



The Role of Organizational Commitment as Mediating the Effect of Perceived Organizational Support and Job Satisfaction on Organizational Citizenship Behavior

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ABSTRACT

The purpose of this study was to analyze the effect of perceived organizational support and job satisfaction on organizational citizenship behavior with organizational commitment as an intervening variable. The object of this research is PT. Harta Tersembunyi which has four subsidiaries engaged in hospitality. The sample in this study was determined by the census method using all 70 employees as respondents. The data collection method is a survey method with a questionnaire. The analysis technique used is inferential analysis technique with Partial Least Square (PLS). The results found that perceived organizational support has a significant effect on organizational citizenship behavior both directly and through organizational commitment as mediation. While job satisfaction does not have a significant effect on organizational citizenship behavior directly, but its effect is significant through organizational commitment. Meanwhile, organizational commitment directly has a significant positive effect on organizational citizenship behavior. So that management is expected to be more employee-oriented to get positive reciprocity from employees.

Keywords:

Organizational citizenship behavior, perceived organizational support, job satisfaction, organizational commitment.

INTRODUCTION

Organizations must be increasingly flexible to be able to win increasingly competitive competition. Restaurant is a type of business that has a strategic value and a high multiplier effect because it is able to act as a bridge that connects several sectors such as the agricultural sector, processing industry, trade, and the service sector. In addition, the strategic value of the restaurant business is as the largest labor absorber that is inclusive. Inclusiveness in the restaurant business is evidenced by the diversity of educational backgrounds, gender, and age of the population working in the business (Cahyadi and Prima, 2022).

PT Harta Tersembunyi is a company engaged in leading and dynamic hospitality group that has four business units. On its way, the problem faced by PT. Harta Tersembunyi is employee work behavior. Employee performance appraisal at PT. Harta Tersembunyi is carried

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out based on attendance, tardiness, teamwork, and sales targets. Based on the performance appraisal report, it is known that the level of employee performance in each department is still in the category of good enough. This indicates a problem with employee behavior.

The behavior that is demanded by organizations today is not only in-role behavior, namely carrying out work in accordance with what is in the job description, but also extra-role behavior, namely the contribution of extra roles to complete the work known as Organizational Citizenship Behavior (OCB). OCB is important for the success of the organization and the people who work in it to increase effectiveness or functionality (Alshaabani et al., 2021). OCB is shown by the behavior of employees who have the willingness or ability to do additional work (Udayana & Putra, 2022).

Based on the social exchange theory that employees' views when they have been treated well by the organization will tend to behave and behave more positively towards the organization (Schaap et al., 2018). Because every individual will always try to return the favor to anyone who has given him a benefit.

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In ideal conditions, employees must have OCB by showing voluntary behavior to perform tasks beyond their responsibilities and obligations. Therefore, OCB can be improved by the existence of influencing factors such as perceived organizational support. Perceived organizational support is the level of employee confidence by evaluating organizational treatment (Eisenberger et al., 2020). Perceived organizational support is important for employees as evidence that their work is valued. This will encourage employees to be willing to do something more for the achievement of organizational goals. In accordance with the research of Pemecutan et al. (2016), Han et al. (2019), Naseer et al. (2018), Alshaabani et al. (2021) and (Eisenberger et al., 2020) which show that perceived organizational support has a positive effect on OCB. Meanwhile, research by Hayati (2020) and Azizah & Rokhman (2021) states that organizational support has no significant effect on OCB. However, the phenomenon that occurs at PT. Harta Tersembunyi is that employees feel that management is unfair in implementing policies, especially in reward and punishment policies. Employees have the perception that management, in this case the leadership, is considered unable to mobilize employees in completing work and is unable to provide solutions to problems and does not fight for employee rights before the owner.

In addition, achieving organizational goals requires employee job satisfaction in order to increase OCB behavior. This behavior arises because of a feeling of satisfaction within the employee (Charmiati & Surya, 2019). Employees who get job satisfaction have a concept of results and fair procedures and treatment, so they voluntarily act beyond organizational expectations. This was also revealed by Saxena (2019), Đorđević et al., (2021), Na-Nan et al. (2021) which stated that job satisfaction has a positive and significant effect on OCB. Meanwhile, research by Sudarmo & Wibowo (2018) and Udayana & Putra (2022) states that job satisfaction has no impact on employee OCB behavior. But in reality, in the four subsidiaries of PT. Harta Tersembunyi it is not uncommon for employees to express their dissatisfaction with management. Employees have the perception that the promotion policy applied by the company is unfair. In addition, supervisors do not supervise employees and do not involve employees in decision making.

