

## The Role of Perceived Organizational Support and Organizational Citizenship Behavior in Building Employee Performance

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### ABSTRACT

The study aims to determine the impact of perceived organizational support and organizational citizenship behavior on performance employees. The method used in this research is a survey method by taking samples of 70. These respondents are taken by using non-probability sampling method with saturated sampling technique. The type of study used in this research is descriptive and verificative survey with multiple regression analysis. The results of the study are the level of perceived organizational support is good, as well as the level of organizational citizenship behavior and performance are good. The hypothesis testing shows that perceived organizational support partially has a positive and significant effect on performance, and organizational citizenship behavior partially has a positive and significant effect on performance. Whereas perceived organizational support and organizational citizenship behavior affect performance simultaneously. The variable that most influences performance is perceived organizational support. The study concludes that perceived organizational support and organizational citizenship behavior are two important predictors to build employee performance. This is useful for the company in building performance by increasing perceived organizational support and good organizational citizenship behavior.

**Keywords:** Perceived Organizational Support, Organizational Citizenship Behavior, Performance

JEL: J220, J240, J280, J530, J54

## INTRODUCTION

The company is a place where production activities occur and the gathering of all factors of production that aim to benefit. The company has several important production factors, one of which is labor. Labor or human resources are very vital components that cannot be isolated from an organization. Labor produces an important achievement called performance. Performance is the key the key that decides the advancement of the company. The pace of a company depends on how human resources can manage other resources. Factors that can affect performance are *Perceived Organizational Support* and *Organizational Citizenship Behavior* (Fransita, 2016).

In March 2020, Indonesia faced the Covid-19 pandemic. This Covid-19 outbreak has an indirect impact, especially on the economic sector. It is also very influential for companies in Indonesia. The most noticeable impact on the company is the decline in employee performance caused by policies issued by the government to reduce the impact of the pandemic (Salam, 2019).

*Perceived Organizational Support* is a significant thing that employees should have. Perceived Organizational Support is a situation where employees perceive that the company provides excellent support so that the employee will contribute more positively to the company (Mursidta, 2017). Perceived organizational support will make workers appreciative to support the company reach its goals because the company cares about their well-being.

Another factor that affects employee performance other than Perceived Organizational Support is Organizational Citizenship Behavior (Sahrah, 2018). *Organizational Citizenship Behavior* is defined as behavior and states of mind that advantage an organization that cannot be developed based on formal part commitments or by a frame of contract or recompensating (Fransita, 2016). *Organizational Citizenship Behavior* can be interpreted as the individual contribution of employees beyond the demands of roles in the workplace which include behavior like helping others, being an executor for extra tasks, obeying rules, and procedures in the workplace.

## LITERATURE REVIEW

### Perceived Organizational Support

*Perceived organizational support* is a worker's awareness of how much the company values employee contributions and cares about employee welfare. Perceived Organizational Support is characterized as an employee's conviction that an organization values representative commitments and well-being. Einsenberger et al (1986) mentioned that "Perceived organizational support refers to the awareness of workers towards the organization, how the organization sees employee helps and cares for employee. Kurtessis et al (2015) definite that "*Perceived Organizational Support* depends on the employee's awareness of what the company provides whether it is profitable or not for them."

Four factors influence *perceived organizational support* (Sigit 2003) : (1) *hallo effect* by giving additional judgment to someone or something that is still related to the perception that has been made, (2) *attribution* refers to how a person explains the cause of another person's behavior or his behavior, (3) *stereotyping* giving nature to a person solely based on traits

that exist in the group, or have been heard or known from other sources, dan (4) *projection* a mechanism of predicting, what the perceived person will do, and at the same time the person who perceives makes defense preparations to protect himself against what the perceived person will do.

*Perceived organizational support* has three dimensions that are used as measuring instruments in research. According to (Rhoades & Eisenberger, 2002) these dimensions are (1) justice, this is a fair organizational procedure to decide the dispersion of assets among workers. Pay consideration, care for the welfare of workers, involve employees in making formal regulations and policies related to employees, provide opportunities to have a voice in decision making, and treat, (2) leader support, which is the support provided by a supervisor or organization. Employees have the perception that supervisors appreciate contributions and care about employee well-being, (3) organizational appreciation and working conditions. Organizational appreciation is a form of appreciation received from organizations including salaries, benefits, bonuses, training, and development while working conditions are a form of organizational support with comfortable and safe working conditions for employees.

