

Competence, Work Engagement, Perceived Organizational Support on Employee Performance with Organizational Citizenship Behavior as Mediation Variables

Dian Palupi¹, Lailatul Amanah², Widhi Ariestianti Rochdianingrum³

Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya, Indonesia

dianpalupi@stiesia.ac.id, lailatulamanah@stiesia.ac.id, widhiariestiantirochdianingrum@stiesia.ac.id

Abstract

This study analyzed the impact of competence, work engagement, and perceived organizational support mediated by organizational citizenship behavior. The sample in this study were employees of PT. Fortuna Laboratory Indonesia. This research was quantitative research using questionnaires distributed online. The results showed that competence, work engagement, and perceived organizational support affected employee performance. The results of other studies indicate that organizational citizenship behavior is proven to significantly mediate the effect of competence, work engagement, and perceived organizational support on employee performance. These results showed that companies must train employees to have competence as laboratory assistants and administrative staff and conduct training and seminars as a form of organizational support. In addition, employees need to be involved in organizational decision-making. Thus, they feel valued and entangled in the organization.

Keywords

competence, work engagement; perceived organizational support; organizational citizenship behavior



I. Introduction

Employees play a critical role in an organization. Organizations are currently experiencing highly dynamic changes in both their external and internal environments. This, of course, must be considered by the organization by optimizing the performance provided by its employees. The success of an organization is highly dependent on the performance of its employees. Given the importance of employee performance to an organization sustainability, it is not surprising that management must manage human capital to support the organization's goals.

An organization will strive so that employees not only carry out formal tasks (in role behavior) assigned to them but are also able to carry out 'unofficial' tasks (extra-role behavior) and exceed the expected performance (Muhdar, 2015: vi). It is called positive behavior. It is expected to be one of the factors that can improve the organization's performance. The concept of positive behavior is known as Organizational Citizenship Behavior (OCB). The history of Organizational Citizenship Behavior (OCB) theory explains productivity can be measured quantitatively and qualitatively. The forms of behavior shown qualitatively by employees include helping co-workers spontaneously when there are tasks that must be completed at an urgent time, and obeying the rules in the work environment (Organ, Podsakoff and MacKenzie, 2006:62). Likewise, Harper and College (2015) in

Nedeak (2020: 2) said that "voluntary individual behavior that, when aggregated across people and time, contributes to the improved performance of the organization." It can be interpreted as having a willingness to relate to time and people to contribute to organizational performance.

According to Organ (1988), OCB implementations involve altruism, a behavior to help certain people, such as voluntarily helping the work of coworkers, conscientiousness by complying with applicable rules, sportsmanship, and civic virtue (involvement in existing functions in the organization). Organize organizational togetherness and courtesy. Every employee is expected to have the characteristics of an as good citizen. Good citizens are defined as an employee who makes an effective contribution to an organization, not specifically requested by a superior or stated in a job description (Putri: 2018). Smith, et.al in Nadeak (2020:3) revealed that the behavior of employees who work beyond the assigned tasks can increase effectiveness and also improve performance. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021).

Competence is a fundamental characteristic of an individual that is important for working performance. Capacity and engagement are becoming strategic issues related to organizational citizenship behavior. Employees with existing skills should be able to volunteer to support the work of their co-worker or their superiors. Today, the concept of competency-based performance is widely used in organizations such as CBHRM (Competency-Based Human Resource Management). The competency model developed by Chetham and Chivers (1996) in Kartika and Sugiarto (2014) defines competencies as four core competencies, namely (1) cognitive knowledge/competence, the correct mastery of work-related knowledge so that it can be used to increase the effectiveness in work. (2) Functional competence is the ability to effectively perform work-related tasks to achieve optimal results. (3) Personal competence is the ability to behave appropriately in work-related situations. (4) Values and ethical competence are the acquisition of correct professional and personal values to enhance one's ability to make sound judgments in work situations.

