



ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN MODERATION EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT AND PSYCHOLOGICAL EMPOWERMENT ON JOB PERFORMANCE

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ABSTRACT

Background: employee performance is one of the factors of an organization to determine the success of an organization to achieve its objectives. Job performance is supported by many things so that it can be realized and produces optimal results. Because of the high demands of the organization, support from the organization is needed in this case apart from the initiative of the employee itself.

Objective: This study aims to determine the effect of Perceived Organizational Support and Psychological Empowerment on Job Performance and Organizational Citizenship Behaviour. And examines the influence of Organizational Citizenship Behaviour as a moderating variable between the relationship of Perceived Organizational Support and Psychological Empowerment to job stress.

Method: This study uses a quantitative approach. The independent variables of this study are Perceived Organizational Support and psychological empowerment. The dependent variable of this study is Job Performance. The moderator variable is Organizational Citizenship Behaviour. The study sample were 57 employees who worked in the Human Resources Division in a Limited Liability Company in Indonesia. Data is collected by giving questionnaires to respondents.

Results: based on the results of direct hypothesis testing, namely Perceived Organizational Support and Psychological Empowerment on Organizational Citizenship Behaviour and Job Performance with t -statistics > 1.96 . While the influence of Organizational Citizenship Behaviour on Job Performance with the results of t -statistic = 6.304. Based on the indirect test results this study obtained the

influence of Perceived Organizational Support on Organizational Citizenship Behaviour, Organizational Citizenship Behaviour influences Job , Perceived Organizational Support for Job Performance with t-statistic > 1.96. The second indirect test result is the magnitude of the influence between Psychological Empowerment on Organizational Citizenship Behaviour, Organizational Citizenship Behaviour on Job Performance produces t-statistics > 1.96 and the results of direct influence path test between Psychological Empowerment on Job Performance produce t-statistic values < 1.96.

Conclusion: There is a significant influence from Perceived Organizational Support and Psychological Empowerment on Organizational Citizenship Behaviour and Job Performance. Organizational Citizenship Behaviour as a moderator variable becomes a partial mediation variable in the relationship between Perceived Organizational Support to Job Performance but acts as a full mediation variable in the relationship between Psychological Empowerment to Job Performance.

Key words: diamond market, international trade, mineral resource industry, diamond market structure, investment appraisal

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1. INTRODUCTION

Job performance is the result or level of success of a person as a whole for a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or criteria that have been determined in advance and agreed upon (Rivai & Basri, 2005). Psychological Empowerment and Perceived Organizational Support (POS) are considered to increase internal motivation and employee retention. But it needs to be examined further related to its relationship with Job Performance.

Perceived Organizational Support is employee perception related to what extent the organization can provide support to its employees and to what extent it helps to provide what is needed by employees (Özbağ, Çekmecelioğlu, & Ceyhun, 2014). The perceived organizational support is up to the level where employees believe that the organization respects employee contributions and cares about their welfare. The high level of POS leads to higher job satisfaction and lower turnover (Umrani et al., 2019; Robbins & Coulter, 2009).

Organizations are an important source of their socio-emotional needs such as respect, caring, and tangible benefits such as salaries and health benefits. Feelings valued by the organization help bring together the needs of employees for approval, esteem, and affiliation (Özbağ et al., 2014). Positive evaluations from organizations also increase the belief that increased effort at work will be rewarded. An employee who has POS not only helps colleagues but also increases their own job satisfaction and organizational commitment, while reducing resignation and absence, thereby stimulating employee performance (Haseeb & Azam, 2020; Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002).

Psychological Empowerment is an individual's belief in his ability to carry out work activities related to skills and competencies. Psychological Empowerment is related to how people who are competent or able to feel empowered in their work environment. Psychological empowerment is a psychological concept and has four factors that influence the

formation of meaning, perceived impact, competence, and self-determination. Empowerment can provide control to employees, freedom, and information so that employees can participate in organizational decision-making and affairs. Psychological Empowerment is a type of internal motivation conducive to promoting Organizational Citizenship Behaviour (OCB).

Organizational Citizenship Behaviour is extra individual behaviour, which is not directly or explicitly recognizable in a formal work system, and which aggregately can improve the effectiveness of organizational functions. Achieving organizational goals can be done by maximizing individual performance. If a member organization has a good OCB, the impact on the organization will be felt significantly (Wongleedee, 2020).

