

The Relationship Between Psychological Capital and Perception of Organizational Support on Employee Performance

Etrya Loralita Mella Sary

Faculty of Psychology, Universitas Muria; Kudus, Indonesia

E-Mail: etryaloralita16@gmail.com

Nugraini Aprilia

Faculty of Psychology, Universitas Muria; Kudus, Indonesia

E-Mail: nugraini.aprilias@umk.ac.id

ABSTRACT

Organizations or companies cannot operate optimally without the presence of Human Resources (HR), who are tasked with producing, developing, and ensuring operational continuity. Organizational success can be achieved if employees not only complete their core tasks but also take an active role in activities such as collaborating, supporting each other, and providing input. Organizational Citizenship Behavior (OCB) refers to voluntary behavior intended to benefit others and involves factors such as psychological capital and perceived organizational support. The purpose of this study was to analyze the relationship between psychological capital and perceptions of organizational support in relation to OCB among employees of PT DK. This study employs quantitative research methods using both primary and secondary data. Primary data were collected through questionnaires administered to 70 respondents. Secondary data sources include information from journals, books, and data obtained from PT DK. The implications of this study provide an overview of psychological capital and perceptions of organizational support in relation to OCB. The results show a very significant relationship between psychological capital and perceptions of organizational support with organizational citizenship behavior. This indicates that individuals who possess psychological capital and perceive strong organizational support are more likely to exhibit OCB.

Keywords: Perceived organizational support, Psychological Capital, OCB

ABSTRAK

Organisasi atau perusahaan tidak dapat berjalan dengan optimal tanpa kehadiran Sumber Daya Manusia (SDM) yang bertugas memproduksi, mengembangkan, dan memastikan kelangsungan operasionalnya. Keberhasilan organisasi dapat tercapai apabila karyawan tidak hanya menyelesaikan tugas inti mereka, tetapi juga turut berperan aktif dalam hal seperti bekerja sama, saling mendukung dan memberikan masukan. Organizational Citizenship Behavior (OCB) merupakan perilaku Organization Citizenship Behavior (OCB) merupakan perilaku sukarela yang dimaksudkan untuk memberi manfaat bagi orang lain yang melibatkan faktor faktor seperti psychological capital dan persepsi dukungan organisasi. Tujuan penelitian ini adalah untuk menganalisis hubungan antara psychological capital dan persepsi dukungan organisasi terhadap OCB pada karyawan PT. DK. Penelitian ini menggunakan metode penelitian kuantitatif dengan menggunakan data primer dan sekunder. Data primer dikumpulkan melalui kuesioner yang dilakukan terhadap 70 responden. Sumber data sekunder antara lain informasi dari jurnal, buku, dan data yang diperoleh dari PT. DK. Implikasi pada penelitian ini memberikan Gambaran mengenai pstchological capital dan persepsi dukungan organisasi terhadap OCB. Hasil pengujian menunjukkan bahwa variabel terdapat hubungan yang sangat signifikan antara psychological capital dan persepsi dukungan organisasi terhadap organizational citizenship

INTRODUCTION

Basically, a company is an organization. An organization is a whole unit that is consciously and systematically arranged within a certain time frame to achieve a common goal (Fithriyyah, 2021). An organization or company cannot function well without Human Resources (HR) to produce, develop, and ensure that the organization continues to operate. Therefore, organizations and companies must pay attention to, maintain, and develop everything that can affect their success in realizing the vision that has been set collectively. Thus, employees are required to have the ability and skills to achieve maximum performance results. With these abilities, it is hoped that employees can complete the tasks of the organization or company effectively (Pertiwi, 2023; Maryadi et al., 2024). Company employees are not only seen as objects in achieving goals but also as active participants. An organization entrusted to employees is considered a belief formed by employees regarding the policies set by the organization. If employees perceive the organization as providing strong support, they will develop more positive relationships and perceptions with the organization (Al-Omar et al., 2019). The organization will succeed if employees not only perform their main tasks but also engage in extra tasks such as collaborating, helping each other, offering advice, actively participating, providing additional services to service users, and being willing to use their working time effectively (Husniati et al., 2018). According to Rasool et al. (2021), one of the factors that influences employee behavior to perform well and work harder is the support of the organization.

