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1 BUILDING ORGANIZATIONAL CITIZENSHIP BEHAVIOR TO IMPROVE EMPLOYEE PERFORMANCE AT PT. AGRO KARUNIA BESTARI

Heriyono¹, Vita Dhameria ^{✉2}

Universitas 17 Agustus 1945 Cirebon¹

Universitas Jenderal Achmad Yani²

^{✉2} vitadhameria@mn.unjani.ac.id

Jl. Terusan Jenderal Sudirman, Cimahi, Jawa Barat, Kota Cimahi, Jawa Barat 40525, Indonesia

Abstract

A success of organization in running its activities is determined by human resources as activity executors. The existence of public organization's success is defined by the human resources. Research method employed was purposive sampling with the number of samples were 120 employees of PT Agro Karunia Bestari. The data were analyzed by using Structural Equation Model (SEM) with statistical package AMOS 22. The results of hypothetical testing were (1) Employee engagement and organizational citizenship behavior had a positive and significant influence towards organizational citizenship behavior, (2) Employee engagement had positive and insignificant influence towards employee performance, (3) Perceived organizational support had a positive and significant influence towards employee performance, and (4) Organizational citizenship behavior had a positive and significant influence towards employee performance.

Keywords: employee engagement; perceived organizational support; organizational citizenship behavior; employee performance

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INTRODUCTION

A success of organization in running its activities is determined by human resources as activity executors. The existence of public organization's success is defined by the human resources. Improving the quality of human resources as an organizational capital is how to actualize one of the goals of organization. Therefore, qualified human resources are a key element for an organization to achieve success. Human resources (HR) with high quality play an important role in driving the progress of a nation. In the era of globalization and increasingly intense global competition, quality HR becomes the main foundation for improving productivity, innovation, and competitiveness. Skilled and competent HR are not only able to complete tasks efficiently but also contribute to the development of new ideas that are relevant to the needs of the times (Ariyani, Dhameria, & Suyitno, 2022; Erna et al., 2024). The rapid development of science and technology demands qualified human resources to be able to compete for himself and the progress of organization. Rapid changes in technology have become a major characteristic of the modern era, bringing



significant impacts on various aspects of organizations, including the quality and performance of human resources (HR). In an increasingly digitalized world, the ability of HR to adapt becomes a key factor in maintaining sustainability and organizational competitiveness. Adaptation to technology includes various aspects, such as learning how to use new devices, mastering advanced software, and understanding digitalized work processes. HR that can keep up with these developments typically shows improvements in productivity, efficiency, and the ability to create innovative solutions. On the other hand, a lack of adaptation to technology can lead to a decline in both individual and organizational performance. However, this adaptation process is not always easy. Many workers face challenges such as resistance to change, inadequate training, or digital skill gaps. Therefore, organizations need to take proactive steps to support their HR in facing these technological changes (Mazzetti et al., 2023; Ramdan, 2023; Rusu & Avasilca, 2014). To achieve the goals of organization, a well-conceived plan is needed in order to make the activities in the organization run in an integrated and directed manner. One of them is to improve the performance of human resources (Afacan Fındıklı, Yozgat, & Rofcanin, 2015).



Performance is the employee's result of work, a management or an organizational process as a whole, in which the result of work can be demonstrated concretely and measured (compared to certain standards) (Sarman & Sari, 2023; Tröster, Mehra, & van Knippenberg, 2014). Performance is a result of work achieved by an employee in performing assigned tasks based on his skills, experience, seriousness and timing. Indicators used to measure employee's performance are initiative to discover the best course of action, job description mastering, achievement, level of cooperation ability, accuracy, the level of conformity of tasks with orders, the level of quality of work results, the level of accuracy of work completion and the level of quantity of work results. Initiatives to find the best solution where organizations need to create a work environment that encourages creativity and innovation, where HR is given the freedom to find the best solution in solving technology-related challenges. This can be done through internal innovation programs, team discussions, or pilot projects that allow employees to experiment with new technologies. While the ability to collaborate where technological advances often require cross-team and cross-disciplinary collaboration (Dhameria & Ghazali, 2020; Niraula, Kharel, & Mainali, 2023). Organizations must build a collaborative work culture by leveraging digital tools such as communication platforms and project management systems. This not only accelerates the adoption of new technologies but also facilitates knowledge sharing among team members, strengthening overall performance. By integrating strong innovation and collaboration initiatives, organizations can ensure that their HR is not only able to adapt but also excel in the face of rapid technological changes (Beugelsdijk, Koen, & Noorderhaven, 2009; Kusumah, Dhameria, & Setiawan, 2024).





