

## Does Perceived Organizational Support (Pos) Serve as a Prerequisite or Organizational Citizenship Behavior (Ocb) Among Employees Working at a Manufacturing Company in Banjarmasin?

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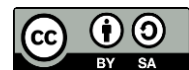
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### Abstract

Many employees today tend to focus solely on their main tasks without engaging in extra-role behaviors, which may hinder overall organizational effectiveness. These extra-role behaviors are commonly referred to as Organizational Citizenship Behavior (OCB), which play a significant role in supporting organizational success. One factor that can influence OCB is Perceived Organizational Support (POS), or the extent to which employees feel that their organization values their contributions and cares about their well-being. This study aimed to examine POS as a predictor of OCB among employees in a fabrication company in Banjarmasin, both overall and across each OCB dimension. The study involved 144 employees selected through simple random sampling. Data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results showed that POS significantly predicts OCB, both in general and within each dimension. These findings highlight the importance of enhancing POS to foster OCB among employees. Companies are encouraged to appreciate employee efforts, recognize contributions, and attend to employee welfare. Strengthening POS can create a supportive work environment that motivates employees to go beyond their formal job roles, ultimately contributing to improved organizational effectiveness and performance.

**Keywords:** Employee, Organizational citizenship behavior, Perceived organizational support



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## INTRODUCTION

In today's era, competition between one organization and another is increasing and getting tighter every day, so that organizations are required to have superior and competent employees (Afsar & Badir, 2016). Every organization needs to manage its employees well, which will then be able to improve performance and have strong competitiveness in the employees (Hermanto et al., 2024). In addition to focusing solely on improving performance, organizations are also encouraged to foster certain behaviors in employees that go beyond what the organization has instructed (Geus et al., 2020).

This behavior can include helping coworkers who are experiencing difficulties, working together with coworkers, preventing problems from occurring in the organization and contributing to the organization (Organ, 2018). This means that the employee develops initiative behavior, where employees not only do work according to their own job description, but also do voluntary work outside of their duties or job description without any reward system (Wang et al., 2023). This initiative behavior in an organization is called organizational citizenship behavior (OCB) (Organ, 1988).

Organ (1988) defines OCB as voluntary behavior in individuals that is not directly recognized by the reward system or in the expectation of a reward, and can drive organizational effectiveness. Voluntary behavior in question is employee initiative behavior in carrying out work that is unrelated to the requirements, role, or job description that has been given (Podsakoff, 2000). According to Robbins and Judge (2013) OCB is defined as discretionary behavior that is not part of an employee's formal job requirements and contributes to the psychological and social environment in the workplace. Colquitt et al. (2009) defines OCB as work behavior that goes beyond job requirements and contributes to organizational success.

OCB has many positive impacts such as increasing effectiveness in the organization, growing social networks and employee connections in the organization, and can form closer relationships between employees and reduce conflicts that occur within the organization (Udin & Yuniawan, 2020). The presence of OCB in employees can also help maintain a positive organizational culture, strengthen employee engagement, employee commitment, and motivate employees to help the organization gain a competitive advantage (Ranjhan & Mallick, 2018). Over the past few years, many employees have demonstrated a lack of OCB. This is evident in employees' lack of initiative in helping coworkers, failing to arrive on time, leaving work early, and failing to demonstrate good manners, which can create an uncomfortable work environment (Andrade & Neves, 2022). This is also in line with the results of a field study at a fabrication company in Banjarmasin, which found that there are still employees who are only focused on their main job without paying attention to extra work, tend to complain, rarely participate in activities held by the organization and do not comply with company regulations. This then shows that there are still employees who have a lack of OCB in fabrication companies in Banjarmasin.

OCB itself can be influenced by several influencing factors, including transformational leadership and organizational climate (Kao et al., 2023), quality of work life, organizational commitment (Hermanto et al., 2024), servant leadership, organizational culture (Harwiki, 2016), perceived organizational support (POS) (Firmansyah et al., 2022), work engagement (Park & Kim, 2024), perceived supervisor support (Dai et al., 2018), and so on. However, there is one more important factor that can be used as an antecedent variable for OCB, namely perceived organizational support (POS) (Afsar & Badir, 2016). When employees feel that their

personal interests are supported by the organization, they will reciprocate with citizenship behavior or OCB (Chiaburu et al., 2015). POS is defined as an employee's belief about the organization, which cares about their well-being and provides resources to help employees manage the demands related to their work and work roles (Eisenberger et al., 1986). Having a positive perception of their organization among employees will make them feel valued within the organization. This positive perception can be enhanced by providing support to its employees.(Rhoades & Eisenberger, 2002). Organizations that show concern for their employees and appreciate them will have a positive impact on employee perceptions of their organization (Eisenberger et al., 2001).

