

The Effect of Perceived Organizational Support On Organizational Citizenship Behavior Through Organizational Commitment & Organizational Justice as Mediation Variables

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Abstract

The purpose of this study was to determine the effect of perceived organizational support on organizational citizenship behavior with organizational commitment as a mediating variable (Study at Btari Agency Malang City). The population in this study were all staff, both general and operational staff at Btari Agency Malang. The sampling technique in this study used "non probability sampling", and the sampling method in this study was "total sampling or census". Respondents in this study were 49 people through the Smart Partial Least Square (PLS) Software. The results of this study indicate that; (1) perceived organizational support has a positive and significant effect on organizational citizenship behavior. (2) perceived organizational support has a positive and significant effect on organizational commitment. (3) organizational commitment has a positive and significant effect on organizational citizenship behavior. (4) perceived organizational support and organizational commitment to organizational citizenship behavior, shows the results of organizational commitment can partially mediate the relationship of perceived organizational support to organizational citizenship behavior.



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1. INTRODUCTION

Entering the modern era, organizational or corporate competition is getting tighter, so organizations or companies must have resilient resources. In this case, human resources are important in an organization, because the success and performance of the organization is highly dependent on the quality and performance of the individuals in the organization (Darmawati, 2013).

Following up on OCB activities, of course, there is also the role of Perceived Organizational Support (POS) in organizational individuals. POS is organizational support that convinces a person that their workplace organization has appreciated their contributions and cares about their well-being (Rhoades, 2002). Rhoades and

Eisenberger (2002) also explain POS which is an organizational support that assesses the extent of contribution, pays attention to welfare, hears complaints, pays attention to life and treats employees fairly carried out by the organization.

Furthermore, Waileruny (2014) said that POS is the level to which employees believe the organization values their contributions and cares about their well-being. The results of Aswin's (2017) research concluded that perceived organizational support had a positive and significant effect on the organizational citizenship behavior of employees of the Bali Provincial Industry and Trade Office. In contrast to the results of the study, Ardi (2015) found that there was no significant positive influence between the perception of organizational support for OCB in employees of the Sultan Agung Islamic Hospital Semarang.

Regarding the causality relationship between POS and organizational commitment, there is a study by Metria (2018) which concludes the results that organizational support has a positive and significant effect on organizational commitment in employees of the Denpasar City Population and Civil Registration Office. Likewise, the results of research by Agustian (2020) concluded that perceived organizational support has a positive and significant effect on the affective commitment of employees of the Dr. Reksodiwiryo Padang Army Hospital.

Empirical studies prove that organizational commitment plays a role in mediating the influence of perceived organizational support on organizational citizenship behavior, such as research conducted by Harsono (2020) concluding that organizational commitment can partially mediate the relationship between perceived organizational support and organizational citizenship behavior. Similarly, the results of Ardi's (2015) research concluded that organizational commitment is proven to mediate the influence of perceptions of support and organizational justice on organizational citizenship behavior.

Btari Agency is a company that was established 4 years ago, namely in 2017. The company, which is led by Mr. Bagas Budi Prakoso, is located in Perum Graha Mulia Blok. N 28 Tasikmadu, Malang City. Btari Agency is a company engaged in the procurement of goods and services. With a total of 49 permanent employees and 1 leader.

Reviewed when the researcher conducted research on Btari Agency, the researcher found the phenomenon that the lack of OCB in the Btari Agency environment can be proven in a small group in a division within the Btari Agency. Where there are only a few employees who are able to apply OCB properties in the Btari Agency environment. So that some of the rest do not have OCB characteristics which in the end makes POS and organizational commitment at Btari Agency low. There are also several problems such as employees who always help colleagues before their own work is completed and there are employees who increase their working hours/overtime and do not report to the admin so that this behavior is considered voluntary.

The problems at Btari Agency are very important to be researched, considering that there is an OCB that may shift employee behavior, therefore, it is important for Btari Agency to understand the OCB contained in the place further, the context of this research is the organizational behavior contained in the service sector.

This research focuses on looking at the relationship between POS and OCB, where there is a process to obtain employee organizational commitment so that it is necessary to control all aspects in the company. The problem of this research is how POS can improve OCB and how the role of organizational commitment as a mediator between POS and OCB.

