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The Role of Organizational Citizenship Behavior in Mediating the Effect of Organizational Support on Employee Performance

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Abstract:

Employee performance is critical to achieving goals while maintaining competitive advantage and performance efficiency. Less work achievement can cause problems for companies. This happens at Four Seasons Resort Bali at Sayan which is caused by the lack of organizational support such as unstable nominal bonus service charge can trigger bad organizational citizenship behavior of employees and impact on its performance. This study aims to explain the effect of organizational support and organizational citizenship behavior on employee performance, and determine whether organizational citizenship behavior is a mediation variable. This research uses proportionate random sampling technique. The sample used is 139 employees of Four Seasons Resort Bali at Sayan. The data obtained were analyzed by descriptive analysis and PLS. The results found that organizational support and organizational citizenship behavior have a positive and significant effect on employee performance. Organizational support has a positive and significant effect on organizational citizenship behavior. Furthermore, organizational citizenship behavior is proven to be a partial mediation of the effect of organizational support on employee performance. The practical implication of this study, it is important for the company to pay attention to employee citizenship behavior in order to improve employee performance. Companies should create employees who have decency. Employees always try to avoid disputes between colleagues and respect the privacy of co-workers. In addition, the company needs to provide an opportunity for its employees to express an opinion that aims for the success of the organization

Keywords: Organizational support, organizational citizenship behavior, employee performance

1. Introduction

Bali has long been an attraction for both local and foreign tourists to visit. The large number of tourists visiting Bali has added opportunities for the tourism industry in providing accommodation services and facilities for tourists. This is supported by data from the Central Bureau of Statistics of Bali Province which showed a fairly solid growth from 2014 as many as 3,766,638 people up to 2018 as many as 6,070,473 people. The increasing number of foreign tourists also makes competition tighter, especially hospitality business. Hotel management is required to always provide more complete facilities and services that are more satisfying for tourists. Hotels are under constant pressure not only to compete, but also to respond to rapid market changes. Hotel management, moreover, needs to manage their employees to provide the best performance and fulfill their responsibilities as employees. Performance is still a problem that is always faced by management, so it is important to know the factors that affect employee performance.

At present, the hospitality industry places more emphasis on service-oriented behavior, which is basically organizational citizenship behavior. Organizational citizenship behavior is voluntary and is not directly related to reward or incentive systems (Chou, 2011). In previous organizational citizenship behavior studies, personality traits, employee attitudes, perceptions of fairness, leader behavior, job characteristics became job variables. In fact, organizational support is a more important antecedent variable of organizational citizenship behavior. If employees feel that the organization respects employee contributions and welfare, they tend to develop a sense of responsibility towards the organization. Because they feel obliged, employees not only actively strive to fulfill their responsibilities, but also tend to show organizational citizenship behavior outside of their job roles. Employees who demonstrate organizational citizenship behavior take the initiative to help coworkers with heavy workloads or work colleagues who are out of schedule. This shows that the organization must motivate and allow employees to be responsible and show authority in making decisions (Sarwar et al. 2015). Employees develop OCB in the workplace, they volunteered extra effort in their work, helped coworkers, and diligently sought better ways to do their jobs, resulting in better productivity. In fact, OCB is one indicator to evaluate work performance and several studies confirm OCB is one of the attributes of good work performance (Wei, 2014).

Four Seasons Resort Bali at Sayan is one of the five-star hotels in the Seminyak area with a number of rooms located on Jl. Sunset road, Kerobokan. The hotel has 209 permanent employees which are divided into several departments. According to the results of personal interviews with several managers from the departments at Four Seasons Resort Bali at Sayan, information was obtained that employee performance was still not in line with the company's

achievement targets, lack of a sense of solidarity or a sense of mutual assistance among employees so that mistakes often occur (cooperation with co-workers) that causes work time to be inefficient. Good service and results are influenced by how the employee's performance itself, the attitude between employees and the role of managers in moving and motivating their employees. Interviews were also conducted with several departments at Four Seasons Resort Bali at Sayan. It is known that employees feel a lack of organizational support in terms of lack of employees in some departments and an unstable nominal bonus service charge. This triggers a sense of lack of responsibility in the work environment so that employees tend to show less OCB. An example of the lack of OCB in the work environment of Four Seasons Resort Bali at Sayan is the low desire to help colleagues.