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fully engaged, leading to positive impacts for both the individual and the organization (Karyatun et al., 2023; Mazzetti et al., 2023). **Work engagement is a positive motivational situation containing vigor, dedication and absorption characteristics.** Employee is said having work engagement when he is able to identify himself psychologically with his job and considers performance is important for himself and organization. Employee with high work engagement strongly believes in the type of work being done and truly cares about that type of work (Awalia & Yanuar, 2024; Utami, 2022; Wati & Anisah, 2021). **Employee engagement is a condition of which the members of organization identify themselves with their jobs.** It is important for managers to strengthen work engagement because non-engaged employees are the center of the problem when they lose their commitment and motivation so that there is a tendency for employees to leave the company, low attendance levels, and decreased employee performance (Asan, Panjaitan, Esther Suwu, & Vincentius Ferdinand, 2020; Bachmid, Harun, & Noval, 2023; Nurrani & Ferdian, 2018). Employee engagement is a employee's mental condition to act and behave totally. 1. vigor, 2. dedication, and 3. absorption.



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Perceived organizational support is a level of condition in which employees believe that organization appreciates their contribution and cares about their well-being. This belief emerges when organization accommodates them when they have attention problem to their children, or forgive them if they admit their mistakes honestly (Asan et al., 2020; Tawil, Mattalatta, Baharuddin, & Umar, 2023). Perceived organizational support (POS) refers to employee's perception to what extent organization values their contribution and cares about their well-being (Utami, 2022). **When employees consider that organization supports is high, they blend their status as a membership of organization into their identity and develop a more positive relationship and perception towards the organization.** Based on the definition, it can be concluded that perceived organizational support is employees' perception towards how organization values their contribution and cares about their well-being. The higher level of perceived organizational support leads to the higher level of employee's organizational citizenship behavior and it can reduce the intention of employees to change job. **Perceived organizational support (POS) is employee's belief on organizational support in valuing their contribution and caring about their well-being.** 1. Caring about employees' opinions 2. Caring about employees' well-being 3. Caring about the goals and valuing the employees 4. Wiling to help employees who are in troubles 5. Forgiving their mistakes in work. Perceived Organizational Support (POS) refers to the extent to which employees feel valued and supported by their organization. POS plays an important role in influencing employee behavior and engagement, including participation in organizational social activities and enhancing work initiatives.



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The influence of POS on engagement in organizational social activities is that employees who perceive high POS tend to be more motivated to engage in organizational social activities, such as company events, corporate social responsibility (CSR) programs, or internal communities. This is due to the sense of being valued; when employees feel that the organization cares about their well-being, they are more likely to reciprocate through active participation in social activities. Increased loyalty with organizational support creates a greater sense of ownership toward the organization, making employees more motivated to support the company culture through social activities (Romadhani, Kirana, & Subiyanto, 2022; Safrida, Wasesa, Yudha, & Simbolon4, 2023).



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The Influence of POS on the Initiative to Work Harder can be explained that POS also has a direct impact on the intrinsic motivation of employees to work harder. This can be explained through several mechanisms: namely increased Commitment where perceived organizational support makes employees more emotionally and professionally attached to the company's goals. They tend to voluntarily involve themselves in additional tasks or show higher performance (Park & Kim, 2024). Confidence in the organization where employees feel that their efforts are appreciated and have a positive impact on the organization, so they are motivated to make maximum contributions. Stress reduction where organizational support, such as training, work-life balance, or work flexibility, helps reduce work pressure, so employees can focus and show optimal performance. Reciprocity where social exchange theory states that when employees feel supported, they tend to reciprocate by increasing their efforts and initiatives in their work. Practical Implementation of POS where in practice, organizations can improve POS through open communication by providing positive feedback and showing appreciation for employee contributions. Improved well-being provides facilities that support life balance, such as mental health programs or flexible time. Development opportunities by providing training, promotions, or opportunities to grow within the organization. Managerial Support with empathetic and collaborative supervision helps employees feel more valued. With strong POS, organizations not only increase



employee social engagement but also create a more committed, productive, and innovative workforce. When POS is well managed, its impacts include increased employee participation in the organization's social activities, which strengthens the collaborative culture, as well as increased initiative to work harder, which ultimately contributes to the overall success of the organization (Salleh, Ali, Kumar, Razak, & Khan, 2023).

