

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior with Organizational Commitment as a Mediating Variable (Study on Nook Restaurant Bali Employees)

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Abstract. Successful organizations need employees who will go beyond their formal duties and are willing to deliver performance that exceeds expectations. The purpose of this research is to explain the influence of perceived organizational support on organizational citizenship behavior with organizational commitment as a mediating variable in NOOK restaurant Bali employees. The theory used in this research is Social Exchange Theory. The sample in this study amounted to 90 people who were determined using saturated sampling techniques. Data was collected through distributing a Google Form questionnaire using the SMART PLS 3.0 model data analysis technique. The results of this research show that perceived organizational support has a positive and significant effect on organizational citizenship behavior, perceived organizational support has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on organizational citizenship behavior, and organizational commitment is able to mediate the effect of perceived organizational support on organizational citizenship behavior. It is hoped that the results of this research can be used as consideration and input for restaurant management in making policies to improve organizational citizenship behavior.

Keywords: *perceived organizational support, organizational citizenship behavior, organizational commitment, social exchange theory.*

Abstrak. Organisasi yang sukses membutuhkan karyawan yang akan melakukan lebih dari sekedar tugas formal mereka dan mau memberikan kinerja yang melebihi harapan. Tujuan penelitian ini untuk menjelaskan pengaruh *perceived organizational support* terhadap *organizational citizenship behavior* dengan komitmen organisasional sebagai variabel mediasi pada karyawan NOOK restaurant Bali. Teori yang digunakan dalam penelitian ini adalah Teori Pertukaran Sosial. Sampel dalam penelitian ini berjumlah 90 orang yang ditentukan menggunakan teknik sampling jenuh. Data dikumpulkan melalui penyebaran kuesioner *google form* dengan teknik analisis data SMART PLS 3.0. Hasil penelitian ini menunjukkan bahwa *perceived organizational support* berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*, *perceived organizational support* berpengaruh positif dan signifikan terhadap komitmen organisasional, komitmen organisasional berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*, dan komitmen organisasional mampu memediasi pengaruh *perceived organizational support* terhadap *organizational citizenship behavior*. Hasil penelitian ini diharapkan dapat menjadi bahan pertimbangan dan masukan bagi manajemen restaurant dalam mengambil kebijakan untuk meningkatkan *organizational citizenship behavior*.

Kata Kunci: *perceived organizational support, organizational citizenship behavior, komitmen organisasional, teori pertukaran sosial.*

1. INTRODUCTION

Organizations as a place for a group of people who work together in an effort to achieve goals need to have resource support in carrying out their activities. Successful organizations need employees who will do more than just their formal duties and are willing to provide performance that exceeds expectations (Mangindaan et al., 2020). Employee attitudes and behavior will have an impact on the success of the company's operations. One of the behaviors that is often discussed is Organizational Citizenship Behavior (OCB). Organizational

citizenship behavior is individual behavior that is not influenced by formal rewards either directly or indirectly with the aim of achieving effective and efficient organizational functions (Ayu et al., 2022). Research conducted by Maulana (2021) states that employees who are increasingly motivated will increasingly have organizational citizenship behavior. Human resources who have organizational citizenship behavior will help operational activities within the company.

The results of interviews conducted with 10 employees at NOOK Restaurant Bali regarding organizational citizenship behavior showed that 4 out of 10 employees if given the opportunity would definitely help other employees who have heavier work, while the rest prefer to complete their respective tasks. The results of further interviews stated that employees have been treated properly by the company, starting from being given a service charge and also fulfilling the rights of employees, namely salaries according to the UMK and also BPJS covered by the company.

The results of interviews with several employees stated that there was no opportunity for promotion or promotion and leaders also rarely appreciated the achievements made by employees by giving rewards which caused employees to be disloyal to the company. In addition, there were still employees who wanted to leave the company if they found another company that offered a better offer than this company. This shows that the perceived organizational support and organizational commitment of employees to the company are still low.

The theory underlying this research is Social Exchange Theory. Fung et al., (2012) stated that social exchange theory is the view of employees when they have been treated well by the organization, they will tend to have more positive attitudes and behaviors towards the organization. Social exchange theory states that when organizations take care of employees, there is a social exchange relationship that can improve organizational performance (Agustama & Giantari, 2020).