Job Performance is a work performance or a real achievement achieved by someone produced by a process. Job Performance is how an employee achieves organizational goals and reaches the standards set by the organization (Khalid et al., 2012). According to the behaviour and management approach, performance is the quantity or quality of something produced or services provided by someone who does work (Guan, 2020; Luthans, 2008).

This study aims to examine the effect of POS and Psychology Empowerment on Job Performance and Organizational Citizenship Behaviour, the influence of Organizational Citizenship Behaviour on Job Performance and the effect of mediating Organizational Citizenship Behaviour on the relationship of Perceived Organizational Support and Psychology Empowerment with Job Performance.

2. LITERATURE REVIEW

2.1. Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) is individual behaviour the extra, which is not directly or explicitly recognizable in a formal work system, and which in aggregate can improve the effectiveness of organizational functions. Generally, organizations believe have to be able to achieve organizational goals more than what is expected to maximize individual performance, because basically individual performance is very influential on the performance of a team or work group which ultimately affects the whole performance of the organization.

2.2. Perceived Organizational Support

Perceived Organizational Support is a theory about employee's perception related to how far the organization could give support and provide support needed for the employees. Perceived Organizational Support is a perceptions of organizational support refer to employees' perceptions of the extent to which organizations value their contributions and care about their welfare (Rhoades & Eisenberger, 2002). Perceived organizational support is at a level where employees believe that the organization respects employee contributions and cares about their welfare (Robbins & Coulter, 2009). So, it can be said that when employees feel that they have high organizational support, the perception of employees will be created.

Level of perceived organizational support leads to high job satisfaction and lower turnover (Robbins & Coulter, 2009). So, decreasing turnover also means increasing the retention rate of employees. Because after all employees will choose an organization that is judged to provide what they want from an organization. Organizations are an important source of their socio-emotional needs such as respect, caring, and tangible benefits such as salaries and health benefits. Feelings valued by the organization help bring together the needs of employees for approval, esteem and affiliation. Positive evaluations from organizations also increase the belief that increased effort at work will be rewarded.

2.3. Psychological Empowerment

Psychological empowerment is an individual's confidence in his ability to carry out work activities related to skills and competencies. Shauna also explained that psychological empowerment is related to how people who are competent or able to feel empowered in their work environment. Employees who feel more competent about their abilities and are successfully empowered or have a higher level of psychological empowerment should be more satisfied with their work, more committed to their organization, have a lower intention to quit the organization, and show more positive performance.

Psychological empowerment is a psychological concept and has four factors that influence the formation of meaning, perceived impact, competence, and self-determination. The four factors above combine to form the overall construct of psychological empowerment, or in other words, if one of these factors does not exist, then the level of empowerment obtained is also not optimal.

3. METHODOLOGY

This study uses a quantitative approach. The independent variable of this study is Perceived Organizational Support and Psychological Empowerment. The dependent variable of this study is Job Performance. The mediator variable is Organizational Citizenship Behaviour. Determination of the sample in this study is using census sampling technique. A sample of 56 employees working in the Human Resources Division at PT Petrokimia Gresik, East Java, Indonesia. Data collection is done by distributing questionnaires. Data that has been collected is analysis by using Partial Least Square (Square). Hypothesis testing is done by using the Bootstrapping method in PLS modelling (Mardani & Fallah, 2018).

3.1. Samples and Data Collection

Data is collected by using questionnaires distributed to employees of the Human Resources Division. In filling out the questionnaire, employees who have status as permanent employees will fill in the indicators regarding the variables Perceived Organizational Support and Psychological Empowerment as independent variables and Organizational Citizenship Behaviour variables as intervening variables. While for Job Performance variables as non-dependent variables or dependent variables used to measure work performance of employees, who fill the indicators in this variable are leaders/managers in each department. So, in this study the sample/respondent used was the employees of each department as many as 56 people who later would be given a questionnaire whose contents were in the form of questions related to this study. Questionnaires filled correctly were only 47 out of 56 questionnaires distributed. Based on the number of samples collected, the method analysis is using PLS-SEM is preferred because there is no limit in the number of samples (Hair, Hult, Ringle, & Sarstedt, 2013).

3.2. Instrument Design

The questionnaire used in the study was a questionnaire that was developed independently by the authors and validity and reliability tests were carried out. The questionnaire for each variable uses a Likert scale, with a score range of 1 = strongly disagree to 5 = strongly agree.