Organizational Citizenship Behavior (OCB) is a choice behavior which is not part of an employee's formal work obligations. However it supports organization to function effectively (Utami, 2022). OCB is an individual's discretionary behavior which gains a recognition indirectly and explicitly from formal reward system, and altogether encourages the effectiveness of organizational functions. It is free and voluntary for the behavior is not required by role requirements or job descriptions, which is obviously required under the contract with the organization but rather as a personal choice (Farisi, Muslih, Siswadi, & Arif, 2024). Organizational Citizenship Behaviour is an individual's contribution in exceeding role demands at work (Jankelová, Némethová, Dabić, & Kallmuenzer, 2024). OCB involves several behaviors covering altruism, a volunteer for extra tasks, complying with workplace rules and procedures. Organizational Citizenship Behaviour is a positive behavior carried out by employees by being willing to do work that is outside their job obligations, without any reward system. (Awalia & Yanuar, 2024; Tai, Chang, Hong, & Chen, 2012). Organizational citizenship Behavior (OCB) is an employee's behavior to help which is shown to his partner, and he is willing to do work outside his assigned job description. a. Altruism, b. Conscientiousness, c. Sportmanship, d. Courtesy, e. Civic Virtue. OCB is positively related to work productivity, work quality, and individual efficiency in various sectors, including education, banking, and manufacturing (MacKenzie & Podsakoff, 2012). OCB enhances team cohesion, making it easier for individuals to complete tasks more effectively (Hasani, Boroujerdi, & Sheikhesmaeli, 2013). OCB also impacts overall organizational performance. Studies show that employee voluntary behavior contributes to reducing conflicts, as employees who exhibit OCB help create a harmonious work environment, ultimately boosting collaboration and team productivity (Wati & Anisah, 2021). Increased customer satisfaction: In service sectors, such as hospitality and retail, employees with high levels of OCB tend to provide extra service that positively influences customer satisfaction (Bettencourt, Gwinner, & Meuter, 2001). Manufacturing sector: OCB helps improve operational efficiency by reducing production errors through better teamwork (Nielsen, Bachrach, Sundstrom, & Halfhill, 2010). Service sector: In sectors such as banking and hospitality, OCB that involves customer orientation plays an essential role in increasing customer loyalty and organizational reputation (Tang & Ibrahim, 1998). Non-profit organizations: In charity or social-based organizations, OCB often serves as an indicator of commitment and intrinsic motivation, which supports the success of the organization's mission (Awalia & Yanuar, 2024; Hm, 2015; Vera Andriyanti & Suardana, 2023). Research published shows that teams with members who frequently exhibit OCB have higher project success rates compared to teams without strong OCB. Cross-cultural studies have found that OCB is relevant in various cultural contexts, although the dominant dimensions of OCB may vary (e.g., loyalty to superiors is more evident in collectivist cultures) (Farh, Zhong, & Organ, 2004). These studies reinforce the argument that OCB not only improves individual employee performance but also contributes to the overall success of the organization. These findings are relevant across various industry contexts, from the service sector to manufacturing and non-profit organizations, showing that OCB is a universal factor important for organizational success (Hadiwijaya, Thamrin, & Rachmat, 2020).

Employee performance is the work results both in quantity and quality achieved by employees according to the responsibility assigned. 1. initiative to discover the best course of action 2. Ability to cooperate 3. Democracy 4. The quality of work results 5. The quantity of work results. The higher employee's perception towards organizational support is, the higher employee engagement and organizational citizenship behavior and the higher employee performance will be. Albrecht, C. M. (2010) – "Job engagement in the workforce: The role of job characteristics and work environment".

94 Research gap in this research, where there is a gap in previous research. This study did not find a significant relationship between employee engagement and performance in some cases due to the context of work and individual characteristics. In this study, although there are other factors, such as job characteristics, that can affect engagement, these factors do not necessarily have a direct impact on performance if they are



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not balanced by other factors such as rewards or managerial support (Albrecht, 2013; Landells & Albrecht, 2013). Although Kahn was one of the early researchers to develop the theory of employee engagement, some criticism of Kahn's model suggests that engagement does not always translate directly into better performance, especially in organizations or industries that have significant external factors, such as high workloads, resource shortages, or poor market conditions (Kahn, 1990). Saks found that while there is a positive relationship between employee engagement and performance, this relationship can be more complex and influenced by mediating or moderating variables. Factors such as communication with superiors, leadership style, and intrinsic motivation can moderate the effect of engagement on performance. In some contexts, if these factors are not supportive, the relationship between engagement and performance may not be significant (Saks, 2006). Employee engagement may not always have a significant impact on performance, especially when the engagement indicators used are not sufficiently relevant to the performance being measured or if engagement is hindered by external factors such as organizational uncertainty or internal conflict (Macey & Schneider, 2008; Silaban & Lubis, 2023). Although many studies link employee engagement to employee performance, in certain contexts, engagement may not be directly related to performance if the company does not provide sufficient resources or appropriate rewards to support employee engagement (Ardiansyah & Ratnamiasih, 2021; Asan et al., 2020). Although this study tends to show that engagement has a positive impact, they also note that in some organizations that do not have supportive HR policies, the relationship between engagement and performance can be very weak or even insignificant, with the results of the analysis finding that employee engagement has no significant effect on employee performance (Nugroho, Sudrajat, & Wulandhari, 2023).



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Although many studies have found a positive relationship between employee engagement and employee performance, some studies have shown that organizational context, leadership style, resources, and market conditions can influence how significant this relationship is. Therefore, the research gap on conditions or moderating variables that influence the influence of engagement on performance remains open for further exploration (Rahardjo, 2020). The inconsistency of previous research is the reason for researchers to study the components that can affect employee performance. Based on the research problems above, the research questions can be formulated as follows: (1) Does employee engagement affect organizational citizenship behavior so that it can affect employee performance?; (2) Does Perceived Organizational Support affect organizational citizenship behavior so that it can affect employee performance?; (3) Does organizational citizenship behavior affect employee performance?