Research by Ayu et al., (2022) stated that the variable perceived organizational support has a significant effect on organizational citizenship behavior of Btari Agency employees in Malang City.

H1: Perceived organizational support has a positive and significant effect on organizational citizenship behavior.

Apriliani and Wati's (2023) research states that organizational support has a significant effect on organizational commitment in the Koperasi Mitra Dhuafa Regional K East Java organization.

H2: Perceived organizational support has a positive and significant effect on organizational commitment.

Research by Saputra and Supartha (2019) shows that organizational commitment has a positive and significant effect on employee OCB behavior, the higher the employee's commitment to the organization is felt, the higher the OCB will be.

H3: Organizational commitment has a positive and significant effect on organizational citizenship behavior.

Research by Azhar et al., (2019) shows that organizational commitment can mediate the effect of POS on OCB. Employees who feel they get support from the organization will commit to trying to work as well as possible.

H4: Organizational commitment mediates the effect of perceived organizational support on organizational citizenship behavior.

The conceptual framework in this study is as follows.

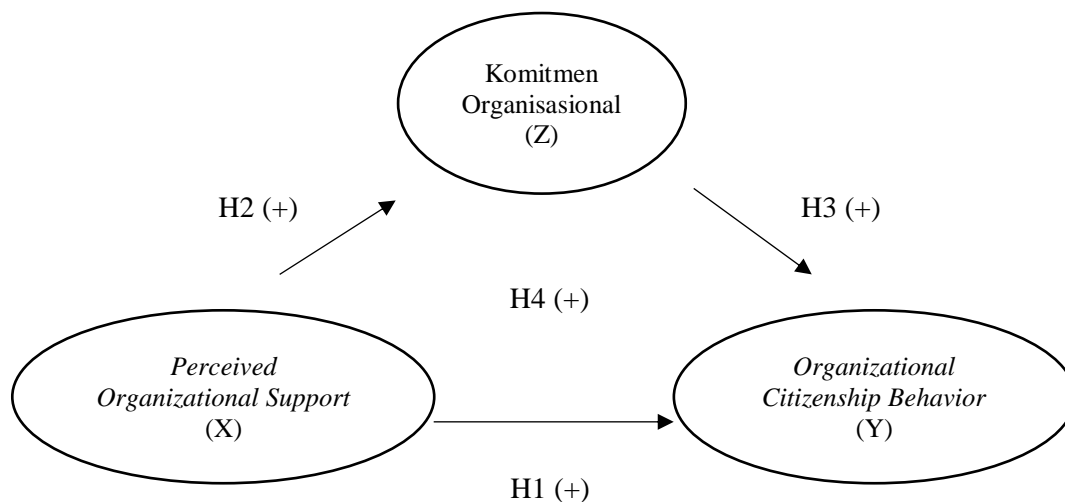


Figure 1. Conceptual Framework of Research

2. RESEARCH METHODS

This research is included in the category of associative causality research. This research was conducted at NOOK Restaurant Bali. The objects of this research are perceived organizational support, organizational citizenship behavior, and organizational commitment. The sample determined in this study was 90 people with a sample determination method of non-probability sampling. Data collection in this study used interview and questionnaire

methods. The analysis techniques used are descriptive analysis, inferential analysis, outer model, inner model, AVE value and Composite Reliability.

3. RESULTS AND DISCUSSION

Table 1. Validity Test Results

Z	Variabel	Instrumen	Pearson Correlation	Keterangan
1.	<i>Perceived organizational support (X)</i>	X1.1	0,925	Valid
		X1.2	0,858	Valid
		X1.3	0,945	Valid
		X1.4	0,941	Valid
		X1.5	0,882	Valid
		X1.6	0,906	Valid
		X1.7	0,796	Valid
		X2.1	0,957	Valid
		X2.2	0,898	Valid
		X2.3	0,944	Valid
		X2.4	0,874	Valid
		X3.1	0,880	Valid
		X3.2	0,843	Valid
		X3.3	0,839	Valid
		X3.4	0,903	Valid
X3.5	0,871	Valid		
2.	<i>Organizational citizenship behavior (Y)</i>	Y1.1	0,941	Valid
		Y1.2	0,898	Valid
		Y2.1	0,941	Valid
		Y2.2	0,887	Valid
		Y3.1	0,965	Valid
		Y3.2	0,921	Valid
		Y4.1	0,922	Valid
		Y4.2	0,938	Valid
		Y5.1	0,899	Valid