Based on the facts at Four Seasons Resort Bali at Sayan, it can be explained that the employee's unsatisfactory performance is caused by the low support from the organization and the lack of OCB. Organizational support has an impact on work performance. When employees feel empowered, they realize the meaning of work and feel that they can complete their work by making their own work decisions (Darolia et al. 2010). They see how the work they have done can affect the organization, which, improve employee competency and performance progress. Organizational support and OCB are closely related to performance.

2. Literature Review

2.1. Employee Performance

Mathis and Jackson (2009: 378) state that performance is what is done or not done by employees. Every employee is required to have competencies, namely the ability or ability to carry out tasks or work that is the responsibility or entrusted. Every implementation of a task or job there is an activity to process or change the input (input) into an output (output) that has added value as a product or work result. Pradhan and Jena (2017) Classifying and classifying performance conceptually into three different dimensions, namely task performance that refers to employee skills in order to complete the main tasks of work. Contextual performance that refers to employee behavior that supports the organizational, social, and psychological environment in order to complete the main tasks of the job. Adaptive performance that refers to employee skills in adapting to changes in work and environmental roles. Mathis and Jackson (2009) suggest that, there are several employee performance indicators that can be described as namely, first, the quality of work that is the key for the company so that the company can survive in various forms of competition described in the company's product and service quality. Second, the quantity of work, describes the fulfillment of the targets that have been set so as to show the ability of the organization to manage its resources to achieve its objectives. Third, work time, describes work time which is considered the most efficient and effective at all levels of management. Fourth, the ability to cooperate well, will give trust to various interested parties, both directly and indirectly with the company.

2.2. Organizational Support

Griffin and Moorhead (2013), states that organizational support is any effort made by organizations in order to help or hinder work performance. Positive support, for example, providing resource needs to meet needs in achieving negative organizational goals and support means that the organization fails to provide the resources needed. Theories regarding organizational support have attracted considerable interest because of the potential value of seeing employee relations with the organization from the employee's point of view, the clarity of the construct of organizational support (Kurtessis et al., 2017). Organizational support theory suggests that there are organizational characteristics that have the potential to be congruent with individual characteristics, and these individuals' attitudes and behaviors will be influenced by the degree of conformity between individuals and organizations (Afsar and Badir, 2016). Employees who get appropriate support tend to be intrinsically motivated to display OCB more often (De Jong & Den Hartog, 2007). Examples of expected citizen behavior from employees can include helping colleagues who have been absent from work, motivating others to work effectively and efficiently for the organization, talking well about the organization to the outside world, offering ideas to improve organizational functions, showing concern for the image organization, volunteering for additional tasks when needed, representing companies enthusiastic about public functions, acting in ways that enhance morale, and resolving non-constructive interpersonal conflicts.

2.3. Organization Citizenship Behavior

Organ et al. (2006) defines OCB as behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. This means that the behavior is not included in the job requirements or job descriptions so that if not shown, no punishment is given. Robbins and Judge (2008: 40) say that OCB as a choice behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively. When organizations foster superior citizenship behavior, they become more attractive places to work and are able to recruit, train, and retain the best people (Afsar & Badir, 2016). Pradhan and Jena (2017) suggest five dimensions used in research on OCB, namely altruism, conscientiousness, courtesy, civic virtue, and sportsmanship.

When employees feel supported by their organization, they will provide more feedback for their organization. Organizational support for employees not only helps colleagues, but also increases their own job satisfaction and organizational commitment, while reducing resignation and absenteeism, thereby stimulating employee work performance. Research by Karavardar (2014) shows that organizational support influences organizational citizenship behavior positively on employees of fast food restaurants in Turkey. Jebeli and Etebarian (2015) also found that organizational support had a positive and significant effect on organizational citizenship behavior in municipal district

employees in Iran. Similar findings were also obtained by Azim and Dora (2016) in multimedia company employees in Malaysia, who stated that organizational support had a positive and significant effect on organizational citizenship behavior. Intifada and Nurtjahjanti (2013) also found that organizational support had a positive and significant effect on organizational citizenship behavior in hotel employees. A common thing is when employees feel the organization pays attention to their contribution and welfare, they tend to feel they have more obligations towards the organization (Chiang and Hsieh, 2012). Based on the explanation, the following hypotheses can be formulated:

- H_1 : Organizational support has a positive and significant impact on OCB

Mohamed and Ali (2015) stated that organizational support has a significant influence on performance. The same thing was stated by the research conducted by Chiang and Hsieh (2012), who found a positive relationship between organizational support and employee performance. Ariarni and Afrianty (2017) find a significant relationship between organizational support and work performance. A significant effect of organizational support on employee performance was also found by Miao and Kim (2010) in iron factory workers in China. The results of the study of Darolia et al. (2010) reinforce the statement that organizational support can affect employee performance. Even when employee performance is not satisfactory, management or organization can improve the situation by focusing on the needs and concerns of employees. Once employees feel organizational support, they are motivated to perform better through quality results. Based on the explanation, the following hypotheses can be formulated:

- H_2 : Organizational support has a positive and significant impact on employee performance

OCB is able to improve employee performance, that employees have shaped OCB behavior in themselves, can be seen from the attitude of employees who behave in favor of others in work, behave more than the minimum requirements, willingness to tolerate, be involved in organizational functions and can store information (Fitriastuti, 2013). Helpful behavior shown by employees will contribute to improving employee performance. Soepono (2015) shows that, organizational citizenship behavior has a significant positive effect on employee performance. Organizational citizenship behavior has a role in improving performance because it can increase organizational effectiveness. The existence of high organizational citizenship behavior in employees is able to improve their performance and support effectiveness in organizations, because the higher the organizational citizenship behavior possessed by an employee, the higher the employee's performance. A similar study was conducted by Darto et al. (2015), Karavardar (2014), Hamidi et al. (2015), and Putrana et al. (2016) shows that, organizational citizenship behavior has a positive and significant effect on employee performance. Based on the results of previous research, the following hypotheses can be formulated:

- H_3 : OCB has a positive and significant impact on employee performance

A number of researchers have found that the support of organizational citizenship behavior organizations is significant (Karavardar, 2014; Jebeli and Etebarian, 2015; Azim and Dora, 2016; Intifada and Nurtjahjanti, 2013). The existence of organizational support, can stimulate employees to behave nationwide in an organization. Organizational citizenship behavior can improve the performance of employees themselves (Soepono, 2015; Darto et al., 2015; Karavardar, 2014; Hamidi et al., 2015). Therefore, organizational citizenship behavior is thought to be able to mediate the relationship between organizational support and work performance. This allegation is also supported by the findings of Ihtian (2014) which states that organizational citizenship behavior mediates partially the influence of organizational support on employee performance in the Central Bureau of Statistics of the Special Province of Yogyakarta. Based on the explanation, the following hypotheses can be formulated:

- H_4 : OCB mediates the relationship between organizational support and employee performance

The description above can be illustrated in the research model below:

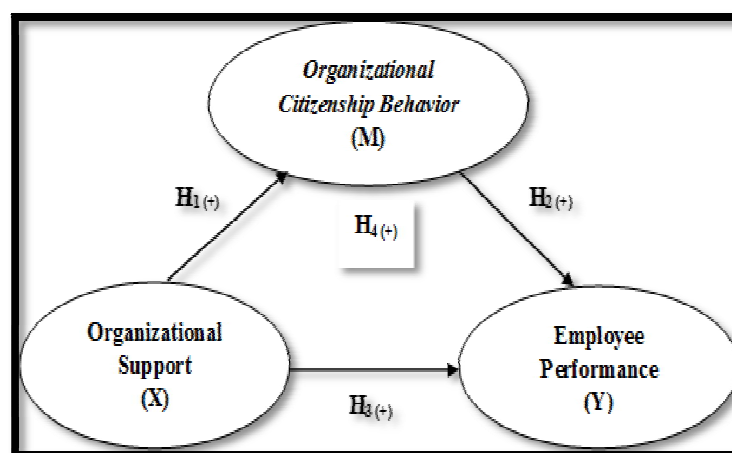


Figure 1: Research Model

4. Research Design and Methodology

The study was conducted at Four Seasons Resort Bali at Sayan, with its population of 209 employees. The sampling technique used is proportionate stratified random sampling. The sample is determined using the Slovin formula with a standard error (α) of 5%. Thus, the number of samples used is determined 139 respondents. Questionnaires were used to obtain primary quantitative data on the research variables studied. The quantitative data obtained are numbers of stars hotel in Bali and data from the total score of each variable, while the qualitative data is the general description of the

