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How The Role of Perceived Organizational Support (POS) and Psychological Empowerment (PE) on Organizational Citizenship Behavior (OCB) and SMEs Employee Performance ?

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Abstract

The purpose of this study was to analyze the effect of perceived organizational support (POS) on organizational citizenship behavior (OCB), perceived organizational support (POS) on SMEs employee performance, psychological empowerment (PE) on organizational citizenship behavior (OCB), psychological empowerment (PE) on SMEs employee performance, organizational citizenship behavior (OCB) on SMEs employee performance. This study aims to analyze the effect of psychological empowerment and the role of perceived organizational support on employee performance through organizational citizenship behavior in SMEs. This study is a causal research using a survey approach. The data used in this research are primary and secondary information. The data analysis uses the partial least squares (PLS) method in structural equation modeling (SEM). . Online questionnaire questions are provided with answer options with rules based on a 5-point Likert scale. Online questionnaires were distributed to respondents using social media. Data analysis in this study used structural equation modeling (SEM) with smartPLS 4.0 software tools. The stages of data testing are data validation and reliability tests and hypothesis testing. The variables in this study are the independent variables Perceived Organizational Support (POS) and Psychological Empowerment (PE). The dependent variable is SME Performance and the mediating variable is Organizational Citizenship Behavior (OCB). The results of this study are perceived organizational support (POS) has a positive and significant effect on organizational citizenship behavior (OCB), perceived organizational support (POS)

has a positive and significant effect on SMEs employee performance, psychological empowerment (PE) has a positive and significant effect on organizational citizenship behavior (OCB), psychological empowerment (PE) has a positive and significant effect on SMEs employee performance, organizational citizenship behavior (OCB) has a positive and significant effect on SMEs employee performance

Keywords

Perceived Organizational Support (POS) , Psychological Empowerment (PE), Organizational Citizenship Behavior (OCB) , SMEs , Employee Performance

Introduction

SMEs in developing countries, such as in Indonesia, are often associated with domestic economic and social problems such as high levels of poverty, large numbers of unemployed, unequal income distribution, uneven development processes between urban and rural areas, and urbanization problems. The development of SMEs is expected to make a significant positive contribution to efforts to overcome the problems mentioned above. The characteristics of SMEs in Indonesia, According to Youn et al. (2022) the endurance to live and having the ability to improve its performance during the economic crisis. This is due to the flexibility of SMEs in adjusting their production processes, being able to develop with their own capital, being able to repay high-interest loans and not being too involved in bureaucratic matters. According to Setyoko et al. (2022) SMEs in Indonesia can survive in times of economic crisis due to 4 (four) things, namely : (1) Some SMEs produce consumer goods, especially those that are not durable, (2) The majority of SMEs rely more on non-banking financing in the aspect of business funding, (3) In general, SMEs carry out strict product specialization , in the sense that it only produces certain goods or services, and (4) The formation of new SMEs as a result of the large number of termination of employment in the formal sector.

The increasingly rapid industrial development marked by the creation of the industrial revolution era 4.0 made a change that had quite a big impact on all sectors related to industrial activities. Human resources are one of the key reasons for achieving organizational goals. According to Setyorini et al. (2022) quality human resources and high work effectiveness is one way for companies to increase their success and productivity. The role of human resources is vital for the sustainability of the company. Where good human resource management is the initial foundation for the company in helping to realize the company's programs and goals so that they can be achieved optimally. The importance of the role of quality human resources becomes a separate impetus and motivation for the company to provide everything that is needed by employees so that these employees can be engaged. According to Setyorini et al. (2022) states that there are 36% of employees in Indonesia who experience highly bound conditions and 17% of employees who are not bound which can pose a risk of weakening employee

productivity and performance. In addition, another 23% are classified as employees who are almost tied up because they feel they do not get support at work. The rest are classified in the breakaway group. Employees who are passionate) will of course make the maximum contribution and mobilize their dedication, time, energy, thoughts and all the resources they have for the glory of the company.

Perceived Organizational Support (POS) is organizational support that is perceived with global beliefs regarding the extent to which the organization assesses contribution, pays attention to welfare, listens to complaints, pays attention to life and considers the goals to be achieved and can be trusted to treat employees fairly. According to Ridwan et al. (2020) With the Perceived Organizational Support (POS) provided by the organization to employees makes employees feel more satisfied and more committed to their work. Employees in an organization will tend to form a general belief regarding the extent to which the organization values employee contributions and cares about their welfare. often also called Perceived Organizational Support (POS), in which POS is also considered as a guarantee that assistance will be available from the organization when it is needed to carry out one's work effectively and when facing a very stressful situation. According to Pahlevan et al. (2023) Perceived Organizational Support (POS) refers to employee perceptions of the extent to which the organization values contribution and cares about employee welfare. Perceived Organizational Support (POS) was found to have an important influence on performance.