Work engagement is defined as a positive state and the completion of work that is characterized by vigor, dedication, and absorption. Vigor is the state of having resilience, effort, and energy. Dedication is commitment, purpose, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by concentration and the rapidity of time. (Saleh: 2016).

Eisenberger, Huntington, Hutchison, and Sowa (1986) in Putranto, et al. (2019) perceived organizational support as employees' general beliefs "concerning the extent to which the organization values their contributions and cares about their well-being". The same thing was also expressed by (Sharma & Dhar, 2016 in Kurniawan, A.D, 2020), that the perception of organizational support is an employee's perception of how much the organization values employee contributions and the organization's concern for the conditions and needs of employees. Shore and Wayne (1993) in Suzana (2017) found that perceived organizational support can be a predictor of organizational citizenship behavior (OCB).

II. Review of Literature

2.1 Employee Engagement

High employee engagement is indicated by “saying, staying, and striving” of employees (Baumruk and Gorman (2006) in Srimulyani (2016). 'Saying' are an employee's positive words about the organization to colleagues, potential employees, and consumers. 'Staying' is manifested by having a good organizational attitude and the desire to be part of the organization. 'Striving' is the behavior of employees who are always motivated and strive to achieve success both at work and for the organization.

Work engagement is defined as something positive, fulfilling obligations, work related to the expression of the mind characterized by psychic strength, dedication, and absorption (Schaufeli et. al., 2003)

2.2 Competence

Competence is an employee's belief in completing a task or job according to their abilities and expertise (Kurniawan, 2020). Meanwhile, according to Rijanti (2019), competence is a fundamental characteristic owned by an individual that is causally related to meeting the criteria required in employing a position. According to Spencer and Spencer (1993) competence consists of five characteristics; motives, traits, self-concept, knowledge, and skills. Motives drive, direct and select behavior toward certain actions or goals and away from others”. Traits are people's behavior or how someone responds to something in a certain way. Self-Concept is the attitude and values that a person has. Knowledge is information that a person has for a particular field. Skills are the ability to carry out a certain task both physically and mentally. By knowing the level of competence, human resource planning results will be better.

According to Amalia (2019), competence is the basic expertise and skills as well as the experience of a person, staff, or leader that can influence them in carrying out work or other tasks effectively and efficiently or by predetermined company standards.

2.3 Perceived Organizational Support

Perceived organizational support is a crucial concept in the relationship between an organization and employees. According to Krishnan & Mary (20120), perceived organizational support (POS) refers to employees` perceptions concerning the extent to which the organization values their contribution and cares about their well-being. POS has been found to have important consequences on employee performance and well-being. It means that a perceived organizational support is the employees' perception of the extent to which the organization values their contributions and cares about their welfare.

Employees who feel that they have full support from their organization should be personally empowered by their organization to make them feel valued and respected when they need support from the workplace. It encourages employees to be more engaged in their work. A positive attitude at work is characterized by working unilaterally and asserting oneself that is, solving existing problems.

2.4 Organizational Citizenship Behavior

Robbins and Judge in Bernadetha (2020:8) stated that OCB "is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, to apply such knowledge toward improving an organization's effectiveness". In short, OCB is the science that examines how employee behavior within an organization increases organizational effectiveness.

According to Brahmasari (2009), there is a relationship between the Motivation Theory proposed by McClelland and Organizational Citizenship Behavior (OCB), namely achievement motives, affiliation motives, and power motives. OCB is discretionary. In other words, OCBs are not formal rules for employees to follow, but organizations can benefit when employees follow these informal rules.

2.5 Employee Performance

According to Griffin (2000), an organization is a group of working together in a structured and coordinated fashion to achieve a set of goals. In other words, an organization is a group of people who work together in a certain structure and coordination to achieve organizational goals. If the performance of the employees is not optimal, the company's goals will not be achieved. According to Pasolong (2010: 176) in Suwibawa (2018), performance is the result of work done by a person, both quantitatively and qualitatively, to perform functions according to assigned responsibilities. Employee performance measurement is important because by measuring performance we can find out the strengths, weaknesses, obstacles, and factors of work success.