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METHOD



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The population in this research was permanent employees of PT Agro Karunia Bestari. Sample is a portion of the population taken for research and its characteristics to be estimated. Primary data for this research were questionnaires given to employees of PT Agro Karunia Bestari to be filled. Questionnaire is a method of data collection that has been done by providing several types of questions related to the research problem. Questionnaire is a method of data collection that is done by providing a set of questions or written statements to respondents to answer, the scale used is 1 to 10 (Mahmud, Dhameria, & Putra, 2024). Sampling method used was purposive sampling in which sampling taken based on certain consideration and represented the population (Dhameria, Nurnilasari, Mahmud, & Kwartawati, 2024). In this research the samples were 120 permanent employees, employees have worked at PT Agro Karunia Bestari for more than 1 year, employees are permanent staff/employees, employees are contract staff/employees or on probation. The sample in the appropriate SEM model is between 100-200. If there are 12 indicators, the sample size is between 100-200 (Hair, Black, Babin, & Anderson, 2010). For this study, the number of samples taken is: Number of samples = number of indicators x 5 to 10, $12 \times 10 = 120$ employees. The technique of analysis used Structural Equation Model (SEM) with statistical package AMOS 22.



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Based on theoretical framework, previous research and hypotheses, the researchers arranged conceptual framework as follows:

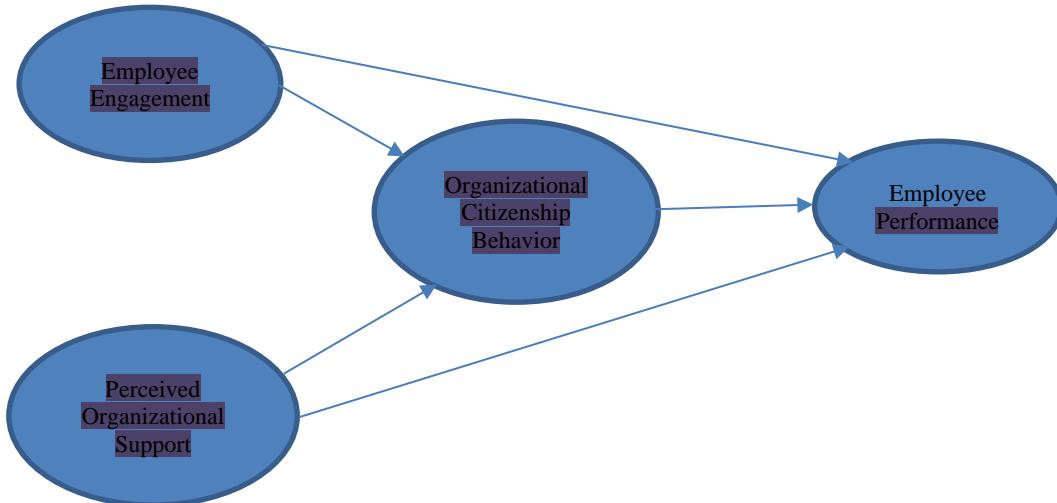


Figure 1. Conceptual framework

RESULTS

The object of the research is employees of PT Agro Karunia Bestari. There are 120 respondents involved in this research. From the research, the most respondents are males, with 65.4%. The age of respondents is dominated by employees aged 32-41 as many as 45.6%, the education of respondents is dominated by employees with a Bachelor's degree as many as 50.3%, respondents who have worked for more than 5 years as many as 89%, the position of respondents is dominated by those who work as staff as many as 74.85%. The technique of analysis used Structural Equation Model (SEM) with statistical package AMOS 22.

Based on the data analysis, it can be seen that chi-square score is 69,667 with the probability 0,022. Beside that, there are indexes of CMIN/DF (1.451), GFI (0.914), TLI (0.973), RMSEA (0.062) in the range of expected values. It is proven that there is no difference between the covariance matrix for the sample and the population covariance matrix in the estimation.

Validity test is conducted to determine the level of validity of the research used. A study is said to be valid if it is able to measure what is desired and can reveal data from the variables studied accurately. In the output correlations, the results with an asterisk can be seen as valid. Star 1 indicates that the instrument is valid in 1 test with a significance level of 95% (0.05). Star 2 indicates that the instrument is valid in 2 tests with a significance level of 99% (0.01). The test criteria are to compare the *r* (correlation) value with product moment table. Where *n* (number of samples) = 120, so (120-2 = 118), then see the *r* table, using a real level of 5% (0.05) the *r* table value is obtained = 0.1793. The summary table of the validity test results of the variables can be seen in Table 1.

Table 1. Validity Test Results

Indicator	R value	R table	Description
X1	0,725	0,1793	Valid
X2	0,712	0,1793	Valid
X3	0,675	0,1793	Valid
X4	0,793	0,1793	Valid
X5	0,812	0,1793	Valid
X6	0,689	0,1793	Valid
X7	0,678	0,1793	Valid
X8	0,759	0,1793	Valid
X9	0,775	0,1793	Valid
X10	0,693	0,1793	Valid
X11	0,744	0,1793	Valid
X12	0,752	0,1793	Valid

From the table above, it can be explained that the calculated r value $>$ r table based on the significance test of 0.05, meaning that the variables above that are declared valid.

