



## The Influence of Perceived Organizational Support, Job Satisfaction and Organizational Citizenship Behavior on Employee Performance

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### **Abstract**

This study aims to determine the effect of perceived organizational support, job satisfaction and organizational citizenship behavior on employee performance. The sample used in this study was 91 employees from a company engaged in the port services sector, especially services related to loading and unloading and container terminals in the territory of Indonesia. The data analysis used in this study is structural equation modeling with the help of SMART PLS 3.0. The findings of this study highlight that perceived organizational support has a positive influence on job satisfaction, but has no effect on organizational citizenship behavior (OCB) as well as employee performance. Job satisfaction has a positive effect on organizational citizenship behavior but has no effect on employee performance. Meanwhile, OCB has a positive effect on employee performance.

**Keywords:** *Perceived Organizational Support (POS); Job Satisfaction (JS); Organizational Citizenship Behavior; Employee Performance*

### **Introduction**

Performance is an essential factor of every organization, and this is especially true for businesses that are involved in both the manufacturing industry and other industries as well. Performance is a useful means of determining whether or not an organization is successful in the execution of its operational activities (Muardi et al., 2022). In this study, we will concentrate on organizations in the service industry. The service industry can be defined as an economic activity that operates its business by delivering services to customers. One of the companies engaged in the service sector, namely XY Company, which is not the real name due to the company's standards. This company is engaged in the port service industry, especially services related to loading and unloading and container terminals in Indonesia. Ports play an important role in domestic and international trade, provides freight terminals and docks, container storage areas, loading and unloading facilities, and other supporting services. XY Company take part as the main gateway for the domestic and foreign trade process can bring various benefits to the economy of the surrounding area.

Based on existing data from table 1 companies, it shows that in the last 3 years from 2019-2021 the company's performance fluctuated and tended to experience a decline in both domestic and

international container flows, although not so significantly. In 2019, the flow of containers through XY Company decreased by 3.8% from international flows, 1.7% from domestic flows and a decrease of 3.7% in total from the previous year. In 2020, again experienced a decline of 1.05% from international flows, 15.4% from domestic flows and 2.1% in total from the previous year. In 2021, domestic flows decreased by 5.3%, but international flows rose 3.1% and in total rose 2.6% from the previous year.

Table 1. Container flows 2018-2021

Year	Domestic	International	Amount
2018	108.898 TEUs	1.355.360 TEUs	1.464.258 TEUs
2019	106.944 TEUs	1.302.937 TEUs	1.409.881 TEUs
2020	90.397 TEUs	1.289.233 TEUs	1.379.630 TEUs
2021	85.597 TEUs	1.330.047 TEUs	1.415.644 TEUs

Source: XY

Productivity declines due to a variety of variables, one of which being the company's personnel performance. Several factors influence employee performance, including perceived organizational support (Du et al, 2018), job satisfaction (Sobaih et al, 2019), organizational citizenship behavior (Chiang & Hsieh, 2012). Some of these elements may have a good impact on employees' productivity. This might be read as meaning that these three elements must be considered and improved first in order to increase employee performance.

Previous research on the influence of perceived organizational support (POS) on employee performance has also found that POS has a favorable effect on employee performance (Arshadi & Hayavi, 2013; Rentao, 2010). On the other side, Chiang & Hsieh (2012) discovered completely opposite outcomes from their study on the performance of hotel workers in Taiwan. According to the findings of their research, POS does not have an impact on the performance of hotel workers.

Earlier studies pertaining to the influence of organizational citizenship behavior (OCB) on employee performance was undertaken by Sobaih et al (2019), Basu et al (2017), Supriyanto (2013), Chiang & Hsieh (2012) demonstrates that OCB has a significantly positive effect on employee performance. Conversely, the results of other research conducted Heidarzadeh & Mirvaisi (2013) indicated different results, precisely OCB had no effect on employee performance.

Sobaih et al (2019), Hayati & Caniago (2014), Heidarzadeh & Mirvaisi (2013), and Rentao (2010) have demonstrated that job satisfaction has a positive and significant effect on employee performance. Nevertheless, other research conducted found no correlation between job satisfaction and employee performance (Supriyanto, 2013; Pawirosumarto et al., 2017).