### **Organizational Citizenship Behavior**

Organizational Citizenship Behavior is a voluntary contribution from employees outside of their job responsibilities to work more than formal demands so that it can benefit the company. Organizational Citizenship Behavior (OCB) is an extra-role performance of staffs who are not fixated on formal tasks in the organization and even perform tasks that are not contained in formal tasks regulated by the organization (Mulyanti & Rohendi, 2015). It is described as independent activity that benefits the organization's efficient operation but is not acknowledged by the formal reward system (Newman et al, 2017). It means OCB is behavior outside the responsibility of employees that is not documented by the work classification that serves to increase the achievement of the company.

OCB is influenced by several factors. Factors that can influence OCB are organizational culture and climate, personality and mood, perception of organizational support, length of work, and gender. OCB has several benefits for the company and employees, namely increasing the productivity of colleagues, increasing the productivity of managers, saving human resources, helping to save energy on scarce resources, being an compelling implies to arrange work exercises, expanding the organization's capacity to hold the finest workers, expanding the steadiness of the organization's work, and expanding the organization's capacity to adjust environmental changes (Rohayati, 2014).

Dimensions of OCB are (1) conscientiousness which alludes to a person's behavior that's convenient, high participation and is above the normal requirements expected, (2) altruism, which is a behavior that makes a difference others in managing with work issues, (3) civic virtue which is in the form of responsibility and contribution to political issues in the organization, (4) sportsmanship, which shows an attitude that does not protest or puts forward dissatisfaction with minor issues, and (5) courtesy, which shows the attitude of manners and respect shown in each behavior (Organ, 1998).

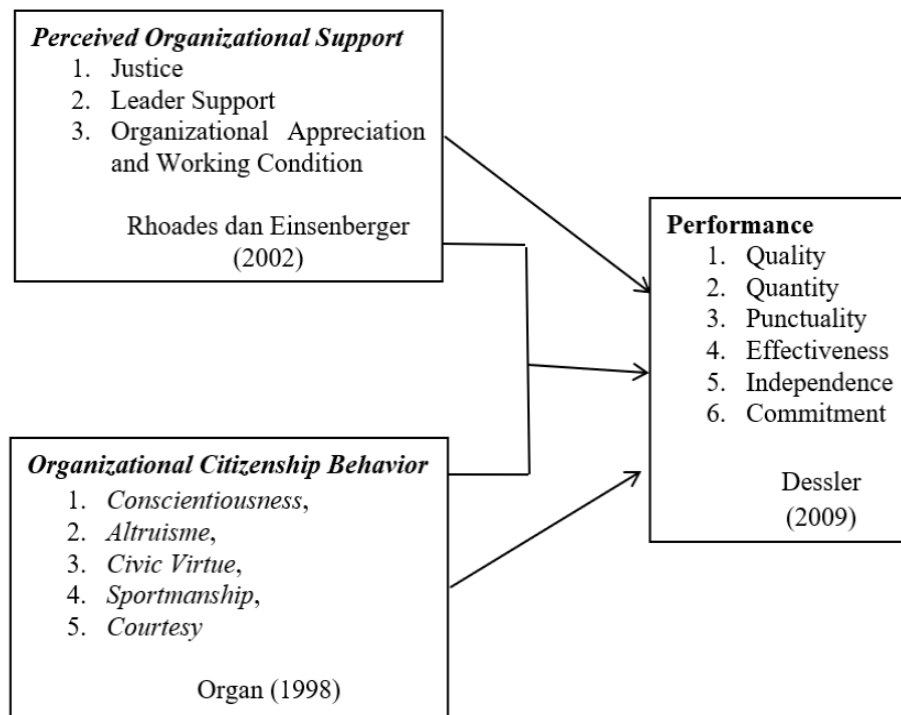
### Performance

Performance is the outcome of work in quantity and quality that a worker achieves in running his responsibilities to achieve organizational goals. According to Rucky (2006: 8) performance is an outcome accomplished by an individual or team in their work both positive and negative. According to Fransita (2016: 2) performance is the result of work that can be accomplished by an individual in an organization taking after their individual specialists and obligations in accomplishing the objectives of the organization concerned legitimately, not damaging the law, and taking after ethics and moral.