3.3. Partial Least Square – SEM

This analysis is conducted to determine the relationship between variable hairs, and reinartz.

Outer model evaluation

This step is done to test the validity and reliability of variables in the analysis through PLS, which consists of convergent validity, discriminant validity, and composite reliability.

Inner model evaluation

The evaluation of this model is to observe the significance of latent variables using R-Square. The first stage is the valuation of the Goods of Fit with an R-square value with a predictive relevance value close to 1 (one). The second stage is the assessment of inner weight with the Bootstrapping resampling process from the hypothesized path. Significant if t-statistic > 1.96.

3.4. Path Analysis

Path analysis is processed using smart PLS software on Microsoft Windows operating systems. Illustration of path analysis can be explained in the following figure.

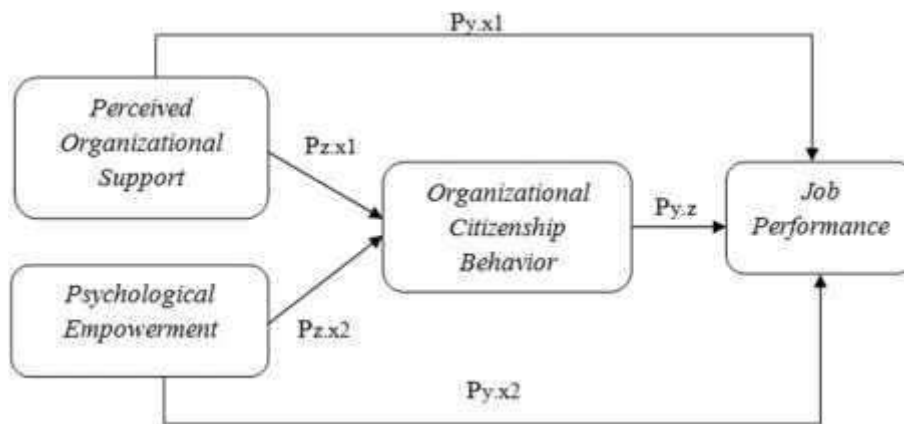


Figure 1 Path analysis

3.5. Hypothesis Testing

Testing the statistical hypothesis in the PLS model is using the Bootstrapping method. Hypothesis testing can be accepted if p value ≤ 0.05 ($\alpha = 5\%$) then it can be concluded that it had a significant difference, and vice versa. To test the effect on PLS analysis, criteria are used with t statistics. The relationship between 2 variables is concluded that it have a significant effect if the t-statistic value is greater than 1.96.

4. RESULTS AND DISCUSSION

4.1. Respondent Characteristics

The majority of respondents were male, namely 70.2%. Respondents with age > 30 years is more than 31.9%. Respondents with the last education, the majority were in bachelor degree with percentage of 53.2%. The highest working period is > 10 years, with 38.3%.

Table 1 Characteristics of respondents

	Amount	Percentage (%)
Gender		
Male	33	70.2
Female	17	29.8
Age (years)		
20-25	14	29.8
26-30	15	31.9
>30	18	31.9
Marital status		
Married	31	66.0
Single	16	34.0
Last education		
High school	15	31.9
Diploma	3	6.4
Bachelor Degree	25	53.2
Master Degree	4	8.5
Working period (years)		
<1	1	2.1
1-5	13	27.7
5-10	15	31.9
>10	18	38.8

4.2. Test Results

Based on the results of direct hypothesis testing, namely Perceived Organizational Support and Psychological Empowerment on Organizational Citizenship Behaviour and Job Performance with t -statistics > 1.96 . While the influence of Organizational Citizenship Behaviour on Job Performance with the results of t -statistic = 6.304. Based on the results of the indirect test, there is a large percentage of Perceived Organizational Support for Organizational Citizenship Behaviour, Organizational Citizenship Behaviour towards Job Performance, Perceived Organizational Support for Job Performance with a t -statistic value > 1.96 . This means that there is an indirect influence between Perceived Organizational Support on Job Performance and the mediation of Organizational Citizenship Behaviour. The second indirect test result is the magnitude of the influence between Psychological Empowerment on Organizational Citizenship Behaviour, Organizational Citizenship Behaviour on Job Performance produces t -statistics > 1.96 and the results of path test direct influence between Psychological Empowerment on Job Performance produce t -statistic values < 1.96 . This means that there is an indirect influence between Psychological Empowerment on Job Performance and the mediation of Organizational Citizenship Behaviour.

