



The Effect of Perceived Organizational Support on Organizational Citizenship Behavior in University Administrative Staff

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Abstract

This study aims to understand the effect of perceived organizational support on organizational citizenship behavior in University Administrative Staff. This quantitative study focuses on the administration staff. The population used in this study was university administrative staff in Lombok (Indonesia). Partial Least Square-Structural Equation Model (PLS-SEM) with smart PLS 3.0 software was used to analyze the research data. The results showed that perceived organizational support had a positive but insignificant effect on OCB. Positive perceptions of organizational support such as rewards, fairness, and supervisor support have a positive but insignificant effect on Organizational Citizenship Behavior (OCB).

Keywords: *Perceived Organizational Support; Organizational Citizenship Behavior*

Introduction

Merchant, Van der Stede (2007). Employees will pick what is best for the company under OCB, even if it is not part of their voluntary commitments. The application of OCB has a beneficial effect on the organization. Organizational citizenship behavior (OCB) is a term used to describe employee conduct. According to Campbell Appelbaum, Shapir, and Elbaz (2004), OCB is an employee behavior that is performed voluntarily and is not required by the individual's work, even though it improves the efficacy of organizational operations. Meanwhile, Robbins (2006) defines OCB as chosen to conduct that does not fall within official job duties but contributes to the organization's successful functioning. In another opinion, OCB is individual behavior that is free (discretionary), which is not directly and explicitly expected from the formal reward system, and which overall encourages the effectiveness of organizational functions. The indicators to measure OCB according to Organ (2002), (1) Altruism, (2) Conscientiousness, (3) Sportsmanship, (4) Kindness / Courtesy, (5) Civic Virtue.

OCB exhibited by an employee can be identified through various factors. Sloat (1999) identified several determinants of OCB, including organizational culture and climate, personality and mood, perceptions of organizational support, perceptions of the quality of superior-subordinate

relationships/interactions, length of service, and gender (Darsana & Koerniawaty, 2021: 53). Wibowo (2013) proposes that psychological empowerment, organizational commitment, and work happiness may influence OCB. According to Wirawan (2014), factors such as personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational and servant leadership, employee social responsibility, employee age, work involvement, collectivism, and organizational justice affect OCB. Osman et al. (2015) argue that perceived organizational support is a key driver of OCB and has the strongest correlation with it. Additionally, research by Ali, Sastodiharjo, and Saputra (2022) indicates that workload, organizational culture, and motivation can impact OCB.

Perceived organizational support (POS) is a theory in the behavioral literature. This theory explains the role of employee perceptions of organizational relationships. The organization's relationship with employees will shape their attitudes and behavior in the organization. According to Eisenberger (2011), perceived organizational support (POS) refers to an employee's perception of how much the organization values their contribution and cares about their wellbeing. This demonstrates that the organization's devotion to its employees may be extremely advantageous. POS demonstrates that excellent treatment from the business creates a general responsibility, based on the reciprocity norm, for employees to care about their organization and serve it well in return (Eisenberger et al, quoted by Ristic 2009). Thus, workers' impressions of their employer's concern for their well-being in exchange for their commitment to the firm. According to Eisenberger, Shanock, and Wen (2020) POS can be followed by indicators, namely; justice, appreciation for the organization and working conditions, and supervisor support.

Perceived organizational support is one of the factors that affect organizational citizenship behavior (OCB). When employees feel supported by their organization, they are motivated to perform better. A positive perception of organizational support within the workplace leads to higher levels of OCB among employees (Sari, 2015). To optimize the formation of OCB behavior, support from the organization is needed. The perception that employees feel towards support from the organization is called Perceived Organizational Support (POS). How much the organization can provide appreciation for the contributions that employees have made and employee welfare (Jehanzeb, 2020). Informal research conducted by researchers revealed that some of the education personnel felt that the organization had provided full support, but on the contrary there were still some who stated that the organization did not provide support (Narwastu et al., 2023). According to Kurtessis et al. (2015), employees will feel obliged to work well and create a positive mood because of the POS. In the research of Ahmed et al. (2013) and Shakir (2018), this positive mood is one of the basic components of OCB. However, the results of Azizah & Rokhman's (2021) research show that perceived organizational support has an insignificant effect on organizational citizenship behavior (OCB).

To optimize the formation of OCB behavior, support from the organization is needed. The perception that employees feel towards support from the organization is called Perceived Organizational Support (POS). How much the organization can reward the contributions that employees have made and employee welfare (Jehanzeb, 2020). Organization et al., (2022) in Restanti et al., (2024) stated that perceived organizational support is an employee's belief in an organization that values his contribution by looking at his welfare. Azizih et al., (2023) in Santika et al., (2024) argue that perceived organizational support is an attitude that arises and is felt by employees regarding how much their organization values their contributions and also offers rewards that can be seen as organizational concern for the welfare of its employees. Kristiani et al., (2019) in Restanti et al., (2024) argue that perceived organizational support has a consistently positive and significant effect on organizational citizenship behavior. In the research of Ahmed et al. (2013) and Shakir (2018), this positive mood is one of the basic components of OCB. Research by Morales-Sánchez and Pasamar (2020) in Restanti et al., (2024) explains that Perceived Organizational Support contributes to any changes in Organizational Citizenship Behavior (OCB). Likewise, research by Monna et al., (2022) confirmed that perceived organizational support (POS) positively improves the organizational citizenship behavior (OCB) of employees. Susanto (2023) in

Restanti et al., (2024).