Performance can be measured using individual work performance (IWP). According to Campbell (1990), individual work performance is behaviors or actions that are relevant to the goals of the organization. Some of the indicators used to measure performance according to Fadel (2009) are:

- 1 Understanding the basic functions and tasks.
- 2 Employees must understand what their primary duties and functions are and perform them according to their responsibilities in performing their primary duties and functions.
- 3 Innovation
- 4 Having innovation and conveying to superiors about and discussing the work being done.
- 5 Speed of work
- 6 In carrying out work, considering the working speed when working is a must
- 7 Work accuracy
- 8 Employees must be trained not only to do it quickly, but also to do it carefully and re-check it.
- 9 Cooperate
- 10 Ability to accept and respect the opinions of others

III. Research Method

This research is quantitative research with a survey method. The data used in this study is primary data, the data collected by using a questionnaire. This study used a population of employees of the Fortuna Main Clinical Laboratory located in Bangkalan, Sumenep, Mojokerto, and Bojonegoro. The sampling technique used in this study was proportionate stratified random sampling. According to Sugiyono (2010) "proportionate stratified random sampling is used when the population has elements/members that are not homogeneous and proportionally stratified". The sample in this study is 70 employees.

IV. Discussion

4.1 Path Model Analysis

The path model test was used to determine and develop a model of the influence between the independent variable (exogenous) and the dependent variable (endogenous). It was also used to determine the mediating effect of each variable studied in this study using Process V.3 for SPSS software. This research had 3 (three) path models, including path model 1 (the effect of employee engagement on employee performance through OCB), path model 2 (the influence of competence on employee performance through OCB), and path model 3 (the influence of perceived support organization on employee performance through OCB).

4.2 Path Model Test

The following are the results of the path model test 1, 2, and 3 using the Process V.3 for SPSS program.

a. Test-Path Model 1

Following Kenny and Baron's theory, to determine the mediating effect of the intervening variable, process V.3 for the SPSS program was used. Test path model 1, the influence of involvement on employee performance through OCB. The following are the results of the path model 1 test as shown in table 1:

Table 1. Path Model of Employee Engagement on Employee Performance Through OCB

Variable	Beta coefficient	T count	Significant
Main Effect X1 to Y			
Employee Engagement	0,693	5,152	0,000
Mediation Effect X1 to M			
Employee Engagement	0,347	5,079	0,000
Total effect X1 to Y through M			
Employee Engagement-OCB- Employee Performance	0,723	6,017	0,000
R Square		0,729	
Significant F count		0,000	
N		70	

Source: Processed from SPSS results.

Based on the analysis test results of the path model 1 as shown in table 4.19, it shows that the beta coefficient value of the independent variable and the mediating variable is positive. It also shows a unidirectional change between the independent variable and the dependent variable. Based on the results of the analysis of the path model 1, it can be interpreted based on the value of the beta coefficient, the following is an explanation of the path model:

- Based on the positive beta coefficient of the employee engagement variable, it means that if the employee engagement variable increases, the employee performance variable will increase with the assumption that the other independent variables are constant.
- Based on the positive beta coefficient of the involvement variable, It means that if the OCB variable increases by one unit, the OCB variable will increase assuming the other independent variables are constant.

b. Test-Path Model 2

Test-path model 2, the influence of competence on employee performance through OCB. The following are the test results of the path model 2 as shown in table 2:

Table 2. Path Model of Competence on Employee Performance Through OCB

Variable	Beta coefficient	T _{count}	Significant
Main Effect X2 to Y			
Competence	0,617	3,746	0,0004
X2 to M mediating effect			
Competence	0,363	5,065	0,0000
Total effect X2 to Y through M			
Competence-OCB-Employee Performance	0,672	4,648	0,0000
R Square		0,656	
Significant F count		0,0000	
N		70	

Source: Processed from SPSS results.