		Y5.2	0,954	Valid
		Z1.1	0,956	Valid
		Z1.2	0,880	Valid
		Z1.3	0,962	Valid
		Z2.1	0,855	Valid
3.	Komitmen organisasional (Z)	Z2.2	0,860	Valid
		Z2.3	0,970	Valid
		Z2.4	0,961	Valid
		Z3.1	0,844	Valid
		Z3.2	0,935	Valid
		Z3.3	0,947	Valid

Sumber: Data diolah, 2024

The test results in Table 1 show that all research variable instruments in the form of organizational citizenship behavior, perceived organizational support and organizational commitment have met the validity test requirements where the Pearson correlation value of each instrument is above 0.30, so the instrument is suitable for use as a measuring tool for these variables.

Table 2. Reliability Test Results

No.	Variabel	Cronbach's Alpha	Keterangan
1.	<i>Organizational citizenship behavior</i> (Y)	0,981	Reliabel
2.	<i>Perceived organizational support</i> (X)	0,984	Reliabel
3.	Komitmen organisasional (Z)	0,980	Reliabel

Sumber: Data diolah, 2024

The results of the reliability test in Table 2 show that the three research instruments have a Cronbach's Alpha coefficient above 0.60, so it can be said that all instruments have met the reliability requirements.

Table 3. Respondent Characteristics

	Variabel	Klasifikasi	Jumlah (orang)	Persentase (%)
	Jenis	Laki – Laki	47	52,2
	Kelamin	Perempuan	43	47,8
	Jumlah		90	100

Usia	20-25 Tahun	49	54,4
	25-30 Tahun	27	30,0
	30-35 Tahun	9	10,0
	35-40 Tahun	5	5,6
Jumlah		90	100
Pendidikan Terakhir	SMA/SMK	56	62,2
	Sarjana/Diploma	34	37,8
Jumlah		90	100
Masa Kerja	1-5 Tahun	39	43,3
	6-10 Tahun	44	48,9
	>10 Tahun	7	7,8
Jumlah		90	100

Sumber: Data diolah, 2024

Table 3. shows the characteristics of the respondents. When viewed from gender, those with male gender dominate in this study with a percentage of 52.2%. When viewed from age, those aged 20-25 years dominate with a percentage of 54.4%. When viewed from the last education, those with high school/vocational high school education dominate with a percentage of 62.2%. When viewed from the length of service, nurses who have worked for 6-10 years dominate with a percentage of 48.9%.

Table 4. Outer Loadings test results

	<i>Original Sample</i> (O)
X1.1 <- Perceived Organizational Support	0,932
X1.2 <- Perceived Organizational Support	0,881
X1.3 <- Perceived Organizational Support	0,949
X1.4 <- Perceived Organizational Support	0,943
X1.5 <- Perceived Organizational Support	0,885
X1.6 <- Perceived Organizational Support	0,929
X1.7 <- Perceived Organizational Support	0,855
X2.1 <- Perceived Organizational Support	0,959
X2.2 <- Perceived Organizational Support	0,912
X2.3 <- Perceived Organizational Support	0,935