According to Pahlevan et al. (2023); Pelealu et al. (2022) Maximum performance can be obtained if there is positive support from the organization for employees. Positive support from the company supports employees to have positive responses positive and see yourself as responsible for giving back to the company with positive things as well, for example through maximum work performance so that good relationships are established. In addition to organizational support, of course, psychological empowerment is needed. If employees feel comfortable in their profession they will appreciate the meaning of the profession, just like if employees understand that their profession has an impact on other individuals, they can provide maximum work performance. According to Pahlevan et al. (2023); Ridwan et al. (2020) The same applies to corporate members who have control or authority to decide policies, they generally feel satisfaction in living outside their profession. Because employees believe in their capabilities in doing so a task, they have no doubts at all about their personal and work which has an impact on improving work performance. In addition to the two things above, the behaviors expected by employees regarding organizational citizenship behavior must also be resolved. This is shown through the formation of appropriate behavior for employees. According to Purwanto et al. (2022); Ridwan et al. (2020) employees know each other even though they are not in the same unit. Another behavior that is shown is that if there are differences of opinion, the solution is not to hurt one another, but a professional debate in order to obtain a solution to the problem that is acceptable to both parties. The second highest

attitude is the parameter of caring/altruism.

Based on interviews with employees along with observations, altruism behavior is related to volunteerism so that tasks that are the authority of a division are immediately completed. Through the completion of a profession on individual employees it can have an impact on subsequent jobs, therefore this attitude can provide convenience to operational activities in the company. This behavior is also shown by employees and other co-workers by carrying out work outside of operating hours because there are other tasks that need to be done immediately for a limited duration. The purpose of this study was to analyze the effect of perceived organizational support (POS) on organizational citizenship behavior (OCB), perceived organizational support (POS) on SMEs employee performance, psychological empowerment (PE) on organizational citizenship behavior (OCB), psychological empowerment (PE) on SMEs employee performance, organizational citizenship behavior (OCB) on SMEs employee performance.

Method

This study aims to analyze the effect of psychological empowerment and the role of perceived organizational support on employee performance through organizational citizenship behavior in SMEs. This study is causal research using a survey approach. The data used in this research are primary and secondary information. The data analysis uses the partial least squares (PLS) method in structural equation modeling (SEM). Online questionnaire questions are provided with answer options with rules based on a 5-point Likert scale. Online questionnaires were distributed to respondents using social media. Data analysis in this study used structural equation modeling (SEM) with smartPLS 4.0 software tools. The stages of data testing are data validation and reliability tests and hypothesis testing. The variable of this research is the independent variable Perceived Organizational Support (POS) and Psychological Empowerment (PE). The dependent variable is SME Performance, and the mediating variable is Organizational Citizenship Behavior (OCB).

The hypothesis in this study is.

H1: Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB)

H2: Perceived Organizational Support (POS) has a positive and significant effect on SMEs Employee Performance

H3: Psychological Empowerment (PE) has a positive and significant effect on Organizational Citizenship Behavior (OCB)

H4: Psychological Empowerment (PE) has a positive and significant effect on SMEs Employee Performance

H5: Organizational Citizenship Behavior (OCB) has a positive and significant effect on SMEs Employee Performance