According to Disnakerja.com (2024), PT. DK is one of the leading food provider companies in Indonesia. PT. DK certainly wants its employees to exhibit good behavior that aligns with the company's operational standards. Therefore, PT. DK seeks organizational support for its employees. The forms of organizational support provided include health benefits for employees, their spouses, and children, Eid allowances, and annual salary increases. In addition, PT. DK also provides employee pension funds in a lump sum (not in stages every month). PT. DK further supports employees with work equipment such as lapels, booth shoes, and earplugs for those working in the production or machinery sections. Organizational behavior can be seen in how individuals behave, think, and adapt within the group they belong. The study of organizational behavior aims to understand, predict, and manage individual behavior within organizational cooperation to increase effectiveness (Dwijayanti et al., 2023). Organizational behavior reflects the attitudes and actions of individuals and groups within the organization and their interactions with the organization (Rajagukguk, 2017). One organizational behavior expected from every individual is Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) refers to an individual behavior that is extra and indirectly (explicitly) recognizable within a work system. When formatted and aggregated, it can increase the effectiveness of organizational functions. In general, organizations believe that to achieve excellence, they must strive for high individual performance because individual performance affects the performance of the team or organization as a whole (Naway, 2018). The term OCB is used to identify a person's behavior, indicating that the person is a good member of the organization. This behavior is an individual choice and initiative that is not directly tied to the organization but can still increase its effectiveness (Putra & Fitri, 2021). OCB behavior in the work environment, such as helping and building, is demonstrated by employees who are recognized or appreciated by organizational management, but is not directly related to individual productivity. Furthermore, the behavior displayed is not a demand of the individual's role (Naway, 2018). Preliminary results also show that Organizational

Citizenship Behavior is influenced by organizational support. Organ & Ryan (1995) stated that one of the factors influencing OCB is the perception of organizational support. The perception of organizational support is when an employee believes that the organization positively evaluates the work results and contributions made by employees to the progress of the organization. Therefore, high organizational support can foster trust, prompting employees to contribute more.

Organizational support affects employee behavior, which can be understood through three stages (Sidharta & Zamralita, 2018). First, the norm of reciprocity, which refers to the relationship between the organization and employees, should be a reciprocal one. When the organization provides high support, employees feel obliged to return the favor by showing positive attitudes and behaviors. Likewise, if organizational support is low, employees tend to reciprocate with negative attitudes and behaviors. Second, organizational support fulfills employees' social and emotional needs, such as the need for appreciation, approval, and affiliation, which leads to organizational attachment and the formation of social identity. The fulfillment of this aspect can also help reduce stress in the workplace and improve employee well-being. Third, organizational support demonstrates the organization's readiness to appreciate the efforts made by employees (Baran et al., 2012). Based on these explanations, the purpose of this study is to analyze the relationship between psychological capital and perceptions of organizational support in relation to OCB among PT. DK employees.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB) refers to voluntary behavior intended to benefit others. These benefits can take the form of financial support, assistance in carrying out tasks, providing physical care and comfort, or offering information to someone who needs to make important decisions (Organ, 2018). It also includes behaviors that help fellow members of the organization, willingness to take on additional work, and adherence to work procedures and rules (Rostiawati, 2020). Hardworking and dedicated employees not only carry out the tasks assigned to them but also go beyond the company's expectations to provide benefits to the organization as a whole (Kumaria & Thapliyal, 2017). OCB is a behavior performed by employees that is not rewarded if they engage in it and will not result in punishment if they do not (Darmawati & Indartono, 2015). This behavior arises from within the individual as a desire to contribute to the organization, as employees are fundamentally committed to giving their best for the company (Muhdar, 2015). Based on the opinions above, it can be concluded that Organizational Citizenship Behavior is an action carried out voluntarily by individuals, without any coercion, aimed at helping others without seeking a reward. The OCB performed by an employee in a company has a positive impact, as it ensures that the company's operations continue smoothly. Employees develop a spirit of mutual assistance and can support one another without being forced.