Several factors can affect performance including individual aspects, leadership aspects, work team aspects, organizational arrangement aspects, and situation factors. Performance has six indicators (Dessler & Gary 2009), namely: (1) Quality, which is the step at which the result achieved is close to perfect in the sense of meeting the aims wanted by the company. (2) Quantity, is the sum delivered communicated in a few work units or is the number of movement cycles created. (3) Punctuality, that is, the level of movement of completion of the work at the specified beginning time. (4) Effectiveness, is the level of information of organizational assets to increase profits. (5) Independence, that is, being able to perform its work roles without inquiring for offer assistance from others. (6) Commitment, that is, the complete duty of the employee to his work.

### Frame Work

From the study of previous theories and study associated to perceived organizational support, organizational citizenship behavior, and performance, the author completed a study design as shown in Figure 1 below:



**Fig 1. Framework**

## RESEARCH METHOD

This research uses a survey method with a descriptive and verification research approach. This study was conducted at one of the automotive corporations in Bandung, Tunas Toyota Gatot Subroto using questionnaires conducted on 70 samples of employees as respondents. Determination of respondents was taken using a non-probability sampling method with a saturated sample technique or census.

There are three variables studied in this research which were measured through the research instruments. The perceived organizational support variable was measured using 6 question items on the dimensions of justice, leader support, organizational appreciation, and work condition. The measurement of variable organizational citizenship behavior was measured using 5 question items for the dimensions used which are conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. While the measurement of performance variable was measured using 6 question items for indicators used which are quality, quantity, punctuality, effectiveness, independence, and commitment. Responses from respondents were obtained using a Likert approach, value "1" stands for strongly disagree and value "5" stands for strongly agree with the statement of the study instrument. Data from the distribution of questionnaires were processed through Linear Regression Analysis, along with SPSS analysis.

The first method to test the data obtained is the examination for data validity and reliability. Furthermore, the classical assumption test was carried out containing of normality test, multicollinearity test, autocorrelation test, and heteroscedasticity and the result of the data were normally distributed. After fulfilling the classical assumption test, the correlation coefficient test, determination coefficient test, simultaneous significance test (F test), and partial significance test (T-test) were carried out.

The analytical model that will be used in this research is multiple regression analysis. The equation used is Eq.1

$$Y = b_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad (1)$$

which are  $Y$ = variable *performance*,  $a$ = Constanta,  $b_1$   $b_2$  = coefficient of regression,  $X_1$ = variable *perceived organizational support*,  $X_2$ =variable *organizational citizenship behavior*, and  $e$ = error.

The three variables above are the variables studied in the research, the variables are perceived organizational support, organizational citizenship behavior, and performance. The purpose of this study is to examine the effect of perceived organizational support and organizational citizenship behavior on performance. This study uses two hypotheses as follows:

H1: There is a positive and significant effect perceived organizational support on performance.

H2: There is a positive and significant effect organizational citizenship behavior on performance.

Hypothesis testing using t-test, with formulas such as equations Eq. (2) below:

$$t = \frac{\sqrt{n-2}}{\sqrt{1-r^2}} \quad (2)$$

The criterion used is  $H_0$  accepted if the value of the statistical calculation test (t count) is in the reception area  $H_0$ , which is  $t_{\text{count}} < t_{\text{table}}$  or  $-t_{\text{count}} > -t_{\text{table}}$  or sig value  $> \alpha$ .

For the simultaneously test used the F test, with a formula such as the equation Eq. (3) below:

$$Fh = \frac{R^2/K}{(1-R^2)/(n-k-1)} \quad (3)$$

This F distribution is determined by the degree of freedom of the numerator and denominator, i.e. k and (n-k-1). For the F test, the criteria used are: is  $H_0$  accepted if  $F_{\text{count}} < F_{\text{table}}$ , it means that independent variables have no significant effect on dependent variables simultaneously.