X2.4 <- Perceived Organizational Support	0,952
X3.1 <- Perceived Organizational Support	0,910
X3.2 <- Perceived Organizational Support	0,875
X3.3 <- Perceived Organizational Support	0,890
X3.4 <- Perceived Organizational Support	0,894
X3.5 <- Perceived Organizational Support	0,915
X3.6 <- Perceived Organizational Support	0,855
Y1.1 <- Organizational Citizenship Behavior	0,899
Y1.2 <- Organizational Citizenship Behavior	0,883
Y2.1 <- Organizational Citizenship Behavior	0,911
Y2.2 <- Organizational Citizenship Behavior	0,886
Y3.1 <- Organizational Citizenship Behavior	0,961
Y3.2 <- Organizational Citizenship Behavior	0,906
Y4.1 <- Organizational Citizenship Behavior	0,946
Y4.2 <- Organizational Citizenship Behavior	0,903
Y5.1 <- Organizational Citizenship Behavior	0,865
Y5.2 <- Organizational Citizenship Behavior	0,949
Z1.1 <- Komitmen Organisasional	0,954
Z1.2 <- Komitmen Organisasional	0,875
Z1.3 <- Komitmen Organisasional	0,960
Z2.1 <- Komitmen Organisasional	0,863
Z2.2 <- Komitmen Organisasional	0,854
Z2.3 <- Komitmen Organisasional	0,968
Z2.4 <- Komitmen Organisasional	0,960
Z3.1 <- Komitmen Organisasional	0,853
Z3.2 <- Komitmen Organisasional	0,934
Z3.3 <- Komitmen Organisasional	0,946

Sumber: *Data diolah, 2024*

Based on Table 4. the output results have met convergent validity because the loading factor is above 0.70, so all variable statements can be said to be valid. From the Perceived organizational support variable, indicator X2.1 has the highest outer loadings value compared to other indicators, namely 0.959, so it can be explained that the indicator can reflect the perceived organizational support variable. From the organizational commitment variable,

indicator Z2.3 has the highest outer loadings value compared to other indicators, namely 0.968, so it can be explained that the indicator can reflect the organizational commitment variable. From the organizational citizenship behavior variable, indicator Y3.1 has the same outer loadings value, namely 0.961, so it can be explained that the indicator can reflect the organizational citizenship behavior variable.

Table 5. Cross Loading Test Results

Variabel	Komitmen Organisasional	<i>Organizational Citizenship Behavior</i>	<i>Perceived Organizational Support</i>
X1.1	0,588	0,457	0,932
X1.2	0,569	0,523	0,881
X1.3	0,608	0,520	0,949
X1.4	0,590	0,481	0,943
X1.5	0,586	0,529	0,885
X1.6	0,637	0,496	0,929
X1.7	0,557	0,488	0,855
X2.1	0,634	0,546	0,959
X2.2	0,583	0,435	0,912
X2.3	0,609	0,474	0,935
X2.4	0,642	0,600	0,952
X3.1	0,560	0,456	0,910
X3.2	0,543	0,505	0,875
X3.3	0,635	0,490	0,890
X3.4	0,626	0,451	0,894
X3.5	0,580	0,492	0,915
X3.6	0,524	0,518	0,855
Y1.1	0,575	0,899	0,520
Y1.2	0,629	0,883	0,504
Y2.1	0,556	0,911	0,522
Y2.2	0,642	0,886	0,477
Y3.1	0,695	0,961	0,502
Y3.2	0,587	0,906	0,527
Y4.1	0,671	0,946	0,478

Y4.2	0,646	0,903	0,490
Y5.1	0,549	0,865	0,512
Y5.2	0,663	0,949	0,475
Z1.1	0,954	0,585	0,616
Z1.2	0,875	0,544	0,486
Z1.3	0,960	0,591	0,619
Z2.1	0,863	0,752	0,575
Z2.2	0,854	0,507	0,475
Z2.3	0,968	0,617	0,626
Z2.4	0,960	0,634	0,660
Z3.1	0,853	0,726	0,571
Z3.2	0,934	0,636	0,657
Z3.3	0,946	0,636	0,653

Sumber: Data diolah, 2024

Based on Table 5, it can be seen that the correlation of the variable perceived organizational support (X) with the crossloadings value of its indicators is higher than the correlation of organizational commitment (Z) and organizational citizenship behavior (Y). Then the correlation of the variable organizational commitment (Z) with the crossloadings value of its indicators is higher than the correlation of the indicators perceived organizational support (X), and organizational citizenship behavior (Y). Furthermore, the correlation of organizational citizenship behavior (Y) with the crossloadings value of its indicators is higher than the correlation of organizational commitment (Z) and perceived organizational support (X). So it can be explained that all indicators in each variable are valid.