According to Luthans et al. (2007), psychological capital, or PsyCap, is a positive psychological condition of individuals that develops and is characterized by having the confidence (self-efficacy) to face and exert the necessary effort to succeed in challenging tasks, making positive attributions (optimism) about current and future success, persevering in achieving goals, and, if necessary, redirecting the path to goals (hope) to achieve success. Additionally, when faced with problems and difficulties, individuals persist and bounce back, even surpassing them (resilience), in order to succeed. Psychological capital is a positive individual construct oriented towards goal success through a person's ability to find various paths to achievement. It is a comprehensive motivational condition of inner development that includes self-efficacy, optimism, hope, and resilience, which work synergistically to facilitate work results (Njaramba, 2024). Based on the opinions above, it can be concluded that psychological capital is a part of the positive psychological aspect possessed by an individual, functioning to increase motivation, self-efficacy, optimism, hope, and resilience. The psychological capital

possessed by an individual is characterized by self-confidence, a sense of joy, positive hope, and the ability to face problems.

Perception of organizational support can be defined as an employee's belief that the organization should support employees and the organization's readiness to provide assistance when needed (Rizqulloh et al., 2024). The perception of organizational support can be seen in the awards received by employees, opportunities for skill development, working conditions, and the company's concern for employee welfare. Meanwhile, according to Ramadhan & Fajarwati (2024), the perception of organizational support refers to the degree to which individuals believe that the organization cares about them, values their input, and supports them with the necessary help and resources. According to Rhoades & Eisenberger (2002), the perception of organizational support refers to how an employee feels about the extent to which their organization values their contributions to the workplace and cares about their well-being. Companies that pay attention to and appreciate employee performance by providing awards in the form of recognition, job promotions, or compensation can encourage employees to demonstrate behaviors that help the company achieve its goals (Julita & Andriani, 2017). Based on the explanations from several experts above, it can be concluded that the perception of organizational support is an individual's belief that the organization provides full support to employees for the contributions they have made. Organizational support is a way for companies or organizations to appreciate, support, and care for employees, which is marked by various awards, both material and non-material. Thus, employees will feel appreciated, supported, and cared for in recognition of their contributions to the company or organization.

Robbins and Judge (2012) emphasize that cooperative behaviors, such as helping others, providing suggestions for improvement, and volunteering for additional tasks, make work groups and organizations more effective, which is crucial for the functioning of the organization. Additional behavior outside the job description in the organization is often referred to as organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) is a concept in the field of organizational behavior and refers to work behaviors that are typically not seen or measured. In a company, if the level of OCB is high, it will improve employee performance within a group or organization. Increasing OCB will certainly enhance a work system that fosters mutual tolerance and support (Hendrawan, 2020).

The JD-R theory posits that employees who are motivated by their work tend to engage in job-structuring behaviors, which leads to higher levels of both job and personal resources and, consequently, even higher levels of motivation. Job demands are aspects of work that require significant physical and psychological effort. Job resources, on the other hand, are aspects of work that can reduce the demands of the job, help achieve goals, foster growth motivation, and enable individuals to learn and develop (Demerouti et al., 2001). In the JD-R theory, job resources help employees overcome job demands and their associated consequences, while also triggering learning, personal development, and growth. Job resources refer to the social or organizational aspects of work that reduce job demands at both physiological and psychological costs. Bakker & Demerouti (2017) divide job resources into four dimensions: role clarity, supervisory support, coworker support, and opportunities to learn. According to research conducted by Nisar et al. (2014), organizational support has a positive and strong influence and is positively correlated with organizational citizenship behavior (OCB). This finding aligns with the study conducted by Sofiah & Prasetyo (2023), which showed a significant positive correlation between employees' perception of organizational support and OCB at CV. Z Surabaya. This means that the higher an employee's perception of organizational support, the higher their level of OCB. Conversely, the lower an employee's perception of organizational support, the lower their level of OCB.