In addition, OCB can be created through organizational commitment. Committed employees will be

loyal to the company. Employees with high organizational commitment have a strong bond with the organization so that they can increase OCB behavior. This is in accordance with what is revealed in Dewi & Riana's research (2019), Na-Nan et al. (2021), Alshaabani et al. (2021) revealed the same thing where organizational commitment has a positive and significant effect on organizational citizenship behavior. However, the phenomenon that occurs is that employees are not maximally able to use their abilities to support organizational goals.

Based on this phenomenon, this research is focused on looking at the relationship between Perceived Organizational Support (POS) and job satisfaction on Organizational Citizenship Behavior (OCB) where there is a process for obtaining organizational commitment so that it is necessary to control all aspects in the company.

HYPOTHESIS

Based on this explanation, the hypotheses proposed in this study are as follows:

- H1: POS has a significant positive effect on OCB.
- H2: Job satisfaction has a significant positive effect on OCB.
- H3: POS has a significant positive effect on organizational commitment.
- H4: Job satisfaction has a significant positive effect on organizational commitment.
- H5: Organizational commitment has a significant positive effect on OCB.
- H6: Organizational commitment is able to mediate the effect of POS on OCB.
- H7: Organizational commitment is able to mediate the effect of job satisfaction on OCB.

METHOD

The research was conducted at PT. Harta Tersembunyi using a saturated sample of 70 employees as respondents. Data collection was done through a questionnaire. The data analysis technique used is inferential analysis using Partial Least Square.

RESULTS AND DISCUSSION

Based on the results of the study, there are several implications that emphasize the real benefits of the research results to encourage and improve employee performance which can be explained as follows.

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Table 1. Path Coefficient Result

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Organization Commitment	0.317	0.321	0.084	3.792	0.000
Job Satisfaction -> OCB	0.142	0.153	0.087	1.634	0.103
Organization Commitment -> OCB	0.338	0.337	0.136	2.491	0.013
POS-> Organization Commitment	0.556	0.554	0.080	6.944	0.000
POS -> OCB	0.428	0.425	0.123	3.479	0.001
PENGARUH MEDIASI					
Job Satisfaction Organization Commitment -> OCB Karyawan	0.107	-	0.052	2.058	0.040
POS -> Organization Commitment -> OCB	0.188	-	0.079	2.386	0.017

Effect of Perceived Organizational Support on Organizational Citizenship Behavior

Based on the results of the analysis of the effect of POS on OCB, it is obtained $t_{count} (3.479) > t_{table} (1.96)$ with a significance level of $0.000 < 0.01$, so that H_0 is accepted. The coefficient β_1 (perceived organizational support variable) of 0.428 shows a positive relationship, which means that the better the perceived organizational support shown by the application of good policies, supportive superiors and management who are willing to appreciate the work of employees will increase the organizational citizenship behavior of employees at PT Hidden Treasure.

Workers who feel supported by the organization will provide feedback to the organization by reducing deviations in organizational behavior. Management that provides full support to employees will encourage employees' willingness to do more than their responsibilities. This support is felt when the organization is supportive such as giving fair rewards, employees have a voice in decision making, and supervision. In the descriptive analysis results, it can be seen that employee perceptions of organizational support are in the good category. However, there are still values that are below the average, namely the indicator of superior support. This indicates that employees at PT. Harta Tersembunyi feel that their leaders do not provide enough support to employees so that employees are not willing to do more than their responsibilities. This is in line with the research of Pemecutan et al. (2016), Han et al. (2019), Naseer et al. (2018), Alshaabani et al. (2021), and Eisenberger et al. (2020) found that perceived organizational support has a positive effect on OCB.