POS affects employee performance and work satisfaction (Allen et al., 2003). Hasan et al (2018), Paille et al (2015), Guan et al (2014), Joubert et al (2018), and June et al (2007) found that POS increases job satisfaction. Alkerdawy (2014), Paille et al (2015), Shen et al (2014), Chiang & Hsieh (2012), Rentao et al (2010) revealed that POS has a positive and significant effect on OCB. Meanwhile, Mukhtar & Salisu (2017) found that POS does not affect job satisfaction. Joubert et al (2018) found that POS does not affect OCB.

In addition to having an effect on employee performance, job satisfaction can also have a direct effect on OCB. Finding was supported by Tarikh et al (2016), Paille et al (2015), and Heidarzadeh & Mirvaisi (2013) indicates that job satisfaction has a significant positive effect on OCB. Conversely, Rentao (2010) and Kim (2007) ended up getting conflicting results, indicating that job satisfaction had no effect on OCB. Based on the research gap above, current study will examine the relationship between perceived organizational support, job satisfaction, as well as organizational citizenship behavior on employee performance.

## **Literature Review**

### **1. Perceived Organizational Support**

As said by Rhoades & Eisenberger (2002), perceived organizational support (POS) is an employee's perspective of the extent to which the organization gives support to him and is eager to provide aid when needed. Further, according to Hutchinson (1997) Aubé et al (2007), Organizational support can also be defined as an organization's dedication to every employee. Organizational commitment to employees can take different forms, such as rewards, salary, and a fair workplace environment.

Relying on this viewpoint, it is possible to say that POS or perceived organizational support can simply be viewed as employee impressions of the organization's assistance. Organizational support can take the shape of favorable coverage from the organization given to employees, creating the idea that they are supported, paid attention to, and valued by the organization where they work.

### **2. Job Satisfaction**

The notion job satisfaction refers to employees' attitudes and emotions concerning their occupations. A cheerful and optimistic outlook on work is indicative of job satisfaction. Negative and unfavorable attitudes regarding work are indicative of job discontentment (Armstrong, 2006). Employee job satisfaction, as defined by Pawirosumarto et al (2017), is the quantity of job satisfaction related to all parts of the job multiplied by the significance of the job. Individual contentment or discontentment with his work depends on how he perceives the compatibility or conflict between his desires and the outcomes of his work.

On the basis of the preceding opinion, job satisfaction or job satisfaction can be defined as an employee's perception of his or her satisfaction or dissatisfaction with the task being performed and all aspects of the job.

### **3. Organizational Citizenship Behavior (OCB)**

Katz (1983) came up with the concept organizational citizenship behavior (OCB) as an extra role activity (Williams & Anderson, 1991). Extra role behavior can be defined as behavior in which employees perform tasks that are not part of their job description, but are highly valued since they improve the organization's effectiveness and survival. In Chiang & Hsieh (2012), Williams & Anderson (1991) emphasized that OCB refers to proactive collaboration and mutual assistance among coworkers, and that employee behavior has a positive impact on the organization.

Based on the foregoing, it is reasonable to conclude that OCB is a voluntary activity or initiative undertaken by employees whose conduct is unrelated to the organization's official reward structure, although such acts can improve organizational effectiveness. Such behavior results in a personal preference that is not part of an employee's job description.

### **4. Employee Performance**

As highlight by Campbell & Wiernik (2015), performance refers to what employees do and how they contribute to the organization's goals. In a nutshell, performance refers to how well employees accomplish their jobs in the workplace. Employee performance, thus according Mangkunegara (2015), is the outcome of employees' quality and quantity work in carrying out their activities in keeping with the organization's role and responsibilities.

According to the previous opinion, employee performance is the consequence of the duties assigned by the organization and the work performed by workers to fulfill their responsibilities. The task encompasses both the quality and quantity of output.

## Research Hypothesis

Within the scope of this investigation, we will be evaluating and testing a total of six hypotheses, including the following:

- H1: Perceived organizational support (POS) has a positive effect on Employee Performance.
- H2: Perceived organizational support (POS) has a positive effect on Organizational Citizenship Behavior (OCB).
- H3: Perceived organizational support (POS) has a positive effect on Job Satisfaction
- H4: Job satisfaction has a positive effect on Employee Performance
- H5: Job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB)
- H6: Organizational citizenship behavior (OCB) has a positive effect on Employee Performance.