METHODS

The data collection method in this study employs a quantitative approach, with a Likert scale as the research instrument (Azwar, 2020). This scale offers four answer choices: Very Appropriate, Appropriate, Not Appropriate, and Very Not Appropriate. For favorable items, the scores range from 4 (Very Appropriate) to 1 (Very Not Appropriate), while for unfavorable items, the scores range from 1 (Very Appropriate) to 4 (Very Not Appropriate). The population in this study consisted of employees of PT. DK, an FMCG company based in Pati, Central Java. The population refers to the entire object of research to which the results of the study can be generalized. The research sample was selected using the quota sampling technique, a non-random method in which participants are chosen based on certain characteristics, ensuring their distribution reflects that of the wider population. The sample size for this study was 70 employees of PT. DK. The data analysis methods included normality tests using the Kolmogorov-Smirnov (K-S) test and linearity tests to measure the relationship between variables. Regression analysis with two predictors was used to test the relationship between psychological capital (X1) and perceived organizational support (X2) on organizational citizenship behavior (Y). Data processing was performed using SPSS 21.0 for Windows.

RESULTS

Participants in this study were employees of PT. DK in Pati Regency. The study involved 70 employees. The respondents were grouped into early adulthood and middle adulthood categories based on Erikson's developmental theory (Mokalu & Boangmanalu, 2020).

Table 1. Description of Participant Data

	Category	Frequency	Percentace
Gender	Man	31	56%
	Woman	39	44%
Age	19	1	1,42%
	22	3	4,28%
	23	6	8,57%
	24	8	11,42%
	25	3	4,28%
	26	3	4,28%
	27	2	2,85%
	29	4	5,71%
	30	3	4,28%
	31	2	2,85%
	32	2	2,85%
	33	2	2,85%
	34	2	2,85%
	35	4	5,71%
	38	3	4,28%
	39	2	2,85%
	40	3	4,28%
	41	3	4,28%
	42	1	1,42%
	43	1	1,42%
	44	1	1,42%
	45	2	2,85%
	46	2	2,85%
	47	3	4,28%
	48	1	1,42%
	50	1	1,42%
	52	1	1,42%
	53	1	1,42%
Age Category	Early Adulthood (19-40)	54	76%
	Middle Adulthood (41-65)	17	24%

Based on Table 1, a description of participant data is presented according to gender and age. Of the 70 participants, 31 (44%) were male and 39 (56%) were female, with a slightly higher proportion of females. The ages of the participants ranged from 19 to 53 years, with the majority being 24 years old (11.42%), followed by 23 years old (8.57%) and 35 years old (5.71%). Some ages were represented by only one participant, such as 19, 42, 43, 44, 48, 50, 52, and 53 years old (1.42% each). Based on age category, participants were grouped into two main groups: early adulthood (19-40 years) with 54 people (76%) and middle adulthood (41-65 years) with 17 people (24%). These results indicate that the majority of participants in this study were in the early adulthood age group.

Table 2. Descriptive Statistic

Variables	N	Mean	Std. Deviation	Min	Max
Psychological capital	70	121.67	11.053	89	144
Perception of Organizational Support	70	93.56	11.862	68	117
Organizational Citizenship Behavior	70	60.67	5.926	39	70

the descriptive statistics of three variables—Psychological Capital, Perceived Organizational Support, and Organizational Citizenship Behavior—are presented for a sample of 70 respondents. Psychological Capital has a mean of 121.67 and a standard deviation of 11.053, with a minimum value of 89 and a maximum of 144, indicating significant variation in the psychological capital of the respondents. Perceived Organizational Support has a mean of 93.56 and a standard deviation of 11.862, with a minimum value of 68 and a maximum of 117, reflecting varying perceptions of organizational support. Organizational Citizenship Behavior has a mean of 60.67 and a standard deviation of 5.926, with a minimum value of 39 and a maximum of 70, indicating a narrower distribution compared to the other two variables. Overall, the three variables exhibit different variations, with the standard deviation indicating the extent to which the data is spread from the mean value.