Table 6. Results of the Average Variance Extracted Value Test

Variabel Penelitian	AVE
<i>Organizational citizenship behavior (Y)</i>	0,830
<i>Perceived organizational support (X)</i>	0,829
Komitmen organisasional (Z)	0,843

Sumber: Data diolah, 2024

Based on Table 6, it can be explained that the AVE value of the variables organizational citizenship behavior, perceived organizational support and organizational commitment are 0.830; 0.829 and 0.843 where each variable has an AVE value of each variable greater than 0.50, so the model can be said to be good.

Table 7. Composite Reliability Test Results

Variabel	Composite Reliability	Cronbachs Alpha	Keterangan
<i>Organizational citizenship behavior (Y)</i>	0,980	0,977	Reliabel
<i>Perceived organizational support (X)</i>	0,988	0,987	Reliabel
Komitmen organisasional (Z)	0,982	0,979	Reliabel

Sumber: Data diolah, 2024

Based on the results of composite reliability and Cronbach's Alpha tests in Table 7. it can be seen that the composite reliability values for the variables of organizational citizenship behavior, perceived organizational support and organizational commitment are 0.980; 0.988 and 0.982 as well as Cronbach's Alpha for the variables of organizational citizenship behavior, perceived organizational support and organizational commitment are 0.977; 0.987; 0.979 where all variables have composite reliability and Cronbach's Alpha values above 0.70. So the variables of organizational citizenship behavior, perceived organizational support and organizational commitment have good reliability.

Table 8. R-square Test Results

Variabel	R Square
Komitmen organisasional	0,425
<i>Organizational citizenship behavior</i>	0,486

Sumber: Data diolah, 2024

Based on Table 8. shows the R-square value of the organizational commitment variable is 0.425. This means that 42.5 percent of the variability of the organizational commitment construct can be explained by the perceived organizational support variable, while the remaining 57.5 percent of the organizational commitment variable is explained by other variables outside the model. Likewise with the Organizational citizenship behaviors variable which has an R-square value of 0.486. This means that 48.6 percent of the variability of the organizational citizenship behavior construct can be explained by the perceived organizational support and organizational commitment variables, while the remaining 51.4 percent of the organizational citizenship behavior variable is explained by other variables outside the model.

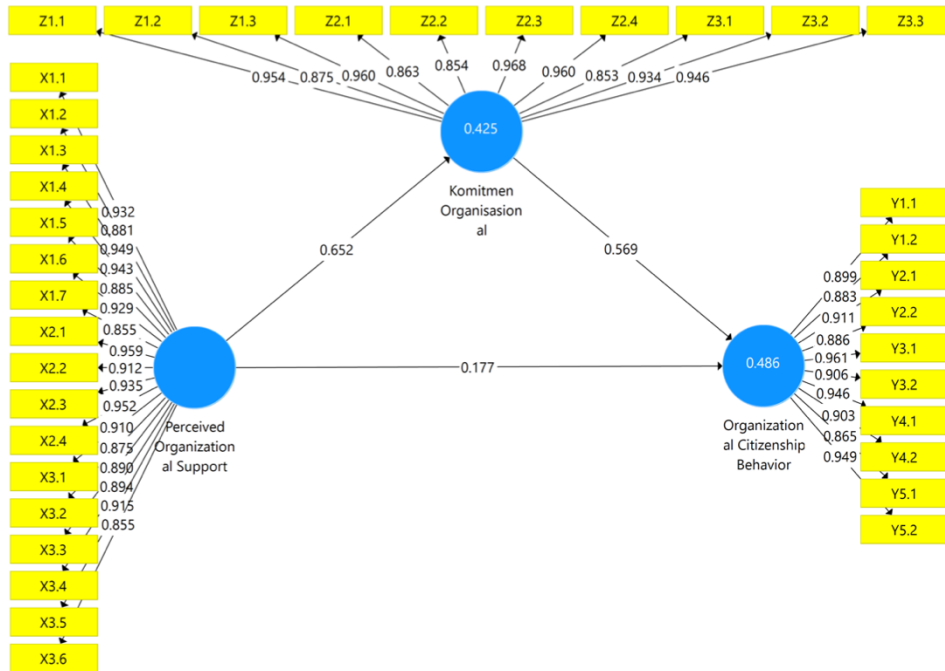


Figure 2. PLS Test Results

Figure 2. shows that hypothesis 1 which states that there is a positive and significant relationship between perceived organizational support (X) and organizational citizenship behavior (Y) can be accepted. Then hypothesis 2 which states that there is a positive and significant relationship between perceived organizational support (X) and organizational commitment (Z) can be accepted. Furthermore, hypothesis 3 which states that there is a positive and significant relationship between organizational commitment (Z) and organizational citizenship behavior (Y) can be accepted.