company and the result of interview at Four Seasons Resort Bali at Sayan employee. Furthermore, the data used in this study comes from primary sources from respondents who are hotel employees of Four Seasons Resort Bali at Sayan, and secondary sources of Four Seasons Resort Bali at Sayan and research articles related to the topic of the organizational support, OCB, and employee performance. Data were collected by sending a personally-administered questionnaire. After the questionnaire is distributed, respondents are given two weeks to answer, and after completing the questionnaire will be reassembled. Partial Least Square (PLS) analysis are used in this study.

5. Data Analysis

Convergent validity with reflexive indicator can be seen from correlation between indicator score with variable score. Individual indicators are considered reliable if they have a correlation value above 0.50. The correlation result between the indicator and the variables can be seen in Table 1 below.

Variable	Indicator	Outer Loadings	AVE	Composite Reliability	Cronbach's Alpha
Organizational Support (X)	Organizational justice	0,870	0,809	0,927	0,882
	Supervisor support	0,897			
	Organizational rewards dan job conditions	0,931			
OCB (M)	Altruism	0,750	0,689	0,917	0,886
	Conscientiousness	0,839			
	Courtesy	0,832			
	Civic virtue	0,860			
	Sportsmanship	0,864			
Employee Performance (Y)	Task performance	0,942	0,881	0,957	0,933
	Adaptive performance	0,925			
	Contextual performance	0,950			

Table 1: Outer Model Test

5.1. Convergent Validity

The result shows in Table 1 that outer loadingsoff indicator has value above 0.50. Thus, it can be concluded that the indicators meet convergent validity requirements.

5.2. Discriminant Validity

Discriminant validity test is done by assessing the validity of the variables of the average variance extracted (AVE). The model is said to be good if the AVE of each variable is greater than 0.50. Table 1 shows that the AVE value of all variables is above than 0.50 so it can be explained that the indicators meets discriminant validity requirements.

5.3. Composite Reliability

The variable reliability test is measured by composite reliability and Cronbach's alpha from the variable. The criteria of variable are considered to reliable if the value of composite reliability and alpha Cronbach's above 0.70. The output results can be seen in Table 1 that both composite reliability and alpha Cronbach's for organizational support (X), OCB (M), employee performance (Y) are above 0.70. Thus, it can be explained that all variables have good reliability.

5.4. Inner Model Test

In this structural model, there are two dependent variables, OCB (M) and employee performance (Y). The coefficient of determination (R-square) of each dependent variable

Variable	R-square
OCB (M)	0,500
Employee Performance (Y)	0,644

Table 2: R-Square

Based on Table 2, the influence of organizational support on OCB gives an R-square value of 0.500, which can be interpreted that the variable variability of OCB can be explained by the variability of organizational support variables by 50 percent, while 50 percent is explained by other variables outside of those studied. Furthermore, the model of the influence of organizational support and organizational citizenship behavior on employee performance provides a R-square value of 0.644 which can be interpreted that the variability of employee performance variables can be explained by the variability of organizational support and organizational citizenship behavior by 64.4 percent, while 36.4 percent explained by other variables.

To measure how well the observed values are generated by the model and also the parameter estimation, it is necessary to calculate Q-square (Q^2) as follows:

$$Q^2 = 1 - (1 - (R1)^2) (1 - (R2)^2)$$

$$\begin{aligned}
 &= 1-(1 - 0.500) (1 - 0.644) \\
 &= 1-(0.500) (0.356) \\
 &= 1-0.178 \\
 &= 0.822
 \end{aligned}$$

The calculation results obtained value of Q² close to 1, amounting to 0.822, so it can be concluded that the model has a good predictive relevance. Thus, it can be explained that 82.2 percent of variations in employee performance are influenced by organizational support and OCB while 11.8 percent are influenced by other variables.