Therefore, POS is becoming increasingly important for every organization to make it more productive. This is because employees who feel organizational support will reciprocate and contribute to the organization. Employees tend to develop a sense of obligation to help the organization (Dai et al., 2018). The existence of this sense of obligation will make employees not only actively try to fulfill their responsibilities, but also more likely to demonstrate OCB outside of their work role (Eisenberger et al., 1986). Several previous studies have shown that employees who feel a high level of organizational support will show a high level of OCB (Alshaabani et al., 2021; Andrade & Neves, 2022; Firmansyah et al., 2022; Kao et al., 2023; Kurtessis et al., 2017). However, there are also several other studies which say that POS has no influence on OCB (Janiah & Riyanto, 2021; Jehanzeb, 2020; Mageshkumar, 2016; Park & Kim, 2024). Judging from the results of previous research, it is still apparent that there is inconsistency with the results of research on the influence of perceived organizational support (POS) on organizational citizenship behavior (OCB), so a more in-depth study is needed.

This study also has unique characteristics that can differentiate it from previous studies, namely the research subjects and the research location chosen, where this study was conducted on employees of a fabrication company in Banjarmasin. Based on the problem description above, this study aims to test POS as a predictor of OCB in employees of a fabrication company in Banjarmasin as a whole and in each OCB dimension.

## RESEARCH METHOD

### *Research Design*

This study used a quantitative approach with a survey. The survey was chosen to determine the attitudes and opinions of a sample population regarding perceived organizational support (POS) and organizational citizenship behavior (OCB) among employees. Therefore, the variables in this study are POS as the independent variable and OCB as the dependent variable.

### *Research Target/Subject*

The participants in this study were 228 employees working at a Banjarmasin fabrication company, resulting in a sample size of 144. The sample was selected using a probability sampling technique with simple random sampling.

### *Research Procedure*

Data collection used in-depth, semi-structured interviews. An interview guide was provided. The interview guide contained open-ended questions that were limited by a flow and theme relevant to the research. The interview guide was previously assessed by a panel of examiners who ensured that the research questions were formulated within the interview guide.

### *Instrument and Procedure*

In the preparation stage, the researcher first conducted a literature review to identify topics relevant to the research that would be used to develop a background on the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB). Afterward, the researcher prepared the research instruments used to measure the variables. The researcher modified the OCB scale used to adapt it to the context of OCB for employees, while the POS scale was directly adapted. Once the instruments were ready, the researcher then prepared a questionnaire. During the implementation phase, researchers distributed questionnaires to selected employees. The data obtained from the questionnaires will be analyzed for data analysis.

OCB is measured using the organizational citizenship behavior scale. This scale is a modification of the scale developed by Podsakoff et al. (1990) based on five dimensions of ownership Organ (1988) which has a total of 24 statement items. This scale contains favorable statements assessed using a Likert-type scale with 4 alternative answer choices, namely 1 (very inappropriate), 2 (inappropriate), 3 (appropriate), 4 (very appropriate) and unfavorable statements assessed using a Likert-type scale with 4 alternative answer choices, namely 1 (very appropriate), 2 (appropriate), 3 (inappropriate), 4 (very inappropriate).

POS was measured using the survey of perceived organizational support (SPOS). This scale is a modification of the SPOS scale developed by Rhoades and Eisenberger (2002) based on scale Eisenberger et al. (1986) with a total of 10 items. This scale contains favorable statements assessed using a Likert-type scale with four alternative answer choices: 1 (very inappropriate), 2 (inappropriate), 3 (appropriate), and 4 (very appropriate). Meanwhile, unfavorable statements are assessed using four alternative answer choices: 4 (very inappropriate), 3 (inappropriate), 2 (appropriate), and 1 (very appropriate).

### *Data Analysis Technique*

The data analysis techniques used in this study are descriptive analysis and SEM analysis. The descriptive analysis will be calculated using Excel, while the SEM analysis will be analyzed using the SmartPLS application.