Table 9. Hypothesis Testing Results

Variabel	Koefisien	t statistic	p values	Keterangan
Pengaruh Langsung				
<i>Perceived organizational support -> Organizational citizenship behavior</i>	0,177	2,151	0,034	Signifikan
<i>Perceived organizational support -> Komitmen organisasional</i>	0,652	10,635	0,000	Signifikan
<i>Komitmen organisasional -> Organizational citizenship behavior</i>	0,569	7,639	0,000	Signifikan

Pengaruh Tidak Langsung						
<i>Perceived organizational support</i>	->	Komitmen organisasional -> <i>Organizational citizenship behavior</i>	0,371	7,181	0,000	Signifikan

Sumber: Data diolah, 2024

Table 9 shows that the effect of perceived organizational support on organizational citizenship behavior is 0.177, with p-values of 0.034 <0.05 and t-statistics of 2.151>1.96 indicating that hypothesis 1 which states that perceived organizational support has a positive and significant effect on organizational citizenship behavior in NOOK Restaurant Bali employees can be accepted. This indicates that if perceived organizational support increases, organizational citizenship behavior will increase. The results of this study are in line with the research of Ayu et al., (2022)

The effect of perceived organizational support on organizational commitment is 0.652, with p-values of 0.000 <0.05 and t-statistics of 10.635>1.96 indicating that hypothesis 2 which states that perceived organizational support has a significant positive effect on organizational commitment in NOOK Restaurant Bali employees can be accepted. This indicates that if perceived organizational support increases, the perceived organizational commitment will also increase. The results of this study are in line with the research conducted by Apriliani and Wati (2023).

The magnitude of the influence of organizational commitment on organizational citizenship behavior is 0.569, with p-values of 0.000 <0.05 and t-statistics of 7.639>1.96 indicating that hypothesis 3 which states that organizational commitment has a positive and significant effect on organizational citizenship behavior in NOOK Restaurant Bali employees can be accepted. This indicates that if organizational commitment increases, the organizational citizenship behavior felt by employees will increase. The results of this study are in line with research conducted by Saputra and Supartha (2019).

The results of the indirect influence analysis show that the results of p values 0.000 <0.05, and t-statistics 7.181> 1.96 with a coefficient of 0.371 which means that the organizational commitment variable is a mediating variable for the influence between perceived organizational support on organizational citizenship behavior in NOOK Restaurant Bali employees, and the direct influence of perceived organizational support on organizational citizenship behavior has p values 0.034 <0.05 and t-statistics 2.151> 1.96, and a coefficient

value of 0.177 based on the mediation test criteria described above, this indicates that organizational commitment partially mediates the complementary effect of perceived organizational support on organizational citizenship behavior in NOOK Restaurant Bali employees. So the fourth hypothesis is accepted. The results of this study are in line with research conducted by Azhar et al., (2019).

4. ONCLUSION AND SUGGESTIONS

The results of this study indicate that perceived organizational support has a positive and significant effect on organizational citizenship behavior, perceived organizational support has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on organizational citizenship behavior, and organizational commitment can mediate the effect of perceived organizational support on organizational citizenship behavior.

Suggestions for this study are expected that the management of NOOK Restaurant Bali can improve organizational citizenship behavior by paying attention to perceived organizational support and organizational commitment. What can be considered are as follows: can provide job promotions to employees who excel, pay attention to giving awards to employees so that employees feel recognized by the company. The suggestions that can be given for further research are that further research is expected to be able to add variables that can affect organizational citizenship behavior, and be able to expand the scope of the study.

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