5.5. Hypothesis Test

Table 3 explained that organizational support has a direct effect on employee performance with a coefficient of 0.712, organizational support has a direct effect on organizational citizenship behavior with a coefficient of 0.707, and organizational citizenship behavior has a direct effect on employee performance with a coefficient of 0.524.

Variables Correlation	Path Coefficients	t Statistics	Descriptions
Leader-Member Exchange (X)→Turnover Intention(Y)	-0,301	2,750	Significant
Leader-Member Exchange (X)→Job satisfaction(M ₁)	0,804	18,081	Significant
Leader-Member Exchange (X)→Organizational commitment (M ₂)	0,733	14,800	Significant
Job satisfaction (M ₁)→ Turnover Intention (Y)	-0,288	2,927	Significant
Organizational commitment (M ₂)→ Turnover Intention(Y)	-0,268	2,603	Significant

Table 3: Path Coefficients

Hypothesis test on Table 3 shows that the influence of organizational support on employee performance results in a correlation coefficient of 0.342. The value of t Statistics is obtained at 2.754 (> critical t 1.96), then the influence of organizational support on employee performance is significant. Thus, the hypothesis 1 (H1) which states that organizational support has a positive and significant effect on employee performance is accepted. Hypothesis testing shows that the effect of organizational support on organizational citizenship behavior results in a correlation coefficient of 0.707. The value of t Statistics is 11.314 (> critical t 1.96), then the influence of organizational support on organizational citizenship behavior is significant. Thus, hypothesis 2 (H2) which states that organizational support has a positive and significant effect on accepted organizational citizenship behavior. Furthermore, hypothesis testing shows that the effect of organizational citizenship behavior on employee performance results in a correlation coefficient of 0.524. The t-value of Statistics is obtained at 4.591 (> critical t 1.96), then the influence of organizational citizenship behavior on employee performance is significant. Thus, hypothesis 3 (H3) which states that organizational citizenship behavior has a positive and significant effect on employee performance is accepted. The results of mediation testing with the VAF method have fulfilled several requirements, namely, first, the direct effect (a) of organizational support variable (X) on employee performance (Y) without involving the OCB mediation variable (M) on the model, has been found to be significant. Second, after the variable organizational citizenship behavior (M) is included in the model, the indirect effect (b x c) is found to be significant. Paths b and c are also significant. Third, calculate the Variance Accounted For (VAF) with this formula:

$$\begin{aligned}
 \text{VAF} &= (0,707 \times 0,524) / (0,712 + 0,707 \times 0,524) \\
 &= 0,371 / 1,080 \\
 &= 0,344 \text{ atau } 34.4\text{percent.}
 \end{aligned}$$

Because the VAF (34.4 percent) is in the range of 20 percent to 80 percent, it can be categorized as partial mediation. For more details can be seen in Figure 2 below.

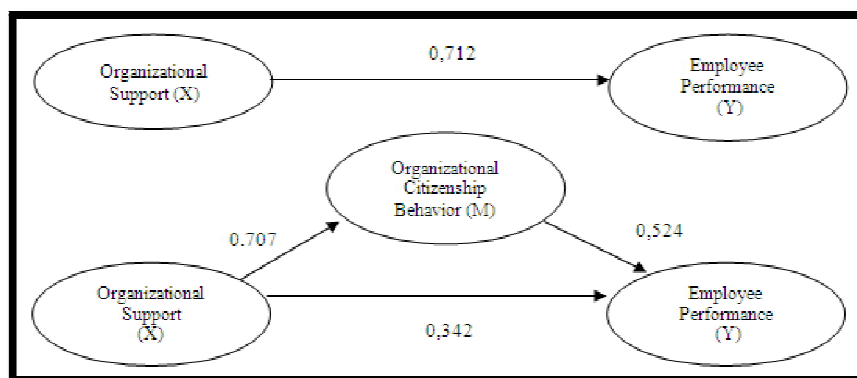


Figure 2: Mediation Test of Job Satisfaction

6. Discussion and Conclusion

The results of the analysis show that organizational support has a positive and significant effect on employee performance. This means that the stronger the organizational support provided by the company, the better the performance of their employees. A positive and strong relationship between organizational support variables and employee performance is shown by the opinions of respondents to these two variables. The existence of organizational support is reflected in the statement about the company's ability to provide a sense of justice and can respect and

