this is because the significance value of each dependent variable is greater than 0.05.

f. F Test (simultaneous)

a. F test of Innovation Policy Variable

Table 5. ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.077	1	42.077	3.378	.085[b]
Residual	370.723	28	13.240		
Total	412.800	29			

Dependent Variable: Total of OCB Variable
Predictors: (Constant), Total of Innovation Policy

Based on the table above, it is obtained that the F count is 3.378 greater than the F table of 3.34, so it can be concluded that innovation policy has a simultaneous effect on OCB.

b. F test of Bureaucratic Structure Reform Variable

Table 6. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.634	1	84.634	7.221	.012[b]
	Residual	328.166	28	11.720		
	Total	412.800	29			

Dependent Variable: Total of OCB Variable
Predictors: (Constant), Total of Bureaucratic Structure Reform

Based on the table above, it is obtained that the F count is 7.221 greater than the F table of 3,34, , so it can be concluded that Bureaucratic Structure Reform has a simultaneous effect on OCB

c. F test of both variables

Table 7. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	113.504	2	56.752	5.120	.013[b]
	Residual	299.296	27	11.085		
	Total	412.800	29			

Dependent Variable: Total of OCB Variable
Predictors: (Constant), Innovation policy, Total of Bureaucratic Structure Reform Variable

Based on the above table, it is obtained that the F count is 5.120 which is greater than the F table of 3.34, so it can be concluded that innovation policy and bureaucratic structure reform simultaneously influence OCB.

d. Determination Coefficient

a. Determination coefficient of Innovation Policy Variable

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319[a]	.102	.070	3.639

Predictors: (Constant), Total of Innovation Policy

The test results for determination coefficient yield an R-Square value of 0.102, which means 10.2% of the OCB variable can be explained by the innovation policy variable. While the remaining 89.8% is explained by other factors outside the model.

b. Determination coefficient of Bureaucratic Structure Reform Variable

Tabe 9. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453[a]	.205	.177	3.423

Predictors: (Constant), Total of Bureaucratic Structure Reform

The test results for Determination coefficient have an R-Square value of 0.205, which means that 20.5% of the OCB variable can be explained by the innovation policy variable. While the remaining 79.5% is explained by other factors outside the model.

c. Determination coefficient of both variables

Table 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524[a]	.275	.221	3.329

Predictors: (Constant), Innovation policy, Total of
Bureaucratic Structure Reform Variable

The determination coefficient test yields an R-Square value of 0.275, which means that 27.5% of the OCB variable can be explained by innovation policy variables and bureaucratic structure reform. While the remaining 72.5% is explained by other factors outside the model.

The Effect of Innovation Policy (X1) on Organizational Citizenship Behavior (OCB) (Y)

The results of the hypothesis test showed that the innovation policy had a t-test of 2,971 with a significance level of 0.0017. Check the statistical value of tcount > ttable (2,971 > 1.984) and t value < one (0.05). This test showed that Ho was rejected and Ha was accepted. It may be concluded that innovation policy has a significant effect on Organizational Citizenship Behavior (OCB). The results of the research conducted had reached an Innovation Policy that would affect organizational citizenship behavior (OCB). This positive and significant influence means that if the innovation policy increases, the OCB of the apparatuses also tends to increase. On the contrary, if the innovation policy decreases, then the OCB trend also decreases.

This is in line with the opinion of the organs (Herminingsih, 2012) OCB is very important in the organization and is very important for the sustainability of the organization when OCB is related to organizational equity, organizational commitment, leadership and personality. Regarding the organ's opinion above, innovation is included in the framework of organizational commitment in carrying out organizational improvements. According to the organ (Tambe & Meera, 2014) OCB, also known as "the good soldier syndrome" is the behavior of employees who are committed to the organization. This behavior includes punctuality, helping others, innovation, volunteering, and a tendency to avoid unwanted activities such as complaining, arguing, and looking for others mistake. Although OCB is work related, it is not a formal reward system. But it contributes to the efficient functioning of the organization. In addition, according to Jong and Hartog (Sriwardiningsih & Chaerunissa, 2019), Innovation requires a favorable climate, in the case of OCB, where OCB consists of demands for additional work, initiating innovation in the application of creative ideas, which ultimately increases organizational effectiveness.