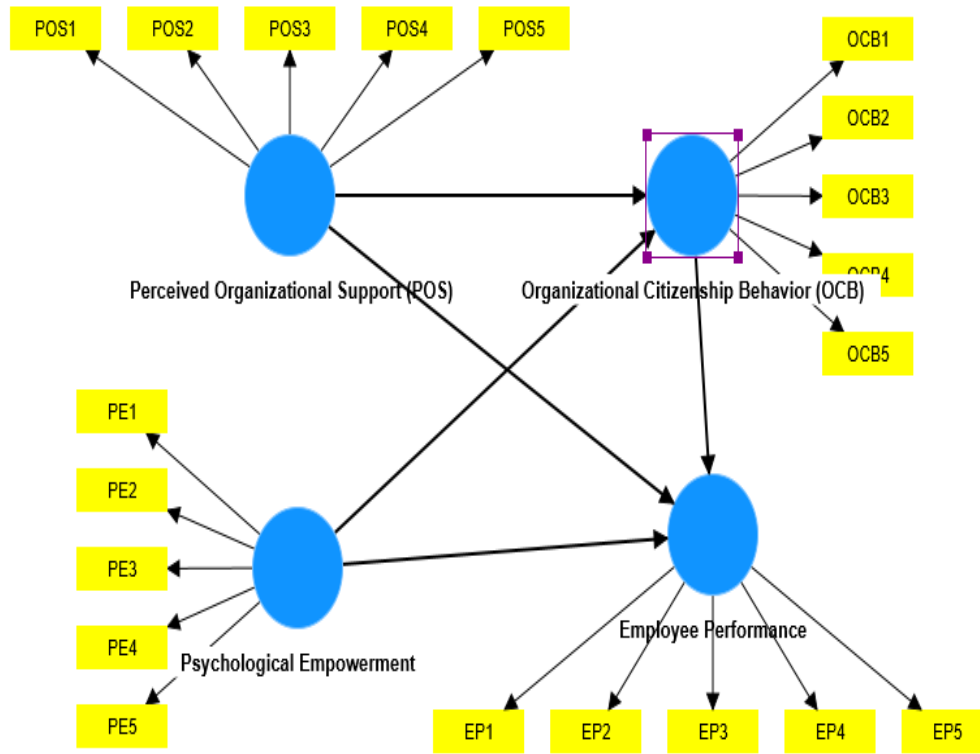


Fig 1. Research Model

Result and Discussion

Evaluation of Measurement Models

Evaluation of the measuring model (outer model) is carried out in order to determine the validity and reliability that relates parameters to their latent constructs. There are 3 (three) provisions on

the use of data analysis methods using SmartPLS 4.0 in assessing the outer model, namely Average Variance Extracted (AVE), Composite Reliability, Discriminant Validity, and Convergent validity.

Convergent Validity Testing

Convergent validity of the testing model with reflective parameters is measured according to the relationship between the component scores/point scores estimated using the PLS application. Personal reflective measurement is considered high if it has a relationship above 0.60 with the variable being tested. In this study a loading factor limit of 0.60 will be utilized. Figure 2 illustrates the results of the calculation of the PLS SEM model, then the factor loading parameter scores in each variable. According to the results of the first modeling, it is reviewed through Figure 2 above the statement items which has a loading factor lower than 0.60 has been removed (deleted). Factor loading is sufficient for convergent validity, namely the parameter value exceeds 0.60 so that it can be continued for analysis.

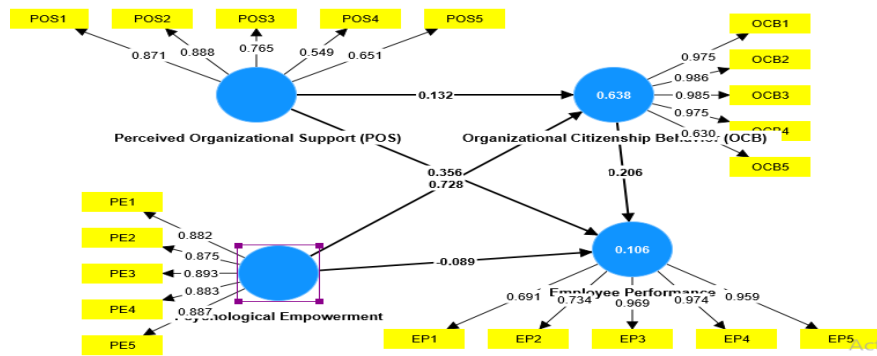


Fig 2. Convergent Validity Testing

Discriminant Validity Analysis

After ensuring that all the parameters of the latent construct are variables from the latent construct, the next step is to carry out discriminant validation testing. Discriminant validity also needs to be implemented so that the benchmark used does not have 2 parameters that test the identical thing. The discriminant validation test utilizes the loading cross value as well the Fornell-Larcker rule. Based on the provisions of Fornell-Larcker (1981), the square root of the AVE score for each variable must exceed the correlation score between variables in a model. Table 1 describes the Fornell-Larcker rule which shows that the square root value of AVE exceeds the correlation value between latent constructs.

