

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEDIATION WORK ENGAGEMENT

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Abstract

The purpose of this research is to determine how organizational citizenship behavior mediated by work engagement is influenced by perceptions of organizational support. This research uses quantitative methodology. The General Staff of Malang City Hall was the subject of the research. Using SmartPLS software, data was collected through questionnaires and analyzed using PLS techniques. Factors to examine include organizational citizenship, perceived organizational support, and work engagement. Based on the findings of this research, POS has no significant effect on OCB. On the other hand, POS influences work engagement, and can indirectly and significantly mediate the relationship between POS factors and OCB.



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INTRODUCTION

At present, business competition between companies is increasingly selective, requiring all companies to immediately improve the quality of their resources, including their human resources. The challenges to achieving company goals and success are not only related to raw materials, work equipment, production machines and workplaces, but also the resources that manage other production factors. Kusuma et al. (2021) said the success of the organization is not only determined by the profits earned, the participation of employees in the company plays an important role in managing the company's activities. A workforce with talent is known as human resources and is considered a company asset. Personnel and employees are important assets that support

the success of a company. One of the company's most important assets is its human resources. Improving the quality of human resources will help with what is done to provide these resources (Safitri & Afifa, 2021). Therefore, HR management will become even more important because these resources are the most important assets and tools for achieving competitive advantage (Kaswan, 2012).

Grasiaswaty et al. (2016) states that all organizational/company goals must have employees who are agile, energetic, confident, enthusiastic and passionate about their work. Currently, smart human resources alone are not enough to face business competition. Requires people who are competent at work in order to achieve full potential in each job, also requires workers who are skilled and volunteer to work outside the job description and responsibilities. Employees are expected to work at the highest level. Because of this it is important to implement OCB behavior.

According to Perdana (2014) OCB is the act of organizational members who are willing to perform tasks beyond those required by their job. Someone who behaves OCB can work more than the assigned task or more than the standard of the leader. In addition, OCB behavior can benefit the value within the company and be profitable for a company if it is done properly and correctly. When employee OCB behavior increases, it is not impossible if all the company's goals can be achieved and can compete with other companies.

Kusuma et al. (2021) stated that to increase OCB behavior in employees it depends on support factors in the organization itself or it is called perceived organizational support (POS). POS measures how much employees think their boss values their efforts and cares about their well-being. The emergence of employees' trust in the organization's willingness to make accommodations for them if they have difficulty caring for children or to truly forgive their mistakes (Fauzy & Luterlean, 2020).

According to Sari (2022) Perceived organizational support is increased psychological security that will result from the capacity to show that entrepreneurship can be carried out without unfavorable effects, when there are supportive interpersonal relationships, mutual trust, and supportive management. Employees will feel safe in a workplace that values transparency and organizational support. because the form of organizational support greatly affects the behavior of workers and the quality of employees at work. Another factor, besides the POS component that can affect employee OCB behavior, is work engagement (Fairnandha, 2021).

Wahyuni (2020) state that work engagement is felt to increase OCB behavior. Considering that HR is used as a factor so that business can progress, it is very important for employees to have a connection to their work (work engagement). A company also needs employees who have engagement with the company. What is meant by engagement is the extent to which a worker feels a relationship with the workplace or his employer.

Work engagement is the behavior of employees in the workplace by fully expressing themselves physically, mentally, emotionally and affectively. Employees want to achieve overall organizational goals, find goals in their work, and are proud to be members of their company according to Perdana (2014), work engagement can also increase OCB behavior if employees succeed in expressing their soul into their work. Having a sense of pride and belief in their work is not impossible if workers can work

more than their responsibilities.

Based on the explanation and definition of work engagement, it is implied that work engagement can affect employee behavior in carrying out tasks outside the job desk or OCB behavior. Several previous studies have found inconsistencies, work engagement has a significant positive effect on OCB according to Wahyuni (2020); Malinda (2022); Rahmayani & Wikaningrum (2022); Zhang et al. (2017); and Shams et al. (2020) . However, Kusuma et al. (2021) stated that work engagement has no significant effect on OCB.

The object of this research is in the Malang City Public Section Office which is owned by a government organization located at the City Hall Office, Malang City. Based on the results of field observations, the OCB behavior of general employees needs to be improved. This can be seen from the phenomenon that occurs, namely that there are some employees who tend not to pay much attention to their co-workers. This phenomenon includes OCB altruism indicators, office employees carry out their responsibilities only to the extent of the responsibilities given organization to him, employees are less enthusiastic about participating in activities outside their job desk.