Effect of Job Satisfaction on Organizational Citizenship Behavior

Based on the results of the analysis of the effect of job satisfaction on OCB, it is obtained that $t_{count} (1.634) < t_{table} (1.96)$ with a significance level of $0.103 > 0.05$, so that H_0 is rejected, which means that job satisfaction does not have a significant effect on organizational citizenship behavior in employees at PT. Hidden Treasure. The coefficient β_2 (job satisfaction variable) of 0.142 indicates that employees who are increasingly satisfied are not able to increase the organizational citizenship behavior of employees at PT. Hidden Treasures.

One indication that employees are satisfied is that they are willing to work with all their might to make a positive contribution to the company. However, in this study the results show that employee satisfaction at PT. Hidden Treasure has no significant impact on employee performance. Although based on the descriptive results the average employee perception of job satisfaction is in the good category, the satisfaction felt by employees does not guarantee that these employees will be willing to help their coworkers and work on tasks outside their job description. This is because there are still values that are below the average on the indicators of promotion policies implemented by management and employee dissatisfaction with their leaders which causes employees to be unwilling to show OCB behavior. This is in accordance with the research of Sudarmo & Wibowo (2018), Mayliza (2019) and Udayana & Putra (2022) which state that job satisfaction has no impact on employee OCB behavior. However, it is not in line with the research of Đorđević et al. (2021), and Na-Nan et al. (2021)

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which explain that positive feelings and satisfaction with their work will create OCB behavior where employees will be willing to work beyond their responsibilities for the success of the company where they work.

The Effect of Perceived Organizational Support on Organizational Commitment

Based on the results of the analysis of the effect of POS on organizational commitment, it is obtained $t_{count} (6.944) > t_{table} (1.96)$ with a significance level of $0.000 < 0.01$, so that H_0 is accepted. The coefficient β_3 (perceived organizational support variable) of 0.556 shows that the better the perceived organizational support shown by justice, superior support and appreciation, the more committed employees will be to the company.

Perceived organizational support has a positive relationship with organizational commitment which indicates that perceived organizational support can instill a sense of belonging to an organization. At PT. Harta Tersembunyi it is evident that organizational support helps shape organizational commitment. A supportive organization will create a sense of pride, loyalty and foster a willingness in employees to fight for company goals. Employees will feel responsible and will feel obliged to reciprocate their commitment to the organization by showing behavior that can support the achievement of organizational goals. This is supported by research by Pemecutan et al. (2016), Caesens et al. (2017), Sengkey et al. (2018), Pattnaik et al. (2020), Ming & Huang, (2022), and Ming & Huang, (2022) which state that perceived organizational support has a significant effect on employee organizational commitment.

Effect of Satisfaction on Organizational Commitment

Based on the results of the analysis of the effect of job satisfaction on organizational commitment, it is obtained $t_{count} (3.792) > t_{table} (1.96)$ with a significance level of $0.000 < 0.01$, so H_0 is accepted. The coefficient β_4 (job satisfaction variable) of 0.317 indicates that the better the employee's job satisfaction with the salary received, coworkers, work, promotion and supervision, the higher the employee's commitment at PT. Hidden Treasure.

Job satisfaction is a factor that affects organizational commitment. This is evident in the employees of PT. Hidden treasure who feel satisfaction at work will be more committed to their organization by making every effort to use their abilities to provide the best performance to the organization. The feeling of pleasure felt by employees will encourage them to be proud, loyal, and willing to fight for the company. This satisfaction will play a role in increasing employees' social identity by making employees members of the organization which will increase the commitment of employees. This is supported by research by Dalkrani & Dimitriadis (2018), Charmiati & Surya (2019), Gunastri et al

(2019), Dewi and Riana (2019), Ming & Huang, (2022) which state that job satisfaction has a significant effect on employee organizational commitment.

Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of the analysis of the effect of organizational commitment on organizational citizenship behavior, it is obtained $t_{count} (2.491) > t_{table} (1.96)$ with a significance level of $0.013 < 0.05$, so H_0 is accepted. The coefficient β_5 (organizational commitment variable) of 0.339 shows that employees who have high commitment can significantly increase the organizational citizenship behavior of employees at PT Hidden Treasure.