The analysis results for Path Model 2, shown in Table 4.20, reveal positive values for the beta coefficients of the independent and intermediate variables. It indicates that there is a one-way change between the independent and dependent variables. From the results of the Path Model 2 analysis, we can interpret based on the value of the beta coefficient. A description of the path model is as follows:

1. Based on the positive beta coefficient of the competency variable, this means that if the competence variable increases by one unit, the employee performance variable will increase with the assumption that the other independent variables are constant.
2. Based on the positive beta coefficient of the competence variable, this means that if the competence variable increases by one unit, the OCB variable will increase with the assumption that the other independent variables are constant.

c. Test-Path Model 3

This path model test is used to determine whether the perceived organizational support variable affects employee performance through OCB. Below are the test results of the path model 3 shown in table 3:

Table 3. Path Model of Organizational Support Perception of Employee Performance through OCB

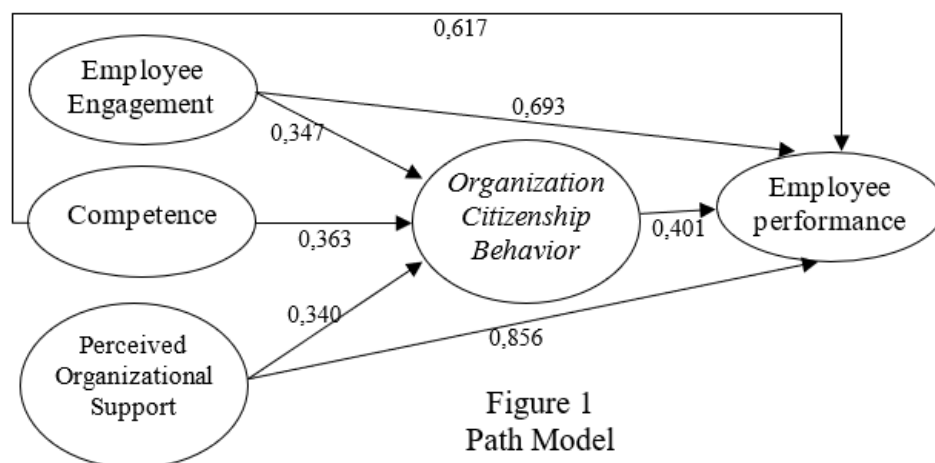
Variable	Beta coefficient	T _{count}	Significant
Main Effect X3 to Y			
Perceived Organizational Support	0,865	7,634	0,0000
X3 to M mediating Effect			
X3 to M mediating effect	0,340	4,499	0,0000
Total effect X2 to Y through M			
Perceived Organizational Support-OCB-Employee Performance	0,856	8,642	0,0000
R Square		0,865	
Significant F count		0,0000	
N		70	

Source: Processed from SPSS results.

Based on the results of the analysis of the path model 3 as shown in table 4.21, it shows that the beta coefficient value of the independent variable and the mediating variable is positive. It means it has a unidirectional change between the independent variable and the dependent variable. The results of the analysis of path model 3, can be interpreted based on the value of the beta coefficient. A description of the path model is as follows:

1. Based on the beta coefficient of the positive organizational support perception variable, it means that if the perceived organizational support variable increases by one unit, the employee performance variable will increase with the assumption that the other independent variables are constant.
2. Based on the beta coefficient of the positive organizational support perception variable, it means that if the organizational support perception variable increases by one unit, the OCB variable will increase with the assumption that the other independent variables are constant.

After the path model test is acknowledge, the path model can be described as follows as shown in Figure 1:



4.3 Hypothesis Test (t-test)

Test hypotheses with the help of t-tests to show the influence of the independent variables individually in explaining the dependent variable. The test is performed by comparing the significant value with $\alpha = 0.05$. Decisions are made based on the following provisions:

- a. If the significance value is > 0.05 , H_0 is accepted, and H_1 is rejected. It means that the independent variable has no partial influence on the dependent variable.
- b. If the significance value is ≤ 0.05 , H_0 is rejected, and H_1 is accepted. It means that the independent variable has a partial influence on the dependent variable.