Effect of bureaucratic structure reform (X1) on OCB (Y)

The results of hypothesis testing showed that reform of the bureaucratic structure had a t test of 2,538 with a significance level of 0.017 testing tcount > ttable (2,538 > 1.984) and a significant value of t < one (0.05). This test showed that Ho was rejected and Ha was accepted. It can be concluded that bureaucratic structure reform had a significant effect on organizational citizenship behavior (OCB). The results of this study were conducted on several the government agencies in Padang City that reform of the bureaucratic structure affected organizational citizenship behavior (OCB). It is positive and significant influence that means that if the reform of the bureaucratic structure is carried out increases, the OCB of the apparatus also tends to increase. On the contrary, if the bureaucratic structure reform is decreasing, then the trend of OCB will also decrease.

This is also in accordance with the opinion of Ehrhart and Naumann (DeGroot & Brownlee, 2006) organizational structure leads to group-specific OCB norms, groups that connect OCB with group success are more effective. An organization or organizational unit can influence this relationship in two ways:

a. Structure can act as a precursor to OCB at different levels of structure, resulting in higher or lower levels of OCB without directly affecting organizational performance.

b. Structure can moderate the relationship between OCB and organizational performance, Thus, OCB with Structure interaction leads to reproductive efficiency in some structures than the others.

According to (in DeGroot & Brownlee, 2006) structure is hypothesized to influence the relationship between OCB and OU performance in two different ways. First, based on the description of organizational mechanism and organic organizational units, it seems that the desired level of OCB varies depending on the structure of the organizational unit or organic department, in contrast to organizational mechanism, respecting different characteristics and behavior models among apparatuses. In other words, organizational structure can be a predictor or antecedent of OCB. This model is discussed first, followed by competing models which suggest that structure moderates the relationship between OCB and organizational performance.

The organizational environment creates an interdependence of different tasks which, when adopted by an organizational unit, should result in maximum effectiveness. For example, organic organizational units have a much higher degree of task interdependence because the environment in which they are located tends to be dynamic requiring many people with different information to complete tasks. Simply put, an organizational unit that cannot effectively manage the innate work interdependencies created by different structures will not be successful. Different structures tend to have different task interdependencies and tend to vary in interaction and communication patterns, goals, and even rewards.

The effect of innovation policy (X1) and bureaucratic structure reform (X2) on organizational citizenship behavior (OCB) (Y)

The results of the trials conducted also showed that this research is also showing that for the f-test, it shows the regression column Fcount = 27.216 > Ftable = 2.70 with a significance level (sig) <0.000; 0.05 which means the effect of the medium variable was significant. Therefore, Ha was accepted and HO was rejected. The conclusion is that policy innovation, reform of the bureaucratic structure has an effect simultaneously. The magnitude of the consequences was that the remaining 46 and 54% were influenced by other variables which were not included in this study. This test showed that Ho was rejected and Ha was accepted.

Simultaneously, the significant and positive effects of all variables mean that the combination of innovation policies and reform of the bureaucratic structure creates a better OCB for apparatuses in several the government agencies in Padang city. And vice versa, if at the same time there is a correction or reduction in innovation policy and reform of the bureaucratic structure, it will directly affect the reduction in the OCB of the apparatuses. Innovation policy that runs well can form quality apparatuses who have the ability to work so that by themselves they form apparatuses of OCB, the implementation of appropriate bureaucratic structural reforms can increase apparatuses of OCB in several the government agencies in Padang city.

Conclusion

The findings reveal that the innovation policy exerts a partially positive and significant impact on the Organizational Citizenship Behavior (OCB) of public servants within various government agencies in Padang City. This implies that as the innovation policy advances, the OCB of the apparatuses in these government agencies also tends to increase, and conversely, a decrease in the innovation policy corresponds to a decrease in OCB. Similarly, the reform of the bureaucratic structure demonstrates a positive and significant influence, contributing to the OCB behavior of the apparatuses in several government agencies in Padang City. Thus, an increase in bureaucratic structure reform correlates with an increase in OCB, and vice versa.

Moreover, the research identifies that the innovation policy stands out as the variable with the most significant impact on the OCB of the apparatuses, as evidenced by a t-test value of 2.971, a probability Sig. of 0.006, and a correlation of 56.6%. In comparison, the bureaucratic structure reform variable exhibits a t-test value of 2.538, a probability Sig. of 0.017, and a correlation of 48.4%. When considered simultaneously, both policy innovation and bureaucratic structure reform collectively contribute significantly to OCB, influencing it from 43.4% to 51.6%. It is noteworthy that the remaining variance in OCB may be attributed to unobserved variables not encompassed in this study.

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