Employees who have confidence and pride in the company where they work, have loyalty and a great willingness to fight for company goals, these employees will show OCB behavior. This can be shown by the indication that employees who have high commitment will make every effort to achieve goals and be responsible for all work done beyond their responsibilities. It can be seen from the results of descriptive analysis that respondents' perceptions related to organizational commitment and employee organizational citizenship behavior are in the excellent category. These results explain that employees who already have emotional attachment willingly and sincerely do extra roles without expecting rewards. Employees who are effectively committed to the organization will have a sense of responsibility to contribute to the welfare of the organization. This is in accordance with the research of Putri and Sriathi (2017), Dewi and Riana (2019), Na-Nan et al. (2021), and Alshaabani et al. (2021) which found that organizational commitment has a significant positive effect on OCB where organizational commitment will create OCB behavior.

The Role of Organizational Commitment in Mediating the Effect of Perceived Organizational Support on Organizational Citizenship Behavior

Based on the results of the analysis of the mediating effect of perceived organizational support on organizational citizenship behavior through organizational commitment, the significance is obtained below 0.05 in the direct relationship and indirect relationship. This explains that organizational commitment can function as a partial mediation in the relationship between perceived organizational support and organizational citizenship behavior. With this, it is important to increase employee organizational commitment in order to maximize the role of perceived organizational support in increasing organizational citizenship behavior.

Organizational citizenship behavior is very important to support the effectiveness of organizational functions, especially in the long run. OCB is characterized by effort in any form carried out based on employee discretion

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that provides benefits to the organization without expecting anything in return. The importance of building OCB in the work environment cannot be separated from how committed the employees are. Employee commitment at PT Harta Tersmbunyi is the driving force in the creation of OCB in the organization which is formed from organizational support. For organizational life, commitment is an absolute prerequisite for maintaining organizational survival, stability and development. With organizational commitment, the amount of organizational support for employees will foster behavior willing to fight for the interests of the company. This means that the justice, superior support and appreciation provided by the company supported by employee commitment to the company will create behavior that exceeds the standard behavior set by the company and provides benefits to the company.

This is in accordance with the research of Pemecutan et al. (2016), Putri and Sriathi (2017), and Alshaabani et al. (2021) which explain that there is an indirect relationship between perceived organizational support and organizational citizenship behavior through organizational commitment.

The Role of Organizational Commitment in Mediating the Effect of Job Satisfaction on Organizational Citizenship Behavior

Based on the results of the analysis of the mediating effect of job satisfaction on organizational citizenship behavior through organizational commitment, the significance is obtained below 0.05 in the direct relationship and indirect relationship. This explains that organizational commitment can function as a partial mediation in the relationship between job satisfaction and organizational citizenship behavior. With this, it is important to increase employee organizational commitment in order to maximize the role of job satisfaction in increasing organizational citizenship behavior.

Organizational citizenship behavior is very important to support the effectiveness of organizational functions, especially in the long term. To bring up OCB, of course, employees must have job satisfaction and have high commitment. At PT Hidden Treasure, it is proven that satisfaction will have an impact on organizational citizenship behavior when employees are committed to the company where they work. If an employee already feels that his work is valued, feels satisfied with the results of his work supported by the desire to try to advance the organization, he will do good things for the progress of the company. Employees who have friendly coworkers, leaders who are able to motivate, and company policies that make them satisfied supported by their desire to survive, these employees will be comfortable at work and create a harmonious atmosphere in the work environment and be responsible for each of their jobs so as to increase employee OCB.

This is in accordance with the research of Charmiati & Surya (2019), Gunastri et al (2019), and Na-Nan et al. (2021) which explains that there is an indirect relationship between perceived organizational support and organizational citizenship behavior through organizational commitment.

CONCLUSION

This study has proven that POS has a direct and indirect influence on OCB. While job satisfaction does not have a direct influence on OCB, employee commitment is able to mediate the relationship. So that through these findings the company is expected to evaluate and monitor the various policies in the company in order to encourage employee behavior to work optimally in supporting company goals. By taking into account the policies in the company, of course, it will be able to create employee behavior that is beneficial to the company. This can be done by providing support to employees, involving employees in policy making and being more open in promotion policies. In addition, employees are expected not only to prioritize personal interests and be more careful in making decisions or expressing opinions and are willing to strive optimally by using all abilities for company goals.

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