Based on the results of path model tests 1, 2, and 3 shown in the table above, hypothesis testing can be described as follows.

1. Hypothesis Test 1: Employee engagement has a positive and significant effect on Organizational Citizenship Behavior

The results of the path model 1 analysis test as shown in table 4.19 above show that the significant value of employee engagement in Organizational Citizenship Behavior is 0.000, where the significant value is $< \alpha$ (5%). It means that employee engagement affects Organizational Citizenship Behavior. With a positive regression coefficient value, it shows that the employee engagement variable has a unidirectional relationship with Organizational

Citizenship Behavior. The hypothesis which states that employee engagement has a positive effect on Organizational Citizenship Behavior is proven.

2. Hypothesis Test 2: Competence has a positive and significant effect on Organizational Citizenship Behavior

As shown in Table 4.20 above, the results of Path Model 2 analysis indicate a significance value of 0.000 for Competence in Organizational Citizenship Behavior, where the significant value is $< \alpha$ (5%). This means that competence affects the performance of the work of Organizational Citizenship Behavior. With a positive regression coefficient value, it shows that the competence variable has a unidirectional relationship with Organizational Citizenship Behavior. The hypothesis which states that employee engagement has a positive effect on Organizational Citizenship Behavior is proven.

3. Hypothesis Test 3: Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior

The test results of the path model 3 analysis as shown in table 4.20 above show that the significant value of competence on employee performance is 0.0004, where the significant value is $< \alpha$ (5%). It means that competence affects employee performance. With a positive regression coefficient value, it shows that the competence variable has a unidirectional relationship with employee performance. The hypothesis which states that competence has a positive effect on employee performance is proven.

4. Hypothesis Test 4: Employee engagement has a positive and significant effect on employee performance

The results of the path 1 analysis test as shown in table 4.19 above show that the significant value of employee engagement on employee performance is 0.000, where the significant value is $< \alpha$ (5%). It means that employee engagement affects employee performance. With a positive regression coefficient value, it indicates that the employee engagement variable has a unidirectional relationship with employee performance. The hypothesis which states that employee engagement has a positive effect on employee performance is proven.

5. Hypothesis Test 5: Competence has a Positive and Significant Effect on Employee Performance

The results of the path analysis test 2 as in table 4.20, it shows that the significant value of competence to competence is 0.000, where the significant value is $< \alpha$ (5%). It means that competence affects employee performance. With a positive regression coefficient value, this indicates that the competence variable has a unidirectional relationship with employee performance. The hypothesis which states that competence has a positive effect on employee performance is proven.

6. Hypothesis Test 6: Perceived Organizational Support has a Positive and Significant Effect on Employee Performance

The results of the path 3 analysis test as in table 4.21, it shows that the significant value of perceived organizational support on employee performance is 0.000, where the significant value is $< \alpha$ (5%). It means that the perceived organizational support affects employee performance. With a positive regression coefficient value, it indicates that the perceived organization support variable has a unidirectional relationship with employee performance. The hypothesis states that the perceived organizational support has a positive effect on employee performance is proven.

7. Hypothesis Test 7: Employee engagement has a positive and significant effect on employee performance through OCB as an intervening variable

To find out that employee engagement has an effect on employee performance, OCB is used by using Process V.3 for SPSS software. The test results can be seen in the path model 1 table 4.19. The significant value of the total effect of employee engagement on employee performance through OCB is 0.000. It means that the OCB variable is able to mediate the effect of employee engagement on employee performance.

8. Hypothesis Test 8: Competence has a positive and significant effect on employee performance through OCB as an intervening variable

To find out which competence has an effect on employee performance, OCB is used by using Process V.3 for SPSS software. The test results can be seen in the path model 2 table 4.20. The significant value of the total effect of the influence of competence on employee performance through OCB is 0.000. It means that the OCB variable is able to mediate the influence of competence on employee performance.