Table 3. Normality test result

Variables	K-SZ	p (0.05)	Description
Psychological Capital	0.603	0.860	Normally distributed
Perception of Organizational Support	1.039	0.231	Normally distributed
Organizational Citizenship Behavior	0.937	0.343	Normally distributed

The results of the normality test on the psychological capital variable showed a significant p-value of 0.860 ($p > 0.05$) with a K-SZ of 0.603, indicating that the psychological capital data is normally distributed. Similarly, the perception of organizational support variable showed a significant p-value of 0.231 ($p > 0.05$) with a K-SZ of 1.039, indicating that the perception of organizational support data is normally distributed. Additionally, the organizational citizenship behavior variable showed a significant p-value of 0.343 ($p > 0.05$) with a K-SZ of 0.937, indicating that the data is normally distributed.

Table 4. Results of Linearity Test Between Psychological Capital and Organizational Support with OCB

Variables	F	Sig (p)	Description
Psychological capital with OCB	1.021	0.473	Linier
Perception of organizational support with OCB	1.638	0.080	Linier

The results obtained for the psychological capital variable (X1) and Organizational Citizenship Behavior (Y) show a p-value of 0.473 ($p > 0.05$) with a linear F-value of 1.021. Therefore, the psychological capital variable (X1) and Organizational Citizenship Behavior (Y) have a linear relationship because the significance is greater than 0.05. For the organizational support perception variable (X2) and Organizational Citizenship Behavior (Y), the p-value is 0.080 ($p > 0.05$) with a linear F-value of 1.638. Hence, the

organizational support perception variable (X2) and Organizational Citizenship Behavior (Y) also have a linear relationship because the significance is greater than 0.05.

Table 5. Results of Major and Minor Hypothesis Tests

	R	R²	Adj. R Squared	Std. Error	F	Sig
Regression	0.600	0.359	0.340	4.813	18.799	0.000
Psychological capital * organizational citizenship behavior	0.259	6.70	-	-	-	0.030
Perception of organizational support * organizational citizenship behavior	0.556	30.91	-	-	-	0.000

The main hypothesis test in this study was carried out using the IBM SPSS Statistics 21 program with the two-predictor regression analysis correlation technique. The minor hypothesis test, regarding the positive relationship between psychological capital and Organizational Citizenship Behavior, was conducted using IBM SPSS Statistics 21 with product moment analysis. According to the results of the regression test, the p-value was 0.000 ($p < 0.05$) with an rx_{12y} of 0.600, indicating that there is a significant relationship between psychological capital (X1) and the perception of organizational support (X2) with Organizational Citizenship Behavior (Y). This supports the hypothesis stating that there is a relationship between psychological capital (X1) and the perception of organizational support (X2) with Organizational Citizenship Behavior (Y), with an effective contribution of 35.9%. The results of the Product Moment test on the psychological capital variable (X1) and organizational citizenship behavior (Y) showed a p-value of 0.030 ($p < 0.05$) with an rx_{1y} of 0.259, indicating a positive relationship between (X1) and (Y). This suggests that the higher the psychological capital, the higher the OCB, and conversely, the lower the psychological capital, the lower the OCB. Thus, the hypothesis stating that there is a positive relationship between (X1) and (Y) is accepted, with an effective contribution of 6.70%. Finally, based on the results of the Product Moment test on the variables of organizational support perception (X2) and organizational citizenship behavior (Y), the p-value was 0.000 ($p < 0.05$) with an rx_{2y} of 0.556, indicating a significant positive relationship between organizational support perception (X2) and organizational citizenship behavior (Y). This suggests that the higher the perception of organizational support, the higher the OCB, and conversely, the lower the perception of organizational support, the lower the OCB. Therefore, the hypothesis stating that there is a positive relationship between X2 and Y is accepted, with an effective contribution of 30.91%.