2. LITERATURE REVIEW

Perceived Organizational Support (POS)

Organizational support, often known as perceived organizational support (POS), is an important concept in the behavioral literature of an organization where organizational support can provide an explanation of the relationship between organizational treatment, employee attitudes and behaviors towards their work and organization. The treatment carried out by the organization is used as a stimulus captured by employees which is interpreted as a perception of the organization's support (Eisenberger et al., 1986). Waileruny (2014) said that POS is the degree to which employees believe the organization values their contributions and cares about their well-being.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is behavior performed by employees that are not explicitly rewarded if they do it and will not be punished if they do not, and are not part of the job description that employees have (Organ & Ryan, 1995). Robbins (2008) also defines OCB as optional behavior that is not part of an employee's formal work obligations, but supports the effective and efficient functioning of the organization.

Organizational Commitment

According to Greenberg (2014), organizational commitment is a level at which individuals identify and engage with their organization and or do not want to leave it. Then according to Schermerhorn et al., (2014) organizational commitment is the level of loyalty that individuals feel to the organization.

3. RESEARCH METHODS

Research is a systematic, controlled, empirical and critical investigation of certain relationships about hypothetical propositions between phenomena (Kerlinger, 1986). This research is an explanatory quantitative research, which is an explanatory research that aims to test the hypothesis of the existence of a causal relationship between the various variables studied (Rianse, 2009). The purpose of this quantitative study is to explain the influence of the independent variable perceived organizational support (X) as organizational support on the bound variable of organizational citizenship behavior (Y) as voluntary individual behavior mediated by the variable (Z), namely organizational commitment. This research uses research instruments, namely questionnaires distributed to Btari Agency employees.

The subjects in this study are all employees of Btari Agency in Malang City. The object of this study is to examine the relationship between perceived organizational support for organizational citizenship behavior and organizational commitment as a mediating variable. The final population of Btari Agency Malang employee data was 49

employees who were used as a research sample. In this study, a sample of 49 respondents consisting of 20 administrative employees and 29 operational employees has been determined. Considering that the population in this study is 49 people, the researcher will use the total sampling method.

In this study, primary data was sourced from respondents used to test hypotheses obtained from Btari Agency Malang regarding the influence of POS on OCB. Secondary data is obtained from documents owned by the company and also from data from previous research that can support this research. In this study, a path analysis technique was used using PLS-SEM Software.

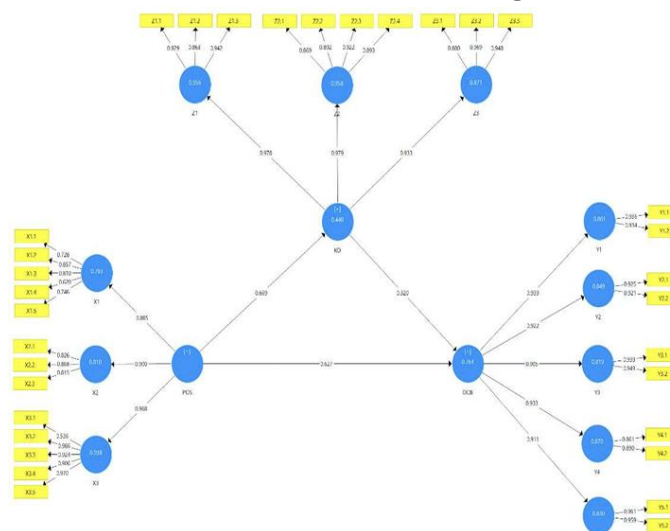
4. RESULTS AND DISCUSSION

Results

Convergen Validity

Onvergent validity evaluation is carried out with the aim of determining the validity of each relationship between the indicator and its latent constructs or variables. In this study, a loading factor limit of 0.60 will be used. Significance at the alpha level of 0.05 or t-statistic > 1.96. The results of the outer loading value in the convergent validity test.