## RESULT

The study aims to examine the relationship between variables, the variables are perceived organizational support, organizational citizenship behavior, and performance where each variable was measured and tested using a linear regression analysis approach. After distributing questionnaires to 70 respondents that consist of employees of Tunas Toyota Gatot Subroto Bandung, the data obtained were then processed through the SPSS analysis application to examine the research. However, a descriptive analysis was carried out for the three variables before explaining the results of the research model. The perceived organizational support variable was measured using 6 question items for the 3 dimensions which are justice, leader support, and organizational appreciation and work condition.

The results obtained for each indicator is the fair distribution of resources obtained a score of 287, superiors appreciate contributions and pay attention to welfare obtained a score of 271, superior as company representatives obtained a score of 269, superiors direct and evaluate the performance of employees obtain a score of 280, compensation that given by the company for the employees' performance obtained score of 236, and comfortable and safe working conditions for employees get a score of 283. In view of the outcomes obtained from the questionnaire, the question that has the highest score on the indicator of fair distribution of resources by the statement "I am placed in a position which is compatible with my capacity". The question that has the lowermost score on the compensation indicator given by the company for the work of employees with the statement "The compensation provided by the company (salary, allowances, bonuses, training, and development) is following the wishes".

The outcomes of the descriptive analysis display that the score for the perceived organizational support variable is 1626 from 6 questions or 77% from 70 respondents. Based on the scale category in the whole score range, it is in the "good" type, which means

that most of the respondents specified that the perceived organizational support in Tunas Toyota Gatot Subroto was going well.

The results of the measurement of organizational citizenship behavior variables used 5 questions to measure the 5 dimensions used, which are conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. The outcomes gained for each indicator are conscientiousness scored 257, altruism scored 292, civic virtue received a score of 270, sportsmanship received a score of 240, and courtesy received a score of 289. The results obtained from the questionnaire is the question that has the highest score on the altruism indicator with the statement "I am willing to take time to help others who have work-related problems". The questions that have the lowest score on the sportsmanship indicator with the statement "I have never filed a protest and dissatisfaction towards small problems that occur in the company".

The outcomes of the descriptive analysis display that the score for the organizational citizenship behavior variable is 1365 or 78% from 70 respondents. Based on the scale category in the entire score range, it is in the "good" value type, which means that most respondents think that organizational citizenship behavior in Tunas Toyota Gatot Subroto employees is going well.

The measure of performance variable was using 6 questions to measure the 6 indicators which are quality, quantity, punctuality, effectiveness, independence, and commitment. The outcomes gotten for each indicator the quality obtained a score of 289, quantity obtained with a score of 273, punctuality obtained with a score of 286, effectiveness obtained a score of 285, independence obtained a score of 214, and commitment obtained a score of 304. The results obtained from the questionnaire are the question that has the highest score on the commitment indicator with the statement "I am fully responsible for the work that has been given to me by the company". The question that has the lowermost value on the independence indicator with the statement "I can do work without the help of others".

The outcomes of the descriptive analysis display that the total score for the performance variable score is 1652 or 78% from 70 respondents. Based on the scale category, the full score range is in the "good" criteria, which means that most respondents perceive that the performance of Tunas Toyota Gatot Subroto employees is good.

Calculation of the coefficient of determination between perceived organizational support and organizational citizenship behavior variables on the performance obtained the  $R^2$  value which is 0.384. This means that there is a relationship perceived organizational support and organizational citizenship behavior on performance with a coefficient of determination obtained of 38.4%. This shows that perceived organizational support and organizational citizenship behavior variables contribute to the performance in the amount of 38.4% while the rest is affected by other aspects which are not studied in this study.

The outcome of the F test on variables perceived organizational support and organizational citizenship behavior on performance based on the values obtained by the ANOVA table <sup>count</sup> is  $20,916 > f_{table} 3,13$  with a significance value of  $0.00 < 0.05$ . This means that perceived organizational support and organizational citizenship behavior simultaneously have a

significant effect on performance. The most dominant variable affecting performance is perceived organizational support.

The testing of the  $H_1$  hypothesis through the t-test shows that the value of the coefficient of perceived organizational support using the *Unstandardized Coefficient B* is 0.302 with a t-value of 3.688 and a significant level of 0.000 while the t-table in this study is 1.996. In this research, the writers used an error rate of 5% or 0.05. It is determined that the  $t_{count}$  is 3.688 > 1.996 and the significant level is 0.000 < 0.05. The result stated that  $H_1$  is accepted so that it can be seen that perceived organizational support has a significant effect on performance.