Table 6. Results of Psychological Capital Data Categories, Research on Organizational Support Perception and Research on OCB

Variables	Very High	High	Medium	Low	Very Low
Psychological capital	7.14% (5)	24.28% (17)	35.71% (25)	26.76% (19)	5.71% (4)
Organizational Support Perception	5.71% (4)	25.71% (18)	42.85% (30)	14.28% (10)	11.42% (8)
Organizational citizenship behavior	1.42% (1)	22.85% (16)	47.14% (33)	20% (14)	8.51% (6)

Based on Table 6, which presents the calculation of the standard deviation category, it can be seen that the majority of research participants fall into the medium category of psychological capital, representing 35.71%. Four participants have very low psychological capital, accounting for 5.71%. Similarly, the perception of organizational support is predominantly in the medium category at 42.85%, with eight participants reporting a very low perception of organizational support, representing 11.42%. The Organizational Citizenship Behavior of participants in this study is mostly in the medium category, at 47.14%, while six participants fall into the very low category, accounting for 8.51%.

DISCUSSION

This study was conducted to determine the relationship between psychological capital and the perception of organizational support with Organizational Citizenship Behavior (OCB) among PT. DK employees. The results of this study are presented in Table 5, where the major hypothesis shows a very significant relationship between psychological capital, the perception of organizational support, and OCB among PT. DK employees. The analysis indicates an effective contribution of 35.9%. The hypothesis, stating that there is a relationship between psychological capital, the perception of organizational support, and OCB, is accepted. Based on the standard deviation categorization, the majority of participants' OCB is in the moderate category (47.14%, or 33 participants). The age category is primarily early adulthood. Employees in the establishment stage exhibit less OCB behavior, as those under 25 have the lowest OCB scores. Therefore, it can be concluded that age and years of experience play an important role in OCB (Mahnaz et al., 2013).

Organ et al. (2006) stated that OCB is the freedom of individual behavior that is indirectly or explicitly recognized by the reward system and contributes to the effectiveness and efficiency of organizational functions. Employees with high OCB will voluntarily assist with coworkers' tasks without being asked, such as handling administrative tasks when coworkers are on leave, helping those who have difficulty using work tools, and providing information when coworkers are absent. These behaviors indicate that the employee has a high level of OCB. On the other hand, behaviors that do not reflect OCB include taking early breaks, feeling uncomfortable when leaders check performance, and not participating in company programs or activities because they are considered unimportant (Putra & Djudiyah, 2019).

The first minor hypothesis in this study is that there is a positive relationship between psychological capital and organizational citizenship behavior (OCB). There is a significant positive relationship between psychological capital and OCB, and the results of this analysis show an effective contribution of 6.70%. In line with research conducted by Akgümüş & Oğuzhan (2021), there is a positive and significant relationship between psychological capital and OCB. Psychological capital has a positive effect on OCB. Individuals with high psychological capital are more likely to perform better in the workplace than employees with low psychological capital (Cheng et al., 2018). One of the determining factors of high and low OCB is positive effects. A positive mood, also known as a positive effect, will encourage individuals to help others and exhibit other spontaneous prosocial behaviors (Jex & Britt, 2014). Those with high psychological capital will influence OCB behavior. If an unpleasant incident occurs at work, employees with high optimism will not be easily discouraged. Employees who are confident in their abilities (self-efficacy) have high motivation and a desire to improve their knowledge and skills, leading them to display positive work behaviors, including participating in OCB. Employees with strong resilience are more resistant to failure and will not give up easily, so they will seek ways to work through challenges. Psychological capital in employees enhances their competence and development, thereby having a positive impact on organizational success (Nendi, 2024).

The second minor hypothesis in this study states that there is a positive relationship between perceived organizational support and Organizational Citizenship Behavior (OCB). The results of the analysis show a very significant positive relationship between perceived organizational support and OCB. The analysis reveals an effective contribution of 30.91%. It shows that most participants' perceptions of organizational support fall within the moderate category (30 participants, or 42.85%). Previous research by Nurlaela & Mulyani (2021) found a very significant positive relationship between the perception of organizational support and OCB. In other words, the higher the perception of organizational support, the greater the OCB behavior.