## **RESULTS**

Table 1. Respondent Demographics

<b>Respondent Characteristics</b>	<b>N</b>	<b>Presentation</b>
<b>Division</b>		
Welder	36	25%
Lathe	28	19%
Driver	4	3%
Cutting	2	1%
Lineboring	9	6%
Grinder	5	3%
Drill	16	11%
Automotive	32	22%
Overhaul	9	6%
Maintenance	3	2%
<b>Total</b>	<b>144</b>	<b>100%</b>

**Years of service**

< 2 years	23	16%
3-10 years	79	55%
> 10 years	42	29%
<b>Total</b>	<b>144</b>	<b>100%</b>

**Age**

15-24 years	24	17%
25-44 years	108	75%
45-64 years	12	8%
<b>Total</b>	<b>144</b>	<b>100%</b>

**Last education**

<b>Junior high school</b>	10	7%
<b>Vocational school</b>	48	33%
<b>Senior high school</b>	74	51%
MA/MAN	6	4%
D1	4	3%
S1	2	1%
<b>Total</b>	<b>144</b>	<b>100%</b>

Based on Table 1, it shows that the majority of respondents are in the welder division, namely 36 employees (25%). In addition, it is also shown that the majority of respondents have a work period of 3-10 years, namely 79 employees (55%). Meanwhile, the majority of respondents are aged 25-44 years, namely 108 employees (75%). As for the highest education, the majority of respondents have the highest education at the vocational high school level, namely 74 employees (51%).

Table 2 Categorization of OCB and Each Dimension

<b>Score Interval</b>	<b>Category</b>	<b>Frequency</b>	<b>Presentation</b>
<b>OCB</b>			
Very high	$X > \mu + 1.5\sigma$	51	35%
Tall	$\mu + 0.5\sigma <$	90	63%
Currently	$\mu - 0.5\sigma <$	3	2%
Low	$\mu - 1.5\sigma <$	0	0%
Very low	$X < \mu - 1.5\sigma$	0	0%
<b>Total</b>		<b>144</b>	<b>100%</b>
<b>Altruism</b>			
Very high	$X > \mu + 1.5\sigma$	74	51%
Tall	$\mu + 0.5\sigma <$	65	45%
Currently	$\mu - 0.5\sigma <$	5	3%
Low	$\mu - 1.5\sigma <$	0	0%
Very low	$X < \mu - 1.5\sigma$	0	0%
<b>Total</b>		<b>144</b>	<b>100%</b>
<b>Courtesy</b>			
Very high	$X > \mu + 1.5\sigma$	59	41%
Tall	$\mu + 0.5\sigma <$	78	54%
Currently	$\mu - 0.5\sigma <$	6	4%

Low	$\mu - 1.5\sigma <$	1	1%
Very low	$X < \mu - 1.5\sigma$	0	0%
<b>Total</b>		<b>144</b>	<b>100%</b>
<b>Sportsmanship</b>			
Very high	$X > \mu + 1.5\sigma$	76	53%
Tall	$\mu + 0.5\sigma <$	58	40%
Currently	$\mu - 0.5\sigma <$	8	6%
Low	$\mu - 1.5\sigma <$	0	0%
Very low	$X < \mu - 1.5\sigma$	2	1%
<b>Total</b>		<b>144</b>	<b>100%</b>
<b>Civic Virtue</b>			
Very high	$X > \mu + 1.5\sigma$	54	38%
Tall	$\mu + 0.5\sigma <$	82	57%
Currently	$\mu - 0.5\sigma <$	8	6%
Low	$\mu - 1.5\sigma <$	0	0%
Very low	$X < \mu - 1.5\sigma$	0	0%
<b>Total</b>		<b>144</b>	<b>100%</b>
<b>Conscientiousness</b>			
Very high	$X > \mu + 1.5\sigma$	54	38%
Tall	$\mu + 0.5\sigma <$	82	57%
Currently	$\mu - 0.5\sigma <$	8	6%
Low	$\mu - 1.5\sigma <$	0	0%
Very low	$X < \mu - 1.5\sigma$	0	0%
<b>Total</b>		<b>144</b>	<b>100%</b>