Evaluation of Reliability and Average Variance Extracted (AVE)

The validity and reliability criteria can also be reviewed through the relatedness score of a variable and the AVE score of each variable. Variables/constructs are stated to have a good relationship.

if the score is 0.70 and the AVE value is above 0.50 Through Table 2, the AVE, Composite Reliability, and Cronbach's Alpha values will be presented for all constructs. According to Table 2, it can be seen that all variables have a composite reliability of more than 0.80 and the Cronbach's alpha value exceeds 0.70, so it can the conclusion is drawn that the parameters used in each construct have good correlation or can test the variable.

Table 1. Reliability Testing

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Perceived Organizational Support (POS)	0.812	0.815	0.615
Psychological Empowerment (PE)	0.843	0.817	0.632
Organizational Citizenship Behavior (OCB)	0.815	0.854	0.621
Employee Performance	0.814	0.814	0.643

According to Table 2, it can be seen that all variables have a composite reliability of more than 0.80 and the Cronbach's alpha value exceeds 0.70, so it can be concluded that the parameters used in each construct have good correlation or can test the variable.

Model Feasibility Test Results (Inner Model)

Testing of the structural model and the inner model is carried out to review the relationship between

variable, significance score as well as R2 of the study model. Structural modeling is studied through the use of R2 on the independent variables following the t test the significance of the coefficients. structural parameters. Through review of modeling with PLS begins with a review of R2 for each bound latent construct. Table 2 is the estimated R2 result using SmartPLS 4.0

Table 2. R-square value

Variable	R-Square
Organizational Citizenship Behavior (OCB)	0.638
Employee Performance	0.106

Table 3 shows the R2 score for the Organizational Citizenship Behavior (OCB) construct with a value of 0.638 and for the Employee Performance construct, it gets a result of 0.106. The results stated that.

63.8% of the OCB constructs can be influenced by POS and PE variables where the rest are affected.

of other variables not present in the study. While 10.6% of the Employee Performance construct is influenced by POS, PE, and OCB variables where the rest are influenced by other factors that are not in studies.

Hypothesis testing

In order to examine the hypotheses in this study, statistical values were used in each of the direct impact pathways partially. Figure 3 describes the path diagram for hypothesis testing.

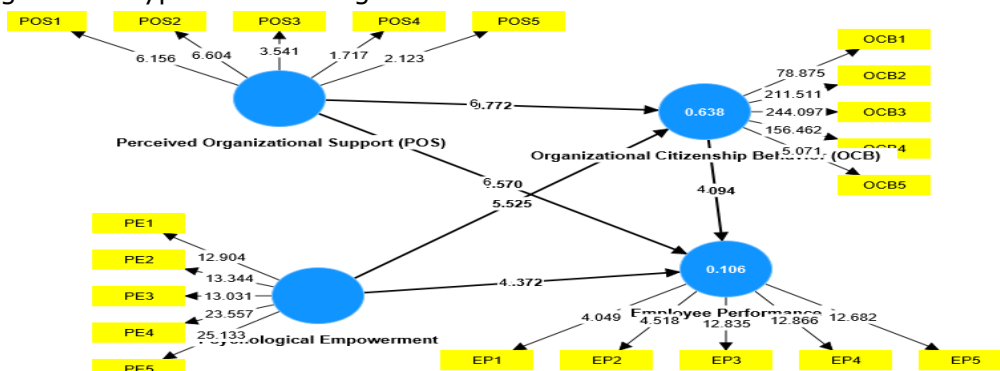


Fig 3. Hypotesis testing

According to the hypothesis test path diagram, all parameters in each variable have a statistical value above 1.66 (ttable). In order to examine the relationship between constructs/variables (hypothesis testing), then the statistical value of the SmartPLS output is utilized which is compared with the ttable value.

Table 3 explains the results of the relationship between variables/constructs.

Table 3. Hypothesis Testing

Correlation	T Statistics	P Values	Result
Perceived Organizational Support (POS)-> Organizational Citizenship Behavior (OCB)	6.772	0.000	Supported
Perceived Organizational Support (POS)-> -> SMEs Performance	5.570	0.000	Supported
Psychological Empowerment (PE)-> Organizational Citizenship Behavior (OCB)	5.525	0.000	Supported
Psychological Empowerment (PE)-> SMEs Performance	4.372	0.000	Supported
Organizational Citizenship Behavior (OCB) -> SMEs Performance	4.094	0.000	Supported

The influence of POS on OCB

Based on the results of the questionnaires distributed, the company has a high concern for the welfare of its employees. Facilities that support the profession are provided by the agency properly as well sufficient. The result of the second highest mean parameter score is that the company pays attention to employees. Based on interviews, the delegation of various benefits to SMEs employees was highly rated

facilitate employee welfare. The results of this study are also supported by the results of a previous study conducted by According to Arifin (2023); Bakeer et al. (2022) where perceived organizational support for employees in Malaysia has an impact on organizational citizenship behavior. The same thing is also described in According to Balkin et al. (2023); Jing et al. (2022) where perceived organizational support has a good impact on organizational citizenship behavior.