## Method

This study discusses the effect of POS, job satisfaction, and OCB on employee performance. Data were taken through a questionnaire from employees of XY Company. The number of respondents who got 91 people, with simple random sampling technique. Of the respondents, 33 (36.3%) were man and 58 (63.7%) woman, with the majority of respondents aged between 25-35 years 71.4% and most respondents having an undergraduate education 84.6%.

All items in this study were measured using a 5 Likert scale with 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. There are 4 variables in this study, perceived organizational support, job satisfaction, organizational citizenship behavior, employee performance. The POS variable was measured using 5 items from (Chiang & Hsieh, 2012). Job satisfaction is measured using 5 items from Lund (2003). OCB variable was measured using 5 dimensions of Chiang & Hsieh (2012) altruism, conscientiousness, sportsmanship, courtesy, civic virtue. Employee performance is measured using 3 dimensions of Pradhan & Jena (2017) task performance, adaptive performance, contextual performance. This research is for data analysis using structural equation modeling with the help of SmartPLS 3.0 software. POS and job satisfaction are measured reflectively, while OCB and employee performance are measured formatively.

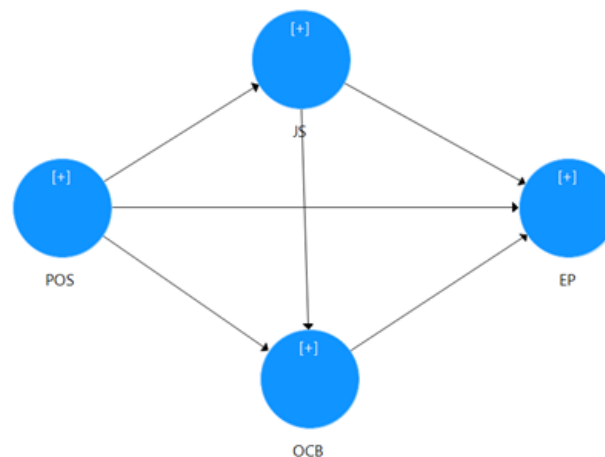


Figure 1. Research model

## Result

This research is for data analysis using SEM PLS, the first step is the evaluation of the measurement model (outer model). The variables measured reflectively must meet several criteria for validity and reliability, loading factor value  $> 0.5$ , composite reliability value  $> 0.7$ , average variance extracted  $> 0.5$ . Variables that are measured formatively must meet several criteria, namely significant weight  $< 0.05$ , and VIF value  $< 5$ .

The results of the evaluation of the outer model can be seen that the outer loading value for each measurement item is  $> 0.5$ , the composite reliability value is  $> 0.7$ , and the AVE value is  $> 0.5$  which indicates that it is valid and reliable. The evaluation results for formative measurements show the value of outer weights  $< 0.05$  and VIF values  $< 5$ , this indicates that tax performance  $0.00 < 0.05$ , adaptive performance  $0.01 < 0.05$ , and contextual performance  $0.01 < 0.05$  affect employee performance as the latent variable. The same thing also happened to altruism  $0.017 < 0.05$ , conscientiousness  $0.044 < 0.05$ , sportsmanship  $0.01 < 0.05$ , courtesy  $0.00 < 0.05$ , civic virtue  $0.00 < 0.05$  which affected OCB as its latent variable. The value of the results of the outer model analysis can be seen in table 2.

Table 2. Evaluation of the measurement model (outer model)

Items	Outer loading	Composite reliability	AVE	Outer weights	VIF
Employee performance					
Task performance	0.915	0.793	0.561	0.000	2015
EP1.1	0.770				
EP1.2	0.679				
EP1.3	0.794				
Adaptive Performance	0.878	0.841	0.573	0.001	2,053
EP2.1	0.824				
EP2.2	0.748				
EP2.3	0.615				
EP2.4	0.822				
Contextual performance	0.753	0.855	0.597	0.001	1,586
EP3.1	0.773				
EP3.2	0.708				
EP3.3	0.841				
EP3.4	0.763				
Job satisfaction		0.862	0.558		
JS1	0.842				
JS2	0.705				
JS3	0.615				
JS4	0.866				
JS5	0.675				
Organizational citizenship behavior					
Altruism	0.734	0.846	0.647	0.017	1.660
OCB1.1	0.876				
OCB1.2	0.780				