Therefore, based on the explanation above, it is considered very important and requires research, in this case how to increase employee OCB through POS and externally using work engagement as a mediating variable for employees of the general government department of Malang city.

RESEARCH METHODS

This research was conducted using quantitative methods to test the theory generated by processed data. Collecting data by distributing questionnaires to employees of the general office of Malang City. The total population is 54 employees, this study complements the research results by using the explanatory research method. Testing the hypothesized relationships between variables is the goal of explanatory research (Supriyanto & Maharani, 2013). The method used is saturated samples. analysis of research data using SEM-Partial Least Square (PLS). Structural Equation Modeling (SEM) is a widely used statistical technique employed in the field of social sciences for conducting multivariate analysis (Sholihin & Ratmono, 2021).

RESULTS AND DISCUSSION

1. Validity Test

The validity test is measured based on the outer loading value of each indicator. Convergence validation is considered valid if the outer loading value for all indicators of each variable in the study is greater than 0.7. From the results of the outer loading calculation, each indicator for each variable produces an outer loading value of $0 > 0.7$. The results from the outer loading table 2 are obtained after deleting several indicators whose value was < 0.7 , the indicators were deleted, namely on the variable perceived organizational support, there were 2 indicators removed, namely: X1.3 with a value of 0.441 and X1.4 with a value of 0.412. For the work engagement variable, remove the Z1.8 indicator with a value of 0.261. As well as on organizational citizenship behavior variables there are 4 indicators that must be eliminated namely Y1.1 with a value of 0.387, Y1.2 with a value of 0.055, Y1.3 with a value of 0.491, Y1.4 with a value of

0.509. Removing the <0.7 indicator is useful for increasing the outer loading results to >0.7

After the outer loading data meets the criteria, the next step is to measure convergent validity by looking at the results of the AVE calculation, the AVE used must meet the criteria, namely the AVE result > 0.50 to evaluate convergent validity.

Tabel 1. AVE

Variabel	Average Variance Extracted (AVE)	Keterangan
POS (X)	0.608	Valid
<i>Work Engagement</i> (Z)	0.703	Valid
OCB (Y)	0.593	Valid

Source: Data Processing Results 2022

According to the results of the AVE table, the three constructs can be said to meet convergent validity. POS has an average value of 0.608, Work Engagement has a value of 0.703, and OCB has a value of 0.593, of which the three constructs have a value of more than 0.50, so all variables meet the convergent validity criteria.

For the results of discriminant validity seen from the cross loading value of each indicator, in this study the cross loading value of each indicator on each research variable showed that the variable was the largest. Each variable indicator used in this study has been considered practical or valid.

2. Reliability Test

The next test, namely the reliability test, is measured using two criteria, namely composite reliability and Cronbach's alpha. Research variables can be said to be reliable based on composite reliability if each variable has a value > 0.60 . Variables are considered trustworthy according to Cronbach's alpha if each variable has a value > 0.60 . The research is shown in table 4 below:

Tabel 2. Composite reliabilit & cronbach's alpha

Variabel	<i>composite reliability</i>	<i>cronbach's alpha</i>	keterangan
POS (X)	0.904	0.863	Valid
OCB (Y)	0.944	0.935	Valid
<i>Work Engagement</i> (Z)	0.941	0.931	Valid

Source: Data Processing Results 2022

According to the results of table 4 above, it can be seen that all composite reliability values for each variable have a value of > 0.60 , for the POS variable the composite reliability value is 0.904, for the OCB variable it has a value of 0.944, and for the Work Engagement variable it has a value of 0.941. for the results of the Cronbach's alpha calculation, each variable has a value of > 0.60 , POS has a value of 0.863, OCB has a value of 0.935, Work Engagement is 0.931. from the results of table 4 it can be concluded that each research variable is declared reliable.

3. Model Struktural (Inner Model)

a. Uji Path Coefficient

The path coefficient test is very helpful in showing the effect of the independent variables on the dependent variable.