This study also demonstrates the benefits of increasing the company's OCB, as the support provided by the organization can enhance employee loyalty and help achieve company goals. Employees feel that the support they receive represents an investment

from the organization. Another study by Alkerdawy (2014) on employees of the Egyptian General Bank showed that organizational support had a positive and significant effect on OCB. Employees who receive high organizational support tend to exhibit higher OCB behavior. Employees who feel that the organization cares about their well-being, appreciates their efforts, and takes responsibility for the organization's success are more likely to commit to their work, which ultimately improves their performance (Dewiana et al., 2024). In other words, they will feel more supported by the organization and behave more positively as members of the organization. Employees will view their company as supportive when the rewards they receive are considered fair, when they are given opportunities to contribute to company decision-making, and when they feel that their superiors or managers support the work they do (Anggi & Prasetyo, 2021).

CONCLUSION

The results of the data analysis and discussion in this study indicate that psychological capital and perceived organizational support have a very significant relationship with organizational citizenship behavior (OCB). Psychological capital contributes positively to OCB, meaning that the higher a person's psychological capital, the higher the level of OCB exhibited. Likewise, perceived organizational support also has a positive effect on OCB, so the greater the support an individual feels from the organization, the more likely they are to display OCB behaviors. This finding confirms that both individual psychological factors and external support from the organization play an important role in increasing employee extra-role behavior. Therefore, organizations can enhance employee OCB by strengthening psychological capital and creating a supportive work environment, which will motivate employees to contribute voluntarily to the organization's success.

REFERENCES

- [1] Akgümüş, E., & Oğuzhan, G. (2021). The relationship between psychological capital and organizational citizenship behavior: A research on health workers. *Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (39), 1-43.
- [2] AlKerdawy, M. M. A. (2014). The mediating effects of duty orientation on the relationship between perceived organizational support and organizational citizenship behavior in the public banks of Egypt. *International Journal of Business and Management*, 9(8), 155.
- [3] Al-Omar, H. A., Arafah, A. M., Barakat, J. M., Almutairi, R. D., Khurshid, F., & Alsultan, M. S. (2019). The impact of perceived organizational support and resilience on pharmacists' engagement in their stressful and competitive workplaces in Saudi Arabia. *Saudi Pharmaceutical Journal*, 27(7), 1044-1052.
- [4] Anggi, I., & Prasetyo, A. P. (2021). Pengaruh perceived organizational support terhadap kepuasan kerja karyawan PT Brantas Abipraya Surabaya. *E-Proceeding of Management*, 8(6), 8006-8021.
- [5] Azwar, S. (2012). *Penyusunan skala psikologi (2nd)*. Yogyakarta: Pustaka Pelajar.
- [6] Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273.
- [7] Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of business and psychology*, 27, 123-147.
- [8] Cheng, T. M., Hong, C. Y., & Yang, B. C. (2018). Examining the moderating effects of service climate on psychological capital, work engagement, and service behavior among flight attendants. *Journal of Air Transport Management*, 67, 94-102.
- [9] Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
- [10] Dewiana, D., Baskara, I., & Hafidz, G. P. (2024). The impact of motivational factors and task-related behavior on employee performance. *Jurnal Ilmiah Manajemen Kesatuan*, 12(5), 1635-1652.
- [11] Dwijayanti, R. A., Prihantini, I., Ariyani, J. E., Nurcahyo, S. A., Ali, A., Widagdo, T. H., ... & Rachmawati, M. (2023). Strategy pattern of competency value management and career development on human research management performance. *Research Horizon*, 3(6), 680-691.
- [12] Fithriyyah, M. U. (2021). *Dasar-dasar teori organisasi*. Pekanbaru: Irdev.