Reliability testing was carried out using Cronbach's Alpha calculations, which showed that the variables used to measure the concepts in this study were quite reliable.

Table 2. Reliability Test Results

Indicator	Cronbach's Alpha	R table	Description
X1	0,937	0,8	Reliable
.937	0,937	0,8	Reliable
.937	0,939	0,8	Reliable
.939	0,934	0,8	Reliable
.934	0,934	0,8	Reliable
.934	0,938	0,8	Reliable
.938	0,938	0,8	Reliable
.938	0,935	0,8	Reliable
.935	0,935	0,8	Reliable
.935	0,938	0,8	Reliable
.938	0,936	0,8	Reliable
.936	0,936	0,8	Reliable
.936	0,937	0,8	Reliable

Output of the reliability analysis using the Cronbach Alpha Technique. To ensure whether an instrument is reliable or not, you can use the alpha limit of 0.6. Reliability less than 0.6 is less appropriate, while 0.7 can be used, while above 0.8 is good (Uma, 2003).

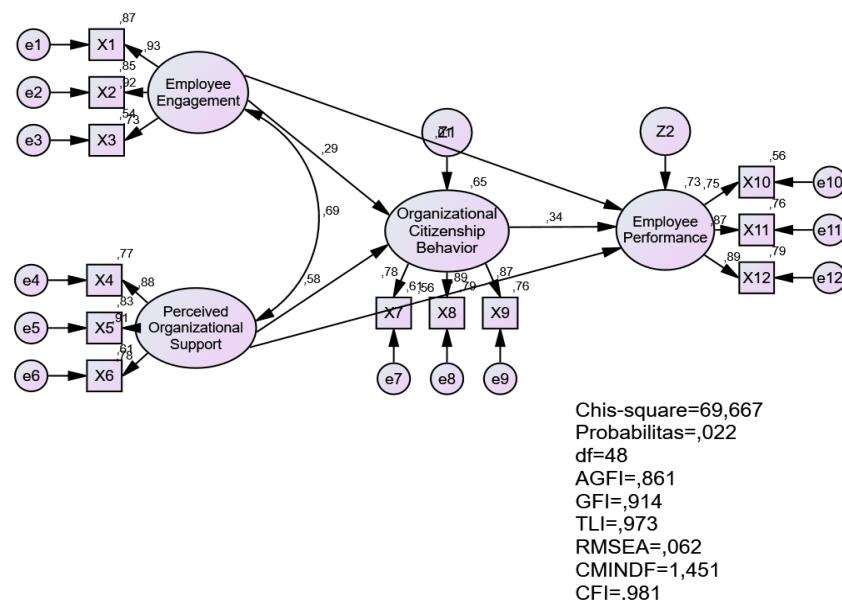


Figure 2. Structural Equation Analysis

Table 3. Model Feasibility Test Results for Full Model

Goodness of Fit Index	Expected Value	Obtained Value	Description
χ^2 chi square statistic (df=48)	Expected to be smaller than 65,171	69,667	Good
Significant Probability	$\geq 0,05$	0,022	Good
RMSEA	$\leq 0,08$	0,062	Good
GFI	$\geq 0,90$	0,914	Good
AGFI	$\geq 0,90$	0,861	Marginal
TLI	$\geq 0,95$	1,973	Good
CFI	$\geq 0,95$	0,981	Good
CMIN/DF	$\leq 2,00$	1,451	Good



Table 4. Regression Weights of Hypothetical Testing

			Estimate	S.E.	CR	P	Remarks
Organizational_Citizenship_Behavior	←	Employee_Engagement	.297	.109	2.738	,006	Positive - Significant
Organizational_Citizenship_Behavior	←	Perceived_Organizational_Support	,709	,141	5,047	***	Positive - Significant
Employee_Performance	←	Organizational_Citizenship_Behavior	,262	,103	2,546	,011	Positive - Significant
Employee_Performance	←	Employee_Engagement	,007	,081	,087	,930	Not Significant
Employee_Performance	←	Perceived_Organizational_Support	,531	,137	3,882	***	Positive - Significant