4.3. Discussion

Based on the results of the study, the founding is the influence of Perceived Organizational Support and Psychological Empowerment on Job Performance. Organizational Citizenship Behaviour moderates the relationship between Perceived Organizational Support and Psychological Empowerment on Job Performance. The results of this study are in accordance with previous studies (BOHLE, CHAMBEL, MEDINA, & CUNHA, 2018).

Based on the results, Perceived Organizational Support is included in the high category. At the highest mean value found on PSO2 items, it can be interpreted that employees feel that the company cares about the welfare of its employees. Meanwhile respondents with the

smallest value on PSO4 items, which can be interpreted that employees feel that they can sincerely apologize for the mistakes made by employees. While respondents who have a tenure above 10 years tend to have a high perception of organizational support (Dawley, Houghton, & Bucklew, 2010). POS increases job satisfaction, good performance, commitment and reduces turnover. POS can predict OCB from employees. In a company, support from the company to the employees greatly affects employees respond to a job provided by the company so that when an action is needed outside of his/her job, an employee can do it without objection. While the relationship between POS and Job Performance has a significant effect. This is because employees who have a POS will be responsive to the situation where they have to work or support the life of their organization willing to use their ability to solve something related to the survival of their organization (Aselage & Eisenberger, 2003). Likewise reciprocity from the organization, which will also provide support, so that there is an increase in cooperation, identification, good appreciation and reciprocity between workers. POS employees not only help colleagues, but also increase their own job satisfaction and organizational commitment, while stimulating employee work.

Psychological Empowerment affects the Organizational Citizenship Behaviour. Employees feel that the work activities that they do means to themselves, especially in improving their knowledge and abilities. Employees also feel that their contributions affect to whatever happen to their department. The form of Psychological Empowerment can be achieved by providing incentives to employees, increasing motivation, aspirations, and giving examples of organizational citizenship. However, Psychological Empowerment has no significant effect on Job Performance. This might be due to motivation that occurs because it involves an extrinsic element of motivation, such as scheduled morning briefings. This might happen because employers tend to give motivational sentences to their subordinates, with the aim of increasing the confidence of their employees and structured briefings. Some of the factors that influence extrinsic motivation are i) external regulation, where a behaviour arises in order to get objects or things that are external; ii) Introjected regulation, where an individual begins to internalize the reasons for his behaviour; iii) regulated through identification, where the individual has a choice of the behaviours he will do and compared to their feasibility; iv) integrated regulation, individuals have chosen behaviour to work that moves from external motivation to selected actions.

Organizational Citizenship Behaviour has a significant effect on Job Performance. This could be happen because employee's OCB is associated with increased cooperation between employees, proactive assistance in solving other people's problems, and willingness to attend and participate in organizational activities and meetings (Yoon & Suh, 2003). This, then could change the overall state of mind and social atmosphere in the organization, which will improve the overall performance of employees.

In relation to the influence of Perceived Organizational Support with Job Performance, Organizational Citizenship Behaviour acts as a partial mediation variable. The point is the presence or absence of Organizational Citizenship Behaviour as a mediator variable that does not change the positive influence of Perceived Organizational Support on Job Performance. If employee perceptions of perceived organizational behaviour that affect themselves are high, the Job Performance of employees will also be high, as well as if mediated by Organizational Citizenship Behaviour. The thing that allows this to happen is that this study involves intrinsic motivation as a measurement tool in the Organizational Citizenship Behaviour variable, which resulting in the influence of mediation being partial.

While the relationship between the influence of Psychological Empowerment and Job Performance, Organizational Citizenship Behaviour applies as a full mediation variable, which means that Psychological Empowerment cannot significantly influence Job

Performance without the existence of Organizational Citizenship Behaviour. Without a sense of love for the company, Psychological Empowerment does not have a positive influence on Job Performance because in this case there is a need for internal motivation from the employee himself. Basically, giving employees of Psychological Empowerment to support superior work performance is very important.

5. CONCLUSION

This study shows that there is a significant influence between Perceived Organizational Support and Psychological Empowerment on job stress and Organizational Citizenship Behaviour. Organizational Citizenship Behaviour acts as a partial mediation variable in relation to the influence of Perceived Organizational Support on Job Performance. However, Organizational Citizenship Behaviour acts as a full mediation variable in the relationship of the influence of Psychological Empowerment on Job Performance

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