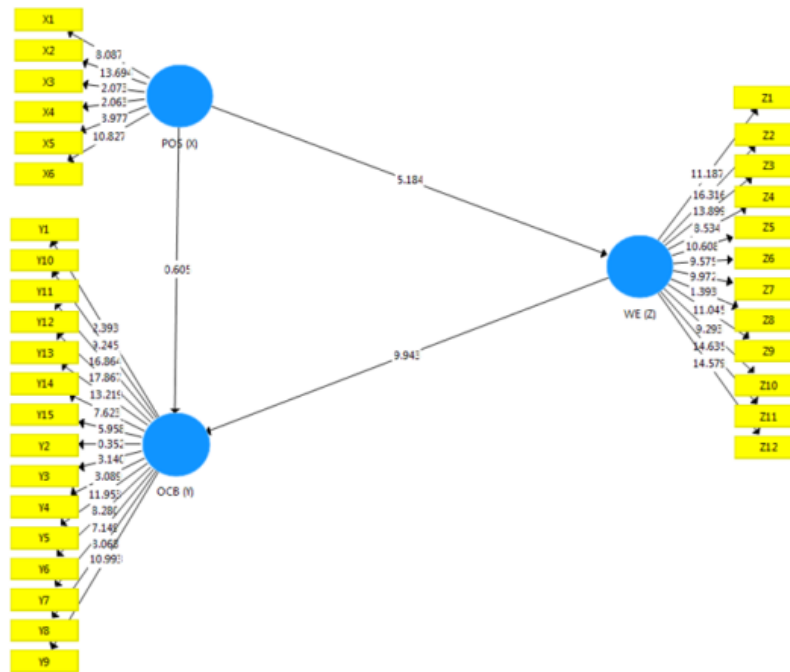


Figure 1. Inner weight

As observed in the inner model of Figure 4.2, the work engagement variable on OCB has a route coefficient value of 9.943 which is the highest value. Furthermore, the second biggest effect is the effect of POS on work engagement of 5,184, while the effect of POS on OCB is 0,605. The results of the path coefficient test yield a positive number, and it can be concluded that the greater the path coefficient value, the greater the influence of the independent factors on the dependent variable.

b. Uji Kebaikan (Goodnes of fit)

The goodness of fit test uses the values of Q2 and R2. The coefficient of determination for all dependent variables forms the basis of Q2. Based on the range of Q2 values, namely $0 < Q2 < 1$, it means that the model is better if it is close to 1, the results are shown in table 5

Tabel 3. R square

Model Struktural	Variabel	R square
1	OCB (Y)	0.545
2	Work Engagement (Z)	0.233

Source: data processed 2022

The value of R2 for each variable is:

$$Q^2 = 1 - (1-R1^2) (1-R2^2)$$

$$Q^2 = 1 - (1-0.545) (1-0.233)$$

$$Q^2 = 1 - (0.455) (0.767)$$

$$Q^2 = 0.616/61.6\%$$

The Q2 value is 0.616 or 61.6%, the portion of the data that can be explained by the model is 61.6%

c. Hipotesis Test

Data were analyzed using the PLS technique which was supported by SmartPLS 3.0 software proving that this study was classified as a valid, reliable and very good model. To prove the hypothesis proposed by the researcher. This study proposes four hypotheses. To test the hypothesis of this study, by testing the original sample values, T-statistics, and P-values, if the value of the t statistic is > 1.96 and P Values < 0.05, the hypothesis can be said to have a significant effect. This study examines the direct and indirect effects of the hypothesis. The direct effect test is used to test the effect of POS on OCB, POS on work engagement, work engagement on OCB. While the indirect effect test is used to test work engagement can mediate POS on OCB. The following are the original sample values, t-statistics and P-values for the direct effect test presented in table 6

Tabel 4. Sampel Asli, T-statistik dan P Values

Hipotesis	Sampel Asli	T Statistik	P-Values
POS → OCB	-0.119	0.874	0.838
POS → WE	0.482	5.520	0.000
WE → OCB	0.788	9.762	0.000

Source: data processed 2022

The following is an explanation of the results of table 6 above:

The first hypothesis tests whether there is a significant positive effect of the POS variable on OCB. From table 6 it is known that the t-statistic value of the perceived organizational support (POS) variable on organizational citizenship behavior (OCB) produces a value of 0.874 and an effect of -0.119 and P Values 0.838. It can be concluded that the effect of the perceived organizational support (POS) variable on organizational Citizenship behavior (OCB) is negative and not significant, this is because the value of the t statistic is < 1.96 and the value of the P values is > 0.05. So, **H1: the variable Perceived Organizational Support (POS) has an effect on Organizational Citizenship Behavior (OCB)** is rejected, Ho: the variable perceived organizational support (POS) has no effect on accepted organizational citizenship behavior (OCB).