The testing of the  $H_2$  hypothesis through the t-test shows that the value of the coefficient of *organizational citizenship behavior* using the *Unstandardized Coefficient B* is 0.406 with  $t_{count}$  of 3.531 and the significant level is 0.001 while the  $t_{table}$  in this research is 1.996. This study used an error rate of 5% or 0.05. It is determined that the  $t_{count}$  3.531 > 1.996 and the significant level is 0.001 < 0.05. The result stated that  $H_2$  is accepted so that it can be seen that *organizational citizenship behavior* has a significant effect on *performance*.

## **DISCUSSION**

### **The Effect of Perceived Organizational Support on Employee Performance**

The study results that there is a positive and significant effect perceived organizational support on performance. It is known from the T-test that the t-value > t-table or 3.688 > 1.996 with a significance value of 0.000 < 0.05 so that there is a positive and significant effect perceived organizational support on performance. It means that if the implementation of perceived organizational support is getting better, then employee performance will be better as well.

The results of this research are known to have parallels with earlier research (Ariarni & Afrianty, 2017) that performance can be controlled by perceived organizational support factors. This finding enhances prior study so it can be used as a reference for the company regarding the position of perceived organizational support in improving performance.

In this study, the placement of employees according to their capacities is an indicator that greatly affects employee performance. These demonstrations that the company has divided the existing resources properly and fairly following the abilities of the employee so that the worker's performance is better by being responsible for the work provided by the company.

The contrast between this study and prior research can be seen from the distinction in the time and the place of study and the number of samples. In addition, this study also has a measurement of the perceived organizational support dimension which is different from the research conducted by Fransita (2016).

### **The Effect of Organizational Citizenship Behavior on Employee Performance**

The outcomes showed a positive and significant effect between organizational citizenship behavior on performance. In the T-test, the t-value > t-table or 3.531 > 1.996 with a significance value of 0.001 < 0.05, so that there is a positive and significant effect organizational citizenship behavior on performance.



The results of this research are known to have parallels with past studies by Fitriastuti (2013) that organizational citizenship behavior has a significant effect on performance. It can be concluded from the result that organizational citizenship behavior can be a good predictor of improving employee performance of company.

The activity of helping other colleagues will speed up the completion of their colleagues' tasks, and in turn, increase the productivity of the colleague. The helpful behavior that employees show will contribute to improving employee performance. This is what causes organizational citizenship behavior to run well which will affect employee performance.

### **CONCLUSION**

This research purpose is to find out how the influence of perceived organizational support and organizational citizenship behavior on employee performance. The results showed that there were no serious problems related to perceived organizational support, organizational citizenship behavior, and employee performance in Tunas Toyota Gatot Subroto Bandung. Based on the outcomes of the questionnaire, all three variables showed a good level.

In this study, it was found that this was following the initial hypothesis that perceived organizational support and organizational citizenship behavior affect employee performance. These findings enhance previous research from Fransita (2016). But if we pay attention to the conditions when this study was carried out during the Covid-19 pandemic, it proves that perceived organizational support, organizational citizenship behavior, and company performance can still run well even though the company must carry out regulations issued by the government. Another thing that distinguishes is the background of the problem and the object under study.

In addition, descriptively it is also shown that the perceived organizational support in employees that is felt best was in the indicators of justice. This shows that employees feel placed according to their capacities and abilities. Organizational citizenship behavior of employees that works best is an indicator of altruism. This shows that the care between employees in the company is good so that employees will help each other in solving problems in the company. And the highest employee performance is the indicator of commitment. It can be said that the employee is already committed to being responsible for the work given to him.

The essence of the findings of this research is perceived organizational support and organizational citizenship behavior can influence in increasing employee performance. This evidence is valuable for companies, specifically Tunas Toyota Gatot Subroto Bandung in evaluating the company's support for employees to create good perceived organizational support and the running of organizational citizenship behavior in its employees to cause good performance for the company. However, this research has limits in discussing other factors that can increase performance such as work motivation and organizational commitment, so it can be a recommendation for upcoming study.

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## **DECLARATION OF CONFLICTING INTERESTS**

The authors declare that there is no conflict of interest.

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