understand the work situation of its employees. Employees think that the company where they work will forgive the mistakes made by their employees. Employees claim the company understands the mistakes of their employees if the employee wants to change and does not repeat the same mistakes. Another form of support is the company's concern for the aspirations conveyed by its employees for the common good. This has an impact on employee performance which is reflected in good contextual performance through employee statements regarding readiness to always help fellow colleagues when requested or needed, showing sympathy when colleagues work on problems. Employees also state that they actively participate in group discussions and work meetings. They feel satisfied to be able to direct others in the company and always maintain good coordination between co-workers.

This result is consistent with several previous studies, namely Miao and Kim (2010) who found organizational support had a positive and significant effect on the performance of iron factory workers in China. Mohamed and Ali (2015), stated that organizational support has a significant influence on performance. The same thing was stated by the research conducted by Chiang and Hsieh (2012), who found a positive relationship between organizational support and employee performance. Darolia et al. (2010) reinforce the statement that organizational support can affect employee performance. Ariarni and Afrianty (2017)

The results of the analysis show that organizational support has a negative and significant effect on organizational citizenship behavior. This means that the stronger organizational support provided by the company, the higher the organizational citizenship behavior applied by its employees. The strength of organizational support is reflected in the opinions of employees about the company being able to give a sense of fairness and be able to appreciate and understand the work situation of its employees. Employees state that the company where they work will forgive the mistakes made by their employees. The company understands the mistakes of its employees if the employee wants to change and does not repeat the same mistakes. Another form of support is the company's concern for the aspirations conveyed by its employees for the common good. This has an impact on organizational citizenship behavior which is reflected in employees who have a good level of politeness. Employees always try to avoid disputes between colleagues. Employees also said that they tried to respect the privacy of coworkers. The survey results show that employees tend to have a state of consciousness in good organization as members of the organization. Employees state that when they are not at work, they will report first to their superiors. Employees try to do more than they should. Employees also do not take excessive breaks, but rather work on their hours. This explains that employees are responsible and engage constructively in the organizational process.

These results are in accordance with several previous studies, namely Karavardar (2014) who found that organizational support influences organizational citizenship behavior positively on employees of fast food restaurants in Turkey. Jebeli and Etebarian (2015) also found that organizational support had a positive and significant effect on organizational citizenship behavior in municipal district employees in Iran. Similar findings were also obtained by Azim and Dora (2016) in multimedia company employees in Malaysia, who stated that organizational support had a positive and significant effect on organizational citizenship behavior. The results of this study also support the findings of Intifada and Nurtjahjanti (2013) who researched hotel employees in Semarang, where organizational support was found to have a positive and significant effect on organizational citizenship behavior.

The results of the analysis show that organizational citizenship behavior has a positive and significant effect on employee performance. This means that the higher the organizational citizenship behavior of employees, the better their performance. The existence of organizational citizenship behavior is reflected by employees who have a good level of politeness. Employees always try to avoid disputes between colleagues. Employees also said that they tried to respect the privacy of coworkers. The survey results show that employees tend to have a state of consciousness in good organization as members of the organization. Employees state that when they are not at work, they will report first to their superiors. Employees try to do more than they should. Employees also do not take excessive breaks, but rather work on their hours. This explains that employees are responsible and engage constructively in the organizational process. This has an impact on employee performance which is reflected in good contextual performance through employee statements regarding readiness to always help fellow colleagues when requested or needed, showing sympathy when colleagues work on problems. Employees also state that they actively participate in group discussions and work meetings. They feel satisfied to be able to direct others in the company and always maintain good coordination between fellow colleagues.

This finding can be interpreted that if the better employees apply organizational citizenship behavior, it will be able to improve their performance. This result is consistent with several previous studies, namely Soepono (2015) which found that organizational citizenship behavior had a significant positive effect on employee performance. The results of this study are also in line with the research of Darto et al. (2015), Karavardar (2014), and Hamidi et al. (2015) show that, organizational citizenship behavior has a positive and significant effect on employee performance.