The Effect of POS on SMEs Performance

The results of this study are in line with the results of the study by Wang et al. (2022); Youn et al. (2022)

that POS has a good and meaningful impact on employee performance. According to Setyoko et al. (2022) explained that POS has been confirmed to have a relationship with positive responses or results, for example employee performance, company commitment, and satisfaction at work. The results of this

study are also in accordance with the rules of reciprocal Social Exchange Theory (SET). According to Setyoko et al. (2022); Youn et al. (2022) Positive support from the company makes employees have good responses and consider themselves responsible for repaying the company with positive things, including through good work performance so that mutual relations are established. According to the results of the hypothesis test, it can be concluded that POS has an influence on the performance of SMEs employees.

Effect of PE on OCB

According to Pahlevan et al. (2023); Ridwan et al. (2020) The meaning parameter is the highest parameter, that the professional meaning of SMEs employees is very high. The second indicator is competence, SMEs employees understand this too believe in their ability to complete the work assigned. This is implemented through the existence of training held by all employees, implementing training This is carried out through various stages, the first stage is carried out at the head office while the next stage is carried out at each SMEs. The training aims to make workers understand or understand all stages in the organization. In that context, it will certainly have an influence on organizational citizenship behavior in individual SMEs employees. The results of this study are in line with the study conducted by According to Purwanto et al. (2022); Ridwan et al. (2020) which explained that psychological empowerment is good for organizational citizenship behavior. This is in line with the studies of According to Pahlevan et al. (2023); Pelealu et al. (2022) which explain that psychological empowerment is positive for organizational citizenship. behavior.

Effect of PE on Employee Performance

The results of the hypothesis test show that Psychological Empowerment has a positive impact on the work performance of SMEs employees. This is in line with the theory Arifin (2023); Bakeer et al. (2022); Balkin et al. (2023);Jing et al. (2022). If employees feel comfortable in their profession they will appreciate the meaning of the profession, just as if employees understand that their profession have an impact on other individuals, they can provide maximum work performance. The same thing applies to company members who have control or authority decision making, they generally feel satisfaction in living outside the profession. Because employees believe in their capabilities in carrying out a task, they do not hesitate at all about their personal and work impacts on improving work performance. According to Balkin et al. (2023); Jing et al. (2022) also found that psychological empowerment provides positive impact on work performance. They state that employees who receive empowerment will show good work performance and psychological empowerment is an important resource for organizations in realizing the expected interests. Like that study held by According to Balkin et al. (2023); Jing et al. (2022)

where a good and meaningful relationship was found between psychological empowerment and work performance. They explained that through increased employee control when policy termination can optimize work performance.

The Influence of OCB on Employee Performance

According to Setyorini et al. (2022) The behavior shown by employees concerns organizational citizenship behavior have aligned. OCB behavior namely kindness/courtesy has the highest parameter score. This is illustrated by forming good behavior on employees. According to the results observation, employees know each other even though they are not in the same unit. Other behaviors that It is shown that if there are differences in opinion then the solution is not to injure one each other but a professional debate in order to obtain a solution to the problem that can accepted by both parties. The second highest attitude is the parameter of caring/altruism. Shown with helpful staff. Based on interviews with employees along with observations, altruism behavior related to volunteerism so that tasks that are the authority of a division immediately completed. According to Sa'adah et al. (2022) Through the completion of a profession on individual employees can have an impact for subsequent jobs, therefore this attitude can provide convenience of operational activities in the company. This behavior was also shown by employees or other co-workers by doing work outside of operating hours because there are assignments other things that need to be done immediately in a limited duration. Impact of organizational citizenship behavior on employee work performance is stated to have an impact because of organizational behavior Citizenship behavior is characterized by conscientiousness, sportsmanship, civic virtue, courtesy, and altruism that can maximize work performance. According to Sumarsi (2022) explains that Positive OCB on work performance. This is directly proportional to the statements of Sa'adah et al. (2022); Setyorini et al. (2022) which found that OCB is positive on performance.