OCB1.4	0.752				
Conscientiousness	0.660	0.755	0.507	0.044	1.501
OCB2.1	0.731				
OCB2.3	0.748				
OCB2.4	0.654				
Sportsmanship	0.718	0.817	0.532	0.000	1,901
OCB3.1	0.749				
OCB3.2	0.777				
OCB3.3	0.808				
OCB3.4	0.556				
Courtesy	0.766	0.825	0.703	0.000	1,638
OCB4.1	0.878				
OCB4.2	0.797				
civic virtue	0.869	0.793	0.563	0.000	1,699
OCB5.1	0.834				
OCB5.2	0.683				
OCB5.3	0.726				
Perceived support	organizational	0.831	0.553		
POS1	0.794				
POS2	0.761				
POS3	0.729				
POS5	0.686				

Table 3. Path Coefficients

	Original Sample	T Statistics	P Values
JS -> EP	0.116	1,200	0.231
JS -> OCB	0.604	3,507	0.000
OCB -> EP	0.734	7.193	0.000
POS -> EP	0.072	0.794	0.427
POS -> JS	0.686	7.004	0.000
POS -> OCB	0.258	1,399	0.162
POS -> JS -> OCB -> EP	0.304	3.309	0.001

The results of the evaluation of the structural model (inner model) can be seen in table 3, these results indicate that POS has no effect on employee performance. P values  $0.427 > 0.05$  H1 is rejected. H2 POS has a positive effect on OCB but the P values are  $0.162 > 0.05$  which means H2 is rejected or POS has no effect on OCB. Hypothesis 3 POS has an effect on job satisfaction  $0.000 < 0.05$  H3 is accepted. H4 is rejected because the P values are  $0.231 > 0.05$ , which means that job satisfaction has no effect on employee performance. H5 is accepted that job satisfaction has a positive effect on OCB  $0.000 < 0.05$ . H6 accepted by OCB has a positive effect on employee performance  $0.000 < 0.05$ .

Thereafter, assess the structural model using the R-square statistic. The R-square value or coefficient of determination of the work satisfaction variable is 0.47, indicating that 47 percent of the variance in job satisfaction can be explained by the variance in POS and that this relationship is rated as

moderate. Meanwhile, 64 percent of the OCB variance, or 0.64, was explained by the variance of the POS and work satisfaction variables, which was categorized as moderate. The R-square value of the employee performance variable is 0.77, which indicates that 77 percent of the variance of the employee performance variable can be explained by the variance of the POS, job satisfaction, and OCB variables, which is a significant amount.

## ***Discussion***

### **The Relationship between Perceived Organizational Support (POS) on Employee Performance**

According to the findings of this study, perceived organizational support (POS) has no impact on employee performance. POS is not a variable that can directly improve employee performance because  $0.427 > 0.05$ . The average employee response to the POS variable is fairly high, at 4.2, indicating that employees perceive the support they receive from the firm to be excellent. However, this variable cannot have a direct effect on enhancing employee performance. The organization's assistance is designed to encourage people to perform effectively and efficiently so that organizational objectives can be accomplished. This conclusion contradicts the findings of Arshadi & Hayavi (2013) and Rentao (2010), who found that POS has a positive and significant impact on employee performance.

### **The Relationship between Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB)**

According to the findings, perceived organizational support (POS) had no effect on organizational citizenship behavior (OCB)  $0.162 > 0.05$ , indicating that POS is not a variable that can directly boost employee OCB. These findings are consistent with Joubert et al (2018), who discovered that POS has no influence on OCB. The average result of employee replies for the POS variable is extremely high, 4.2, indicating that employees believe the firm provides them with excellent support. However, this cannot have a direct impact on growing employee OCB in the business because OCB is an extra role behavior demonstrated by employees in the organization where they work, and OCB is associated with positive employee behavior.