From the result of hypotheses testing, it can be concluded that employee engagement has a significant influence towards organizational citizenship behavior, H1 is accepted with CR score 2.738 and probability 0.006, then the probability significance is < 0.05 indicates that the relationship or parameter is significant at the 5% level, meaning that there is sufficient evidence to reject the null hypothesis and accept that the relationship does exist. Perceived organizational support has a significant influence towards organizational citizenship behavior, H2 is accepted with CR score 5.047 and probability 0.000, then probability significance is < 0.05 indicates that the relationship or parameter is significant at the 5% level, meaning that there is sufficient evidence to reject the null hypothesis and accept that the relationship does exist. Employee engagement has an insignificant influence towards employee performance, H3 is rejected with CR score 0.087 and probability 0.930 then probability significance is > 0.05 the relationship or parameter being tested is not significant at the 5% level of significance (0.05). In other words, the available data does not provide sufficient evidence to conclude that there is a significant influence. Perceived organizational support has a significant influence towards employee performance, H4 is accepted with CR score 3.882 and probability 0.000 then probability significance is < 0.05 indicating that the relationship or parameter is significant at the 5% level, meaning that there is sufficient evidence to reject the null hypothesis and accept that the relationship does exist. Organizational citizenship behavior has a significant influence towards employee performance, H5 is accepted with CR score 2.546 and probability 0.011 then probability significance is < 0.05 indicating that the relationship or parameter is significant at the 5% level, meaning that there is sufficient evidence to reject the null hypothesis and accept that the relationship does exist.

DISSCUSSION

Perceived organizational support is measured as a guarantee that organization provides assistance for finishing the work effectively and facing difficult conditions (Park & Kim, 2024). POS is often defined as employees' perceptions of recognition for their contributions—how much the organization values the efforts, achievements, or contributions made by employees. Concern for well-being refers to how much the organization cares about the physical, emotional, and professional well-being of employees. POS is not just a "guarantee" that employees will receive support, but rather a belief built from daily interactions and experiences with the organization, such as: policies that support employees (e.g., work flexibility, health benefits), fair treatment by management, recognition of employees' hard work through formal and informal rewards. The difference with "guarantee": Using the term "guarantee" to describe POS can lead to misunderstandings. "Guarantee" implies a formal promise or assurance from the organization, while POS is more related to employees' perceptions and beliefs shaped by their experiences and observations. For example, if an employee receives recognition for their contribution through rewards, this can strengthen the perception that the organization values them, even without an explicit prior promise. Understanding POS as a broader perception rather than just "assistance" or "guarantee" is important to capture the dynamics of the relationship between employees and the organization more holistically. Improving organizational strategies in building positive perceptions through policies, communication, and concrete actions can provide deeper insights into how organizations can effectively influence employee satisfaction, motivation, and performance (Bonaiuto et al., 2022). Perceived organizational support can create responsibility to employees so that they have a high level of concern towards organization and assist organization to reach the goals. with individual belief that organization values every contribution given will make individual show positive behavior while working. Thus, with higher perceived organizational support, the employees' perception on the ability of organization



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in valuing contribution, caring about their well-being, listening to complaints, caring employees' lives, and being reliable for treating employees fairly will affect their mental to act and behave totally at work. By believing that the company appreciates every contribution given individual will show positive behaviors such as express themselves totally at work. Those positive behaviors cover physical, cognitive, affective and emotional expression. **Perceived organizational support influences employee engagement.** It is crucial to distinguish between **Perceived Organizational Support (POS)** and **Employee Responsibility**, as they are different concepts but are interconnected in the dynamics of employee-organizational relationships. Perceived Organizational Support refers to employees' perception of how much the organization values their contributions and cares about their emotional, physical, and professional well-being (Akgunduz, Alkan, & Gök, 2018). POS is a perceptual aspect that arises from organizational actions, such as providing adequate work facilities, fair treatment by management, formal or informal recognition for performance, and support during difficult situations, such as assistance in personal issues or work conflicts. POS encourages a positive reciprocal relationship, where employees feel more motivated to support the organization as a way of reciprocating the support they receive. Employee responsibility, on the other hand, focuses more on employees' sense of duty or obligation to the organization, which is often influenced by organizational commitment, emotional and psychological attachment to the organization's goals and values, work ethics, and the belief that they must fulfill their duties and responsibilities well. It also includes intrinsic motivation—a drive to achieve the best results for the success of the organization. This responsibility can involve taking the initiative in tasks, demonstrating loyalty to the organization, and working hard to achieve the company's goals (Vera Andriyanti & Suardana, 2023; Zhou, Li, Zhou, Tao, & Bouckenooghe, 2023).