Gambar 1. Outer Loading



Discriminant Validity

Discriminant validity evaluation is carried out with the aim of testing to what extent a latent construct is really different from other constructs. It was done by comparing the square root coefficient of AVE with the correlation between constructs. A variable is said to be valid if the \sqrt{AVE} value is greater than the correlation value between the variables in the research model, and the AVE value is > 0.60. The results of the analysis of discriminant validity values are shown in the following table:

Table 1. Discriminant Validity

Konstruk	AVE	√AVE	SE	SL	TR	RI
Komitmen Organisasional	0.879					
<i>Organizational Citizenship Behavior</i>	0.739	0.855				
<i>Perceived Organizational Support</i>	0.669	0.841	0.762			

Based on the table above, it appears that the value of the \sqrt{AVE} of the entire construct is greater than the value between latent variables. In addition, the AVE value of the entire construct is also greater than 0.60, so it can be concluded that the construct in this study meets the valid requirements based on the discriminant validity criteria.

Composite Reliability and Cronbach Alpha

Composite reliability and cronbach alpha are measures of reliability between indicator blocks in the research model. The criterion of a measurement is said to be reliable if the composite reliability and cronbach alpha have a value greater than 0.70. The following are the results of the composite reliability and cronbach alpha values:

Table 2. Composite Reliability and Cronbach Alpha

Konstruk	Composite Reliabilty	Cronbach Alpha
<i>Perceived Organizational Support</i>	0.946	0.937
<i>Organizational Citizenship Behavior</i>	0.964	0.959
Komitmen Organisasional	0.971	0.967

Based on the table above, it is known that the composite reliability and cronbach alpha values of the entire construct show a value greater than 0.70, so it can be stated that the entire construct has met the reliability requirements.

Hasil Pengujian Hipotesis

Hypothesis testing was carried out to determine the influence of perceived organizational support on organizational citizenship behavior either directly or indirectly through the mediation of organizational commitment. Hypothesis testing in PLS analysis can be done by looking at the results of statistical tests and their probability values. The hypothesis is acceptable if the probability value is less than 0.05 (5% significance level) or the t-statistical value is greater than the t-table (1.96). The t-statistical test in the PLS analysis is by applying the bootstrapping method. The results of the hypothesis test can be shown in the image below.

Tabel 3. Hasil Pengujian Hipotesis

Hipotesis	Hubungan Antar Variabel	Koefisien Jalur	T-Statistik	Hasil	
H1	<i>Perceived Organizational Support → Organizational Citizenship Behavior</i>	0.669	5.586	Signifikan	Diterima
H2	<i>Perceived Organizational Support → Komitmen Organisasional</i>	0.627	7.040	Signifikan	Diterima
H3	<i>Komitmen Organisasional → Organizational Citizenship Behavior</i>	0.320	3.407	Signifikan	Diterima
H4	<i>Perceived Organizational Support → Organizational Citizenship Behavior → Komitmen Organisasional</i>	0.241	3.116	Signifikan	Diterima

Discussion

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

The results of the analysis show that there is a positive and significant influence between perceived organizational support and organizational citizenship behavior. This can be interpreted that perceived organizational support at Btari Agency can improve organizational citizenship behavior in individual Btari Agency employees.

The results of this study support the theory from Organ, et al, (2006) that organizational citizenship behavior is individual behavior that is not influenced by formal rewards either directly or indirectly with the aim of achieving effective and efficient organizational functions. The behavioral characteristics of organizational citizenship behavior can be characterized by the assistance provided that is not part of the task, carried out spontaneously and unsolicited, and by helping colleagues will not make employees get rewards. Organizational citizenship behavior is a behavior that an employee does voluntarily and there is a sense of being a member of the organization who feels satisfied if he can do something more for the organization so that if it is not displayed or not punished, this behavior is not a result of the reward system given by the company formally but this behavior is very important to improve the performance of the organization.

From the description above, it is said that perceived organizational support directly affects organizational citizenship behavior. In other words, if organizational support formed from or through some of its indicators, the better or higher, it will have a tendency to increase voluntary behavior formed from or through its indicators.

The Effect of Perceived Organizational Support on Organizational Commitment

Based on the results of the analysis, it is shown that there is a positive and significant influence between perceived organizational support and organizational commitment. This is because the variable characteristics of the perceived organizational support item which states that the organization always pays attention to the needs of employees has high value, as well as the organizational commitment item which states that employees always try to get the job done well, because otherwise it will be very detrimental to the

organization to have high value. Furthermore, when viewed from the outer loading item, the highest organizational commitment is that employees will feel worried if any colleagues have bad thoughts about resigning from the organization has an important role in improving organizational commitment behavior at Btari Agency.