### **The Relationship between Perceived Organizational Support (POS) on Job Satisfaction**

The results showed that perceived organizational support (POS) had a positive effect on job satisfaction  $0.000 < 0.05$ . This means that if POS increases it will increase employee job satisfaction. POS is one of the important variables to increase and directly affect employee job satisfaction. The support provided by the organization, for example, is related to employee welfare, assistance if they get a problem, making employees feel that the organization always pays attention to them so that employees feel respect. These results are in line with research conducted by Hasan et al (2018), Paille et al (2015), Guan et al (2014), Joubert et al (2018), June et al (2007) which shows that POS has a positive effect on job satisfaction.

According to the study results, perceived organizational support (POS) had a positive effect on job satisfaction  $0.000 < 0.05$ . This means that when POS rises, so will employee job satisfaction. POS is one of the main factors that affect and directly affect employee job satisfaction. The organization's support, for example, is related to employee welfare, supporting if they have difficulties, and making employees feel that the organization is always paying attention to them so that employees feel respected. These findings are consistent with previous study by Hasan et al (2018), Paille et al (2015), Guan et al (2014), Joubert et al (2018), and June et al (2007), which concluded that POS has a positive effect on job satisfaction.

### **The Relationship between Job Satisfaction on Employee Performance**

According to the findings of this study, job satisfaction has no effect on employee performance. Since  $0.231 > 0.05$ , job satisfaction is not a factor that can directly boost employee performance. The average result of employee replies for the work satisfaction variable is relatively high, 4.0, indicating that employees are content with their current position. Job satisfaction involves contentment with salary, coworkers, supervision, and advancement prospects; however, this has no direct impact on employee performance. These findings are consistent with the findings of Pawirosumarto et al (2017), who discovered that job satisfaction has no effect on employee performance.

### **The Relationship between Job Satisfaction on Organizational Citizenship Behavior (OCB)**

The findings of the study revealed that job satisfaction has a positive effect on organizational citizenship behavior (OCB)  $0.000 < 0.05$ , which implies that as employee job satisfaction rises, so will employee OCB. Job satisfaction is a matter of consideration when attempting to increase employee OCB. Employees that are content with their employment and all of the aspects that come with it, such as salary, coworkers, supervision, and advancement chances, will help to enhance extra to the behavior in the organization, such as supporting colleagues and other positive behaviors. The findings of this study are consistent with Tarikh et al (2016), Paille et al (2015), and Heidarzadeh & Mirvaisy (2013), who discovered that job satisfaction has a positive effect on OCB.

### **The Relationship between Organizational Citizenship Behavior (OCB) on Employee Performance**

The findings of this study reveal that organizational citizenship behavior (OCB) has a positive effect on employee performance  $0.000 < 0.05$ , which implies that as an employee's OCB improves, so will their performance. OCB is an important variable that must be taken into account in order to optimize employee performance. The average result of employee replies for the OCB variable is extremely high, 4.3, indicating that the organization's employees have high OCB. Employees with a high OCB value make the work environment in the organization more conducive; employees can understand each other so that they do not create chaos that disturbs coworkers; employees can help each other complete tasks so that they are completed quickly, and performance improvements can be achieved. These findings are consistent with previous study by Sobaih et al (2019), Basu et al (2017), Supriyanto (2013), and Chiang & Hsieh (2012), which found that OCB had a positive influence on employee performance.

### **Conclusion**

According to the findings of the study presented above, only three of the six hypotheses that were proposed about the relationship between employee performance and factors such as perceived organizational support, job satisfaction, and organizational citizenship behavior were found to be true. These hypotheses are as follows: POS does not have an effect on employee performance; job satisfaction does not have an effect on employee performance; POS does not have an effect on OCB; POS has an effect on job satisfaction; job satisfaction has an effect on POS; and OCB has an effect on employee performance. There is only one variable that has a direct impact on employee performance, which is OCB. Although, as shown in the model, all factors have some kind of connection with one another, including POS, job satisfaction, OCB, and employee performance.

It is essential for businesses to focus on these three factors in order to boost employee performance: POS, job satisfaction, and OCB. Assuming POS has an effect on job satisfaction, however, and job satisfaction has an effect on organizational citizenship behavior (OCB), then POS is the only variable that does not directly influence employee performance. It is required to include other factors that have not been tested in this study or substitute one of the variables that are contained in the research model for further research to be carried, and it is also important to design questions for the purpose of



measuring each variable. It is hoped that future research will be more valuable, especially for the growth of research in the subject of human resource management and for the development of research in general in the larger public.

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