Perceived organizational support is considered as a guarantee that organization will provide assistance for finishing work effectively and facing difficult condition. **Perceived Organizational Support (POS) does not merely refer to a "guarantee" or "assistance" provided by the organization.** Instead, POS emphasizes employees' perception of how the organization values their contributions and cares about their well-being. **POS is employees' perception of the extent to which their organization values their contributions and cares about their well-being.** In other words, **POS reflects employees' belief that the organization values their contributions through recognition, rewards, and respect for hard work and the results achieved.** It also includes caring for employees' well-being by supporting work-life balance, providing help during difficult times, and creating a healthy and supportive work environment. POS is not merely a "guarantee" or "assistance"; it is a subjective perception shaped by employees' experiences with the organization. "Guarantee" implies an explicit promise, while POS is more about beliefs that evolve based on the organization's policies, actions, and interactions with employees. "Assistance" is one form of organizational support, but it does not encompass all aspects of POS, such as recognition, respect, or long-term concern for employees' well-being. POS does not always reflect objective reality but depends more on how employees perceive organizational actions. Interactions with managers, coworkers, and company policies influence the level of POS. Employees who perceive high POS tend to show greater commitment, extra-role behavior (OCB), and better performance as a form of reciprocity for the support they feel (Blau's Social Exchange Theory). **POS is employees' perception of the extent to which the organization values their contributions and cares about their well-being, which influences the reciprocal relationship between employees and the organization.** This understanding provides a more accurate foundation to discuss the role of POS in organizational theory and its application in enhancing employee well-being and organizational performance (Bonaiuto et al., 2022; Sarman & Sari, 2023). Basically, the more optimal the support provided by the company to employees, the greater the employee's acceptance of this support has the potential to produce positive attitudes in employees, particularly in relation with organizational citizenship behavior. The company must have an outlook that by giving optimal support to the employees will give positive effects such as encouraging employees to behave more better (Antono, Gonzaga, Shaddiqi, & Wijaya, 2023; Romadhani et al., 2022). Organizational support helps create positive perceptions among employees, namely perceived organizational support (POS). When employees feel that the organization cares about their well-being and values their contributions, this can create a stronger emotional bond between employees and the organization. When the organization provides good facilities, recognizes achievements, or provides work flexibility, employees feel more valued, which strengthens employees' beliefs that the organization will support them in difficult times. POS increases employees' sense of psychological safety, which encourages them to be



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more involved, innovate, and try harder for the organization. Organizational support works through the principle of social exchange theory, which states that mutually beneficial relationships between individuals and organizations will create reciprocity (Eisenberger, Rhoades Shanock, & Wen, 2020). When employees feel valued and supported, they are more likely to reciprocate with positive behaviors and loyalty to the organization. If the organization provides recognition or assistance when employees face challenges, employees feel "indebted" to the organization and are more likely to exhibit extra behaviors, such as improving their performance or helping coworkers (Romadhona & Wahyuningtyas, 2019). This reciprocity occurs because employees feel that their contributions are appreciated, and they want to pay back by improving their performance, which ultimately contributes to the success of the organization (Monna, Lukito, & Games, 2022; Riani, 2024). Organizational support can also help reduce employee stress and improve their well-being, which in turn affects their performance. When organizations provide emotional support or provide resources to help employees cope with personal or work challenges (e.g., mental health assistance, work-life balance policies, or flexibility), employees feel more at ease and are able to focus on their work. Employees who feel supported in their personal aspects are more likely to be more motivated, less stressed, and more productive in their jobs. Organizational support influences employees' organizational commitment and intrinsic motivation (Sari & Rustono, 2018). Employees who feel that the organization cares about them have an internal drive to commit more strongly to the organization's goals and strive for excellence. Support such as career development, training, or opportunities to grow within the organization can increase the feeling that the organization cares about their personal and professional development. Employees who feel cared for tend to feel more responsible for their work and are more motivated to work harder to achieve organizational goals (Fauzi & Juniarti, 2023; Idris & A. Momani, 2013). OCBs are extra-curricular behaviors that employees engage in that are not directly related to their jobs, such as helping coworkers or taking the initiative to improve the work environment. Organizational support can foster OCBs, which in turn improve overall team and organizational performance. When employees feel supported by the organization, they are more likely to engage in voluntary behaviors that contribute to the success of the team and the organization. Employees who feel appreciated and supported by the organization feel more engaged and have a greater sense of responsibility to improve the work environment and help coworkers (Nielsen et al., 2010; Sarman & Sari, 2023). Organizational support affects employees because it creates the perception that they are appreciated and supported, which in turn strengthens their commitment to the organization. Through the theory of social exchange, stress reduction, increased motivation, and encouragement to behave more positively, organizational support can improve individual performance, job satisfaction, and collaboration within the organization. In other words, the support provided by the organization creates a mutually beneficial relationship between employees and the organization (Kurtessis et al., 2015). Organization has an important role in giving optimal support to employees while working so that the employees feel the positive impact of the support. The more optimal the support provided by the organization to employees, the greater the employee's acceptance of this support has the potential to produce positive attitudes. Based on the understanding, when reviewing problems relating perceived organizational support it is necessary for organization to have the ability to influence or emerge positive things from the inside of employees, particularly in the case of employees' organizational citizenship behavior (Akgunduz et al., 2018; Imran, Elahi, Abid, Ashfaq, & Ilyas, 2020).



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Employee engagement is a level of employee's commitment and involvement towards the company and the values (Awalia & Yanuar, 2024; Park & Kim, 2024). Employee engagement is not only limited to physical presence but also psychological through responsibility for achieving company goals, namely achieving maximum performance. Employee engagement can create success for the company, one of which is through increasing employee performance. High employee engagement will make employees behave and act totally at work, so that this will of course increase employee performance outstandingly. Engagement relates with human resources that eventually demonstrates performance level. Engaged employees will be more open to new information, more productive and more willing to do more than expected. Employee engagement has a positive effect on employee performance. Employee engagement can influence the increase of employee performance (Al-Ajlouni, 2020; Asan et al., 2020).