In table 2, the results show that the majority of OCB among fabrication employees in Banjarmasin is in the high category, namely 90 employees (63%). In addition, it was found that the majority of altruism levels among fabrication employees in Banjarmasin are in the very high category, namely 74 employees (51%). The level of courtesy among fabrication employees in Banjarmasin has a majority in the high category, namely 78 employees (54%). Meanwhile, for sportsmanship among fabrication employees in Banjarmasin, the majority is in the very high category, namely 76 employees (53%). As for civic virtue, the results show that the majority of civic virtue levels among fabrication employees in Banjarmasin are in the high category, namely 82 employees (57%). Finally, the results show that the majority of conscientiousness levels among fabrication employees in Banjarmasin are in the high category, namely 72 employees (50%).

Table 3 POS Categorization

Score Interval	Category	Frequency	Presentation
Very high	$X > \mu + 1.5\sigma$	45	31%
Tall	$\mu + 0.5\sigma <$	93	65%
Currently	$\mu - 0.5\sigma <$	4	3%
Low	$\mu - 1.5\sigma <$	2	1%
Very low	$X < \mu - 1.5\sigma$	0	0%
<b>Total</b>		<b>144</b>	<b>100%</b>

In table 3, the results show that the majority of POS levels among fabrication employees in Banjarmasin are in the high category, namely 93 employees (65%).

Table 4 Path Analysis

Research Hypothesis	Predictor	Path Coefficient	P Value	R Square
H1	POS > OCB	0.378	0.000	0.143
H2	POS > Altruism	0.722	0.000	0.521
H3	POS > courtesy	0.798	0.000	0.095
H4	POS > sportsmanship	0.841	0.000	0.708
H5	POS > civic virtue	0.195	0.031	0.038
H6	POS > conscientiousness	0.308	0.013	0.095

Based on table 9, the results of the first hypothesis obtained a path coefficient value of 0.378 and a p value of 0.000. In the second hypothesis, a path coefficient value of 0.722 and a p value of 0.000. In the third hypothesis, a path coefficient value of 0.798 and a p value of 0.000 was obtained. In the fourth hypothesis, a path coefficient value of 0.841 and a p value of 0.000 was obtained. In the fifth hypothesis, a path coefficient value of 0.195 and a p value of 0.031 was obtained. In the sixth hypothesis, a path coefficient value of 0.308 and a p value of 0.013 was obtained so that the hypothesis was accepted. Thus, it can be said that all hypotheses are accepted, where POS can be a predictor of OCB in fabrication company employees in Banjarmasin both as a whole and in each dimension. In addition, the R square results show that POS can have an overall influence on OCB of 14.3%. Furthermore, POS can influence altruism by 52.1%. POS can influence courtesy by 9.5%. Meanwhile, POS can influence sportsmanship by 70.8%. POS can influence civic virtue by 3.8% and POS can influence conscientiousness by 9.5%.

## DISCUSSION

OCB is a voluntary behavior that occurs in individuals that is not directly recognized by the reward system or expects a reward, and can encourage effectiveness in the organization (Organ, 1988) For every company, OCB is considered an important behavior for every employee to have, this is because the success of an organization can be greatly influenced by the existence of voluntary behavior in OCB (Wang et al., 2023) OCB consists of five dimensions according to Organ (1988) These include altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Among the many factors that can influence OCB, one important factor is POS. This is because when employees feel their personal interests are supported by the organization, they will reciprocate with citizenship behavior, or OCB (Chiaburu et al., 2015).

To be responsible in providing their contribution to the organization, as well as developing a sense of obligation to help the organization (Dai et al., 2018) This sense of obligation will indirectly foster OCB in employees. Furthermore, the second hypothesis showed that POS can be a predictor of altruism. This proves that POS can predict altruism among employees of a fabrication company in Banjarmasin. Furthermore, based on the descriptive analysis, it showed that the majority of subjects had a high POS, followed by

altruism, which had the majority of subjects in the very high category. These results align with previous research that stated that POS can be a predictor of altruism (Dominic et al., 2021; Nabilla & Riyanto, 2020; Obiora & Jaja, 2015). Employees with high POS will have the potential to develop altruistic behavior (Obiora & Jaja, 2015). Altruism can be influenced by POS because employees' positive perceptions of their organization will have a direct effect on their desire to voluntarily help their coworkers. (Dominic et al., 2021).