The results of this study support the theory from Colquitt (2011), which states that organizational commitment is the desire of some workers to remain part of the organization. Organizational commitment affects whether a worker stays as a member of the organization or leaves for another job.

From the description above, it is said that perceived organizational support directly affects organizational commitment. By contrast, if the organizational commitment formed from or through several indicators, is better or higher, it will have a tendency to increase the commitment of the organization formed from or through its indicators. Therefore, to make organizational commitment to employees good or high, good organizational support from the company to employees can also be required. If all of the above is implemented consistently, then organizational commitment becomes higher in individual employees, so that the organizational support felt by employees also increases and becomes better to carry out company goals.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of the analysis, it shows that there is a positive influence between organizational commitment and organizational citizenship behavior. This can be interpreted that the higher the organizational commitment to individual employees can increase organizational citizenship behavior in employees. The feeling of staying in the organization can foster a voluntary attitude of behavior in employees so that it can help the company realize the company's goals.

The significant influence on organizational commitment to organizational citizenship behavior is inseparable from the support of each indicator. Where organizational commitment indicators have an important role in the creation of voluntary behavior or organizational citizenship behavior. The Affective Commitment indicator is an emotional feeling for the organization and belief in its values, then continuance commitment, which is the economic value felt from surviving an organization when compared to leaving the organization and normative commitment, which is the obligation to survive in the organization for moral or ethical reasons.

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior with Organizational Commitment Mediation

The results of the study show that perceived organizational support has an important impact on organizational citizenship behavior through organizational commitment. The results of the study show that perceived organizational support has an important impact on organizational citizenship behavior through organizational commitment. However, the impact of the organizational commitment mediation is partial mediation, thus organizational commitment can bridge the influence of organizational support on voluntary behavior, but without organizational commitment, basically the organizational support of Btari Agency Malang City employees is able to increase voluntary behavior in individual employees.

Perceived organizational support owned by Btari Agency to employees such as appreciating the dedication, loyalty and contribution of employees, providing a sense of security to employees and always paying attention to the needs and complaints of employees. There is a phenomenon of organizational citizenship behavior in existing Btari Agency employees, as seen from how employees always help other employees' work if there are difficulties, then employees who increase working hours/overtime do not report it to the admin so that these activities are considered voluntary and can be seen when employees help the company by developing Btari Agency's profile in the digital social world.

5. CONCLUSION

This study aims to examine the influence of perceived organizational support on organizational citizenship behavior through the mediating role of organizational commitment. Based on the results of the study, it can be seen that:

1. Perceived organizational support is able to improve organizational citizenship behavior. The higher the perceived organizational support, the easier it is for employees to improve organizational citizenship behavior. Approaching employees by always appreciating, listening and providing about employee needs is the most important factor in shaping organizational citizenship behavior, so it needs to be continuously developed to maintain employee organizational commitment.
2. Perceived organizational support is able to increase organizational commitment. The higher the perceived organizational support, the easier it is for employees to improve organizational commitment behavior. Approaching employees and paying attention to employee complaints is also an important factor in forming an organizational commitment to employees, so that it can make employees stay and continue to contribute or increase their loyalty to the company.
3. Organizational citizenship behavior is able to increase organizational commitment. The higher the organizational citizenship behavior, the easier it will be for employees to increase organizational commitment. The application of organizational citizenship behavior indicators to individual employees can be an important factor for increasing organizational commitment to a company. So that this can create a sense of staying in individual employees or applying organizational commitments to the company.
4. Perceived organizational support is able to improve organizational citizenship behavior through organizational commitment. The higher the organizational citizenship behavior followed by perceived organizational support, the higher the organizational commitment. Where when a voluntary nature is followed by organizational support, it can make employees increase their sense of staying in the company. So that with the application of perceived organizational support and organizational citizenship behavior indicators, it can realize organizational goals that have individuals who highly uphold organizational commitment.

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