The second hypothesis tests whether there is a significant positive effect of the variable perceived organizational support (POS) on work engagement (WE). Based on table 4.14, it can be seen if the t-statistic value of the variable perceived organizational support (POS) on work engagement (WE) shows a value of 5.520 with an effect of 0.482 and P Values < 0.05, namely 0.000, so it can be concluded that the variable

perceived organizational support (POS) on work engagement (WE) is positive and significant. Then H_0 is rejected, **H2: the variable Perceived Organizational Support (POS) has an effect on Work Engagement (WE)** is accepted

The third hypothesis tests whether there is an effect of the Work Engagement (WE) variable on organizational citizenship behavior (OCB). According to table 4.14, it is known that the t-statistic value of the work engagement (WE) variable on organizational citizenship behavior (OCB) produces a value of 9,762 with an effect of 0.788 and P values <0.05 which is 0.000, so it can be concluded that the Work Engagement (WE) variable on Organizational Citizenship Behavior (OCB) is positive and significant. Then H_0 is rejected, **H3: the variable Work Engagement (WE) influences Organizational Citizenship Behavior (OCB)** is accepted.

After testing the direct effect hypothesis, the next is the indirect effect hypothesis test. The following are the original sample values and P values for the indirect effect test shown in table 7.

Tabel 7. Nilai original sample dan p value indirect influence

Variabel Prediktor	Variabel Mediasi	Variabel Respon	Original Sampel	P-Value
POS	<i>Work Engagement</i>	OCB	0.380	0.000

Source: data processed 2022

The fourth hypothesis tests whether work engagement can mediate between POS and OCB. It can be seen from the results of table 7 that it is known that the indirect effect test between POS on OCB through work engagement produces an effect value of 0.380 with P Values of 0.000. While the direct effect between POS on OCB resulted in an influence value of -0.119 and P Values 0.838. To further analyze the results, the difference in the value of the direct effect is calculated using the Variance Accounted For (VAF) method with the following formula:

Source: Solihin dan Ratmono (2013)

The Variance Accounted For (VAF) criteria according to Solihin and Ratmono (2013) namely: if $VAF < 20\%$ then the mediating variable is said to have no mediating effect, if $20\% \leq VAF \leq 80\%$ then the mediating variable is said to be partial mediation, if $VAF > 80\%$, the mediating variable is said to be full mediation. Calculations in the table using the Variance Accounted For (VAF) method are presented in table 8:

Tabel 8. VAF method calculation

Influence Description	Result
<i>Indirect Effect</i>	
POS → OCB → <i>Work Engagement</i>	0.380
<i>Direct Effect</i>	
POS → OCB	-0.119

Influence Description	Result
POS → <i>Work Engagement</i>	0.482
<i>Work Engagement</i> → OCB	0.788
Total Direct	
POS, OCB, <i>Work Engagement</i> (0.380 + (-0.119))	0.261
VAF = Indirect Effect/Total Effect	
VAF = 0.380/0.261	1.456 or 145.6%

Source: data processed 2022

According to the results of calculating the VAF table to test the effect of the work engagement variable as a mediating variable between POS on OCB it produces a value of 1,456 or 145.6%, it can be concluded that the work engagement variable has a full mediation effect with a VAF value > 80%, this criterion is included on full mediation criteria (Sholihin & Ratmono, 2021). Then **H4: Work Engagement can mediate the relationship between Perceived Organizational Support and Organizational Citizenship Behavior Is Accepted.**

CONCLUSIONS AND RECOMMENDATIONS

1. CONCLUSIONS

The following conclusions can be drawn from the research findings and discussions with respect to how the problem was formulated:

Significantly POS did not affect OCB at the Malang City Hall General Section Office because the small organizational rewards and job condition indicators caused POS had no effect on OCB. On the other hand, POS has a significant influence of variables on work engagement in the Public Section Office of Malang City Hall. The presence of organizational support (or perceived organizational support) will encourage employees to feel a stronger relationship with the company. In the work engagement variable, work engagement has a significant effect on OCB at the Malang City Hall General Section Office. This shows that employees who show high work engagement will show high behavior to work outside of the employee's job description. As well as indirectly and significantly work engagement can mediate the relationship of the POS variable to OCB at the Malang City Hall General Section Office.

2. RECOMMENDATIONS

According to the results of the analysis and conclusions of research data, the authors provide advice to corporate agencies and further researchers. Here are some suggestions to consider. For companies, it is hoped that this study can provide information that can be considered regarding POS to OCB with work engagement as a mediating variable. Researchers also provide advice to companies to further improve employee welfare so that employees have positive thoughts, are enthusiastic about doing their jobs so that employees can carry out OCB behavior in the company.

For future researchers, it is hoped that future researchers will choose a different research object or company sector, expand the object and scope, as well as more

workers. The author also suggests for future research to choose/use different variables to improve OCB behavior and use better data analysis and methods.

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