- [13] Hendrawan, A. (2020). Motivasi kerja dan OCB (organizational citizenship behavior) pada karyawan PT MK Semarang. *Jurnal Administrasi Dan Kesekretarisan*, 5(1), 74-87.
- [14] Jex, S. M., & Britt, T. W. (2014). *Organizational psychology: A scientist-practitioner approach*. Hoboken: John Wiley & Sons.
- [15] Julita, S., & Andriani, I. (2017). Dukungan organisasi yang dirasakan dan keterikatan karyawan pada karyawan PT. Bank Rakyat Indonesia (Persero) Tbk, Cabang Banda Aceh". *Jurnal Psikologi Undip*, 16(1), 40-53.
- [16] Kumari, P., & Thapliyal, S. (2017). Studying the impact of organizational citizenship behavior on organizational effectiveness. *Human Resource Management*, 4(1), 9-21.
- [17] Luthans, F., Youssef, C. M., & Avolio, B. J. (2006). *Psychological capital: Developing the human competitive edge*. Oxford: Oxford university press.
- [18] Mahnaz, M. A., Mehdi, M., Jafar, K. M., & Abbolghasem, P. (2013). The effect of demographic characteristics on organizational citizenship behavior in the selected teaching hospitals in Tehran. *African Journal of Business Management*, 7(34), 3324-3331.
- [19] Maryadi, R., Shalahuddin, A., Daud, I., & Rosnani, T. (2024). The effect of human resource planning on the performance of police members. *Jurnal Ilmiah Manajemen Kesatuan*, 12(4), 1239-1246.
- [20] Muhdar, H. M. (2015). *Organizational citizenship behavior perusahaan*. Gorontalo: Sultan Amai Press IAIN Sultan Amai Gorontalo.
- [21] Naway, F. A. (2018). *Organizational citizenship behavior dalam kinerja organisasi*. Yogyakarta: Zahir Publishing.
- [22] Nendi, I. (2024). Strategies to improve employee motivation and performance through the employee engagement program. *Jurnal Ilmiah Akuntansi Kesatuan*, 12(4), 505-512.
- [23] Nisar, Q. A., Marwa, A., Ahmad, U., & Ahmad, S. (2014). Impact of perceived organizational support on organizational citizenship behavior: Empirical evidence from Pakistan. *International Journal of Research*, 1(5), 231-240.
- [24] Njaramba, F. (2024). Transformational leadership in a crisis: Dimensional analysis with psychological capital. *Heliyon*, 10(16).
- [25] Nurlaela, A., & Mulyani, S. (2022). Relationship between perceived organizational support and spirituality of workplace with organizational citizenship behavior for hasna medika heart hospital employees in Cirebon. *Psycho Holistic*, 4(1), 35-44.
- [26] Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel psychology*, 48(4), 775-802.
- [27] Pertiwi, T. (2023). Implementation of human resource management strategy in improving organizational performance. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3).
- [28] Putra, M. K. M., & Djudiyah, D. (2019). Perbedaan tingkat organizational citizenship behavior (ocb) ditinjau dari tahap perkembangan karir karyawan PT Tirta Investama (AQUA) Pandaan. *Cognicia*, 7(1).
- [29] Rajagukguk, T. (2017). Pengaruh perilaku organisasi terhadap prestasi karyawan pada PT. Perkebunan Nusantara II (Persero) Medan. *Jurnal Ilmiah Methonomi*, 3(2), 124-137.
- [30] Ramadhan, E. A., & Fajarwati, D. (2024). The influence of high performance work systems on service quality and the mediating role of trust, job satisfaction and affective commitment. *Jurnal Ilmiah Manajemen Kesatuan*, 12(1), 295-308.
- [31] Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International journal of environmental research and public health*, 18(5), 2294.
- [32] Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- [33] Rizqulloh, A. D. B., Kuncoro, W. A., Hidayati, R., & Lataruva, E. (2024). Improving employee performance quality through training and work life balance: literature review. *Research Horizon*, 4(6), 317-326.
- [34] Robbins, S. P., & Judge, T. A. (2012). *Organizational behavior 15th edition*. New Jersey: Prentice Hall.
- [35] Sidharta, F. Y., & Zamralita, Z. (2017). Gambaran dukungan organisasi yang dirasakan pada karyawan PT. XYZ. *Jurnal Muara Ilmu Sosial, Humaniora, Dan Seni*, 1(2), 304-309.
- [36] Sofiah, D., & Prasetyo, Y. (2023). Organizational citizenship behavior pada karyawan: Menguji peranan persepsi terhadap dukungan organisasi. *INNER: Journal of Psychological Research*, 3(1), 252-263.