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Organizational support describes an individual's interactions with an organization that specifically examines how the organization treats the individual. Organizational support realized as a form of investment in human resources will increase employees' sense of work engagement in an effort to increase positive employee behavior. High support from the organization creates positive perceptions from employees so that it will influence employee performance outstandingly. If the organization is able to appreciate every contribution made, it will encourage individuals to show a positive attitude when working, so that this will certainly influence the resulting performance achievements. Employee perceptions regarding the support provided by the company or organization where they work will influence how they perform towards the company or organization. Perceived organizational support influences employee performance. Perceived organizational support influences performance (Imran et al., 2020; Park & Kim, 2024).

OCB is a unique aspect of individual activity at work, because employees who behave OCB not only carry out their main tasks but also want to carry out extra tasks such as being willing to work together, help, provide suggestions, participate actively, provide extra services to service users, and want to use their work time effectively. High performance of human resources (employees) will encourage the emergence of organizational citizenship behavior (OCB), namely behavior that exceeds what has been standardized by the company. OCB is a behavior that extends and exceeds any behavior required by the organization in improving employee performance. Twenty-seven organizations whose employees with good OCB will have better performance than other organizations. OCB and employee performance are positively and significantly related because OCB is seen as one of the critical things for task success which is highly correlated with performance, it is believed because OCB is a behavioral lubricant for the social machine which has a role beyond the formal tasks carried out by each individual employee (Awalia & Yanuar, 2024; Tai et al., 2012).

CONCLUSION

Research method employed was purposive sampling. The sampling was taken based on certain consideration. The samples of the research were 120 employees of PT Agro Karunia Bestari. The results of hypothetical testing were (1) employee engagement and organizational citizenship behavior had a positive and significant influence towards organizational citizenship behavior, (2) Employee engagement had a positive and insignificant influence towards employee performance, (3) Perceived organizational support had a positive and significant influence towards employee performance, and (4) Organizational citizenship behavior had a positive and significant influence towards employee performance. Future research could explore employee engagement as a mediator between POS and OCB, and its impact on employee performance. This research could provide insights into how employee engagement strengthens the relationship between POS and OCB, and how it affects performance. Higher engagement may amplify the positive influence of POS and OCB on individual performance. The study could also examine moderating factors, such as personality, leadership style, or organizational culture, that influence the extent to which POS and OCB contribute to employee performance. Supportive leadership styles or organizational cultures could enhance the positive effects of POS on engagement and OCB, which in turn improves performance. This research could help organizations identify ways to strengthen support and engagement that drive performance. Longitudinal research could investigate changes in POS, employee engagement, and employee performance over time. This would help organizations understand the long-term effects of organizational support and engagement on employee performance, and whether changes in POS and engagement can influence sustained performance outcomes. Research could also test the relationships between POS, OCB, employee engagement, and performance across various sectors or industries, such as customer service, technology, manufacturing, or education. Different industries may have characteristics that affect how POS is received and how employee engagement is formed. For example, in the service sector, direct interaction with customers may enhance the role of POS, while in the technology industry, a focus on innovation and employee development could be more important.

Future research could examine the impact of POS, OCB, and Employee Engagement on performance during periods of crisis or organizational change. During times of change or crisis, employees who feel supported and engaged are more likely to endure and maintain high performance. This research could provide organizations with insights into how support and engagement strategies can be used to sustain performance



during times of uncertainty. Additionally, research could explore how employee social engagement in organizational activities (such as company social events, charity events, or internal social gatherings) influences the relationship between POS, OCB, and employee engagement on performance. Employees who are more involved in organizational social activities are likely to have stronger relationships with coworkers and the organization, which can enhance their engagement and performance. This research would help identify the role of social aspects of an organization in boosting employee performance. Research could also explore how cultural contexts, such as individualistic versus collectivistic cultures, influence the relationship between POS, OCB, employee engagement, and performance. In collectivist cultures, where teamwork and social harmony are valued, employees may be more likely to display OCB and higher engagement, thus affecting their performance. In contrast, in individualistic cultures, employees may focus more on personal achievement, and the impact of POS on performance could depend more on internal motivation factors. Future research could build models to test the simultaneous relationships between POS, OCB, employee engagement, and employee performance in various types of organizations or job functions. This comprehensive approach could provide a more holistic view of how these three variables work together to improve performance, and how organizations can design more effective interventions to enhance employee outcomes. By exploring moderating or mediating factors in these relationships and examining different cultural and sectoral contexts, this research could provide practical insights for organizations to improve employee performance through more effective support policies and by creating a more engaged and productive work environment. Research limitation: The number of samples and model feasibility test must be concerned by adding samples because there is a probability which less than 0.05 in feasibility test. The number of indicators must be added to escalate Goodness of Fit marginal score. Conducting research model research and adding number fo variables are expected to improve the result of the research.



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