The third hypothesis found that POS can be a predictor of courtesy. This proves that POS can predict courtesy among employees at a fabrication company in Banjarmasin. Furthermore, based on descriptive analysis, it can be seen that the majority of subjects with POS are in the high category, while the majority of subjects with courtesy are in the very high category. This finding aligns with previous research that found POS can be a predictor of courtesy (Nabilla & Riyanto, 2020; Obiora & Jaja, 2015). Employees with high POS will have the potential to foster courtesy behavior in employees (Nabilla & Riyanto, 2020). Courtesy can be influenced by POS because when an organization is willing to recognize employee contributions, it will encourage employees to be more respectful and polite to their coworkers and superiors. Courteous employees will make a sincere effort to avoid causing problems for their coworkers (Nabilla & Riyanto, 2020).

The fourth hypothesis test showed that POS can be a predictor of sportsmanship. This proves that POS can predict sportsmanship in employees of a fabrication company in Banjarmasin. Furthermore, the descriptive analysis showed that the majority of subjects had a high POS, followed by sportsmanship, which had a very high score. This finding aligns with previous research that found POS can be a predictor of sportsmanship (Dominic et al., 2021; Nabilla & Riyanto, 2020; Obiora & Jaja, 2015). Employees with high POS will have the potential to develop sportsmanship behavior (Nabilla & Riyanto, 2020). Sportsmanship can be influenced by POS because when the organization shows support, it will give rise to a determination in employees to survive in a challenging work environment, and have an attitude of tolerance towards less than optimal conditions (Dominic et al., 2021).

In the fifth hypothesis test, the results showed that POS can be a significant predictor ( $p = 0.031$ ) of civic virtue in fabrication company employees in Banjarmasin with a path coefficient of 0.195. This indicates that POS can explain civic virtue in fabrication company employees in Banjarmasin. In addition, based on descriptive analysis, it can be seen that POS has a majority of subjects in the high category, while civic virtue has a majority of subjects in the very high category. The results of this study are also in line with several previous studies that state that POS can be a predictor of civic virtue (Dominic et al., 2021; Nabilla & Riyanto, 2020; Obiora & Jaja, 2015). Employees with high POS will have the potential to develop civic virtue behavior (Nabilla & Riyanto, 2020). Civic virtue can be influenced by POS because when employees feel more support provided by the organization, they tend to show greater participation and effort in the organization (Dominic et al., 2021).

Meanwhile, the results of the sixth hypothesis test showed that POS can be a predictor of conscientiousness. This proves that POS can predict conscientiousness in employees of a fabrication company in Banjarmasin. Furthermore, based on the descriptive analysis, the majority of subjects had a high POS, followed by sportsmanship, which also had a high POS. These results also align with previous research that stated that POS can be a predictor of conscientiousness (Dominic et al., 2021; Nabilla & Riyanto, 2020; Obiora & Jaja, 2015). Employees with high POS will have the potential to develop conscientious behavior (Nabilla &

Riyanto, 2020). Conscientiousness can be influenced by POS because when the organization considers the interests of employees, it will increase punctuality and will be more compliant with company rules and regulations even when not being supervised (Obiora & Jaja, 2015). Based on the findings, it can be concluded that POS can be a predictor of OCB in employees. Therefore, it is important for companies to pay attention to and cultivate OCB in employees by appreciating every contribution they make and paying attention to their well-being. This will encourage employees to work harmoniously to achieve organizational goals. (Nabilla & Riyanto, 2020).

## CONCLUSION

Based on the results of the analysis and findings that have been carried out in this study, it can be concluded that POS can be a predictor of OCB in employees of a fabrication company in Banjarmasin, both overall and in each dimension. When employees have POS or feel support from their organization, they will demonstrate OCB or voluntary behavior in performing work outside of their job descriptions. Therefore, it is important for companies to pay attention to and cultivate OCB in employees by appreciating every contribution they have made and paying attention to their welfare. This study has several limitations, namely the results of this study can only be generalized to fellow employees of fabrication companies who have the same or nearly the same characteristics. In addition, in testing the validity of the instrument, there was one variable that did not meet the criteria for convergent validity, namely the OCB variable.

## AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Writing - review and editing; Methodology; Writing - original draft; Formal analysis; Investigation; Data curation.

Author 2: Conceptualization; Data curation; Validation; Supervision; Writing - original draft

## CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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