Methodology

This research employs a causal associative approach, which involves examining the relationship between one or more variables (Sugiyono, 2014). The data analysis was conducted using the Partial Least Square-Structural Equation Model (PLS-SEM) with Smart PLS 3.0 software. For this research, the outer model measurement utilized the loading factor value for each indicator. Reflective measures are considered high and highly recommended if they correlate more than 0.7 with the construct being measured; however, an outer loading factor value of > 0.50 is deemed sufficient (Solimun, 2010). The inner model, a structural model, is used to predict causal relationships between latent variables, which cannot be directly measured. By employing bootstrapping, a non-parametric procedure that tests the statistical significance of SEM-PLS variants, the research obtains t-statistic test parameters to predict causal relationships. The Inner Model in PLS is evaluated using R2 for the dependent variable and the path coefficient value, which describes the strength of the relationship between variables, for the significance test between variables in the inner model (structural model).

Results and Discussion

The outer loading value is a metric that describes the amount of the correlation between each measurement item (indicator) and its associated variable. According to Chin (1998), a loading factor value more than 0.7 is considered optimal, indicating that the indicator is legitimate; nevertheless, values greater than 0.5 are acceptable, while values less than 0.5 must be excluded from the model. Valid indicators can be identified by comparing t statistics to t table values, ensuring that the t statistical value is greater than the t table. To view the t table, a 5% significance level is utilized, and df is the number of respondents minus the number of variables (independent and dependent):

Table 1. Outer Loading

No	Variables	Items	Outer loadings	
			Value	
1	POS (X)	X1.1	0,797	Valid
		X1.2	0,740	Valid
		X1.3	0,806	Valid
		X1.4	0,603	Valid
		X1.5	0,817	Valid
		X1.6	0,820	Valid
		X1.7	0,882	Valid
		X1.8	0,849	Valid
		X1.9	0,797	Valid
2	OCB (Y)	Y1.1	0,765	Valid
		Y1.2	0,710	Valid
		Y1.3	0,603	Valid
		Y1.4	0,720	Valid
		Y1.5	0,869	Valid
		Y1.6	0,764	Valid

		Y1.7	0,739	Valid
		Y1.8	0,709	Valid
		Y1.9	0,710	Valid
		Y1.10	0,811	Valid
		Y1.11	0,748	Valid
		Y1.12	0,795	Valid
		Y1.13	0,600	Valid
		Y1.14	0,543	Valid
		Y1.15	0,717	Valid

According to Chin (1998), a loading factor value more than 0.7 is considered optimal, implying that the indicator is legitimate; nevertheless, values greater than 0.5 are acceptable. Table 4.10 demonstrates that all indicators in the model are considered genuine since the loading factor value of each indicator shown in the original sample (O) column is more than 0.5.

Bootstrapping (percentile approach) is used to evaluate structural models and test hypotheses. The statistical test applied in this technique The two-way test (two-tailed test) yielded a t-value of 1.96 (significant threshold = 5%). The t-test accepts a hypothesis when the t-statistical value is more than the t-table or the significance value is less than 0.05. claimed the hypothesis was accepted. Table 2 shows the results of structural model testing:

Table 2. Rotated Component Matrix

Relation Between Variables	Coefficients	T-Statistics	P-Value	
H1: Perceived Organizational Support → OCB	0,828	1,312	0,190	Rejected

The Influence of Perceived Organizational Support on OCB

Based on statistical testing, it shows that perceived organizational support has a positive but insignificant effect on OCB. This means that whether or not the perception of organizational support experienced will not significantly affect OCB. This happens because, a high level of perceived organizational support indicates that employees feel valued and supported in their work environment (Adawiyah & Damarstuti., 2023). This essentially creates conducive conditions for employees to exhibit OCB behaviors, such as helping colleagues or actively participating in organizational activities. However, cultural factors such as strong hierarchy and social norms may moderate the relationship between perceived organizational support and OCB (Tahir et al., 2023). Cultures that emphasize respect for authority and hierarchy may encourage employees to focus more on supervisor- or leader-directed behaviors, rather than self-initiative in performing more proactive OCB. This may reduce the variation in OCB demonstrated by employees, even though they feel supported by the organization.

Furthermore, in the context of the Indonesian economy and job market, employees often have more pressing priorities, such as job stability and career development. These factors may make employees more likely to focus on their primary tasks and reduce the time and energy they allocate to additional OCBs. Thus, while perceived organizational support provides an important foundation, cultural and contextual factors in Indonesia play an important role in explaining why the relationship between perceived organizational support and OCB is not always statistically significant. Management needs to understand the dynamics of local culture and context when designing strategies to strengthen OCB in

organizations. A deep understanding of these factors can help increase the effectiveness of management efforts in encouraging employee participation in OCB (Haeba et al., 2024).

Conclusion

Based on the research results and discussion described above, the following conclusions can be drawn from this research perceived organizational support has a positive but insignificant effect on OCB. This means that the perception of organizational support experienced will not significantly affect OCB.

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