9. Hypothesis Test 9: Perceived Organizational Support has a positive and significant effect on employee performance through OCB as an intervening variable

To find out perceived organizational support has an effect on employee performance through OCB, it is used by using Process V.3 for SPSS software. The test results can be seen in the path model 3 table 4.21. The significant value of the total effect of perceived organizational support on employee performance through OCB is 0.000. It means that the OCB variable is able to mediate the effect of perceived organizational support on employee performance.

4.4 Coefficient of Determination (R^2)

The coefficient of determination measures the total percentage of variation in the dependent variable explained by variation in the independent variables in the regression line. Based on the model test results, we can see that the path model 1 has a coefficient of determination (R^2) of 0.729 or 72.9%, while the path model 2 has a coefficient of determination (R^2) of 0.656 or 65.6%. Also, for the path model 3, the coefficient of determination (R^2) value is 0.865 or 86.5%. Looking at the magnitude of the coefficient of determination for the path model 1, path 2, and path 3, the large coefficient of determination means that the OCB variable is an intervening variable. Increased decision values can communicate the impact of perceived organizational support on employee engagement, competence, and employee performance coefficients. The appropriate pass model is the path model 3 because the R^2 value is 86.5%.

V. Conclusion

After thorough analysis of the data quality test, descriptive statistical test, classical assumption test, path model test, and hypothesis testing, the discussion related to the hypothesis that has been stated previously is carried out. The following is a discussion of each of the hypotheses that have been developed:

1. Employee Engagement affects Organizational Citizenship Behavior

The research findings indicate that the employee engagement variable has a positive and significant effect on OCB. It means if the employee engagement variable increases, it will increase Organizational Citizenship Behavior assuming the other independent variables are constant.

2. Competence affects Organizational Citizenship Behavior
Findings indicate that the competence variable has a positive and significant impact on OCB. That is, an increase in the competence variable leads to an increase in organizational citizenship behavior, assuming the other independent variables remain constant.
3. Perceived organizational support has a positive and significant effect on Organizational Citizenship Behavior.
The research findings show that the perceived organizational support variable has a positive and significant effect on OCB. It means that organizational citizenship behavior increases as the perceived organizational support variable increases, assuming other independent variables are constant.
4. Employee engagement has a positive and significant effect on employee performance.
The research findings indicate that the employee engagement variable has a positive and significant effect on employee performance. It means that as the employee engagement variable increases, the employee performs better, assuming the other independent variables remain constant.
5. Competence has a positive and significant effect on employee performance.
The research findings indicate that the competence variable has a positive and significant effect on employee performance. That is, as the competence variable increases, the employee performs better, assuming the other independent variables remain constant.
6. Perceived organizational support has a positive and significant effect on employee performance
The research findings indicate that the perceived organizational support variable has a positive and significant effect on employee performance. This means that as the perceived organizational support variable increases, employee performance improves, assuming other independent variables remain constant.
7. Competence has a positive and significant effect on employee performance through OCB as an intervening variable.
The findings of this study indicate that the variable organizational citizenship behavior is able to mediate the effect of competence on employee performance.
8. Competence has a positive and significant effect on employee performance through OCB as an intervening variable.
The findings of this study indicate that the variable organizational citizenship behavior is able to mediate the effect of competence on employee performance.
9. Perceived organizational support has a positive and significant effect on employee performance through OCB as an intervening variable.
The findings of this study indicate that the OCB variable can mediate the effect of perceived organizational support on employee performance.

Limitations and Suggestions for Future Research

This study has limitations. Firstly, due to the population of this study being limited to employees of one company who work in the healthcare sector, it is impossible to compare the results of this study with other studies of other companies. So that future researchers are expected to be able to research this type of different business. Secondly, the variables used in this study were employee engagement, competence, and perceived organizational support of organizational citizenship behavior. Thirdly, for the next researcher, it can be developed more on previous theoretical work and thus conclude that other things influence citizenship behavior in organizations. Fourthly, there was still the limitation of being able to directly

interact with collaborators as research samples, which were caused by the Covid-19 pandemic at the time.

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