Mediation Test Results

An impact/influence analysis is carried out in order to analyze the impact effects between the constructs either indirectly or directly as well as the total impact generated. The modeling of this study illustrates that POS, PE and OCB have a direct impact on SMEs Performance. While the indirect effect or indirect impact is an impact that arises through an intermediary variable, in this study modeling OCB produces an indirect impact on MEs Performance. In order to identify the existence of a mediating effect, it can be carried out through the method described by Khassawneh et al. (2023); Mithulan et al. (2023) This method is considered more in line because it does not require any estimates regarding the distribution of variables so that it can be applied to small sample sizes. According to Choi et al. (2022) adds that to calculate the magnitude of the influence of the mediation construct it can mediate the direct impact that was previously significant from the

model without mediation known as VAF (Variance Accounting For). Hair et al. (2011) stated that if the VAF score is more than 80%, then it shows the role of the mediation construct as a full mediation. If the VAF score ranging from 20% to 80%, it can be categorized as a partial mediation. If the VAF value is below 20%, the researcher can conclude that there is almost no mediating effect. From the results of the calculations, it was found that the results of the VAF impact of PE on KP through OCB were worth 52.38% which was categorized as a partial mediation. VAF results of the influence of POS on KP through OCB is 43.21% which is categorized as partial mediation.

The Effect of POS on Employee Performance through OCB

Perceived Organizational Support (POS) is proven to have a good and meaningful impact on work achievement. A study conducted by Pahlevan et al. (2023); Ridwan et al. (2020)

According to Setyoko et al. (2022); Wang et al. (2022); Youn et al. (2022) shows that even if the company always facilitates and supports and fulfills the needs and expectations of employees, then this has the potential to achieve employee performance well. According to Pahlevan et al. (2023); Pelealu et al. (2022) conducted research on POS and employee performance, and stated that POS has a good impact on OCB so that this variable can be used to maximize the employee's personal achievement. Therefore, OCB mediates the relationship between POS and job performance. OCB is also a partial mediator between POS and job performance; therefore, POS employees advance job performance through OCB. The results are comparable Wang et al. (2022); Youn et al. (2022) study of OCB mediator variables, noting that to respond, employees with high POS work on their OCB and further contribute to job performance. Thus, to encourage good job performance, employers must first induce employee OCB. Additionally, organizational care and emphasis on employees helps promote OCB.

Effect of PE on Employee Performance through OCB

Psychological empowerment of KPP MB employees triggers job performance through partial mediation of OCB, which is also an intermediate variable between professional performance and psychological empowerment. According to Purwanto et al. (2022); Ridwan et al. (2020) Many studies have suggested management needs to encourage employees to display OCB, so that employees need to feel they have gained power from the organization. In addition, the high level of psychological empowerment among employees enables a quick response to requests community, improve service effectiveness, and job performance. According to Pahlevan et al. (2023) This study confirms that the higher the level of psychological empowerment of employees, the more motivated employees are to perform at work. Not only that, when employees have a positive response regarding psychological empowerment, they become motivated to show more OCB,

which in turn advance job performance.

Conclusions and recommendations

The results of this study are perceived organizational support (POS) has a positive and significant effect on organizational citizenship behavior (OCB), perceived organizational support (POS) has a positive and significant effect on SMEs employee performance, psychological empowerment (PE) has a positive and significant effect on organizational citizenship behavior (OCB), psychological empowerment (PE) has a positive and significant effect on SMEs employee performance, organizational citizenship behavior (OCB) has a positive and significant effect on SMEs employee performance. From the results of the analysis presented in the previous section, it can be concluded that the perceptions of organizational support, psychological empowerment, and organizational citizenship behavior have a significant and positive impact on employee performance. Furthermore, psychological empowerment has a significant effect on organizational citizenship behavior. Organizational citizenship behavior is able to mediate perceptions of organizational support and psychological empowerment on employee performance. Based on the results of the research and analysis that has been carried out, the researcher proposes the following suggestions: a. SMEs are expected to have and be able to apply a corporate culture that results in greater opportunities for the participation of all employees at the design stage of the company and every activity organized by the company. The leaders of SMEs are also expected to pay attention to aspects that support the job satisfaction of their employees. b. Leaders can increase job satisfaction through the application of independent constructs, namely commitment and corporate culture. Leaders are encouraged to put forward communication between subordinates and superiors for the benefit of the company, and leaders are also encouraged to give appropriate appreciation as employees who have done good things and are working hard to complete their responsibilities, so that job satisfaction in the organization increases c. For the next researcher who wants to carry out a study on the effects that influence employee work performance, it is advised to be able to take advantage of other variables outside of this research.

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