The results of hypothesis testing prove that organizational support has a significant effect on employee performance, organizational support has a significant effect on organizational citizenship behavior, and organizational citizenship behavior has a significant effect on employee performance, it can be explained that organizational citizenship behavior as partial mediation between the influence of organizational support on employee performance. This shows that the combination of organizational support and organizational citizenship behavior is an important factor in determining employee performance. The test results before adding the mediating variable of organizational citizenship behavior, the direct effect of organizational support on employee performance was found to be significant. After adding the variable organizational citizenship behavior, organizational support was found to have a significant indirect effect on employee performance. This shows that organizational citizenship behavior can be a mediating variable between organizational support and employee performance.

Organizational support is also explained to be able to influence employee performance with or without organizational citizenship behavior. This is indicated by the influence of organizational support on employee performance before adding the mediating variable of Organizational Citizenship behavior which has a greater path coefficient value than after adding the mediating variable organizational citizenship behavior. But with the better application of organizational citizenship behavior by employees, the impact of organizational support provided by the company will be stronger towards improving the performance of its employees. These results support Ihtian (2014), which states that organizational citizenship behavior mediates partially the influence of organizational support on employee performance in the Central Bureau of Statistics of the Special Province of Yogyakarta. Several other studies are in line with the results of this study (Karavardar, 2014; Jebeli and Etebarian, 2015; Azim and Dora, 2016; Intifada and Nurtjahjanti, 2013; Soepono, 2015; Darto et al., 2015; Karavardar, 2014; Hamidi et al., 2015).

The findings of this study indicate that in improving employee performance, organizational citizenship behavior has a greater influence than organizational support. This shows that organizational citizenship behavior plays an important role in influencing employee performance. It is important for the company to pay attention to employee citizenship behavior. Companies should create employees who have courtesy. Employees always strive to avoid disputes between coworkers and respect the privacy of co-workers. The company also needs to encourage employees to have an awareness of citizenship in good organization as members of the organization. Employees are motivated to do work outside of their job descriptions and work on time. In order to create responsible employees and able to engage constructively in the organizational process, the company needs to provide organizational support to create organizational citizenship behavior. This can be done by giving justice and appreciation, and understanding the situation of work done by employees. It is important for companies to provide support by understanding if their employees make mistakes and want to improve themselves. In addition, companies need to provide opportunities for their employees to express their opinions for the common good.

7. Suggestion to Researcher for Future Research

Based on the results of research and conclusions, there are some suggestions for improving employee performance through organizational support and organizational citizenship behavior. Based on the results of the study, the company was shown to have a low level of concern for the welfare of its employees, so that advice for companies needs to increase organizational support by increasing the welfare of employees, for example through providing compensation in accordance with their performance. The results show that the attitude of conscientiousness of employees is still low, marked by a lack of concern for developments that occur in the organization. Advice for companies is to provoke their critical attitude towards the condition of the organization through a personal approach. The results of the study also found that employees were still lacking in providing innovative advice to improve the quality of the organization. Suggestions for companies are by encouraging employees to be more proactive in delivering innovations by holding competitions to trigger their creativity for the progress of the company. Employees sportsmanship are also low, as indicated by the attitude of employees who still tend to complain about problems that are trivial and often exaggerate the problems that occur in the organization. Advice for companies is to understand the causes and interests of these employees so that they do this. This is done by making an approach so that a conducive atmosphere can be created. If it still cannot be resolved, then decisive action can be taken in the form of shock therapy such as a warning letter. In relation to performance, companies need to improve the performance aspects of their employees in terms of lack of ability of employees to handle many tasks to achieve company goals by conducting training that enhances employee capabilities, companies also need to improve adaptive performance aspects that are capable of mobilizing team collective intelligence work and improve aspects of employee contextual performance, namely the lack of effective communication with colleagues in solving problems and decision making by guiding and training employees in terms of communicating to distribute tasks to coworkers.

There are research limitations that could be suggest in future research. First, this research examines company employees in the tourism sector, so for further research it is necessary to conduct study variations on companies in the banking or retail sector. Second, this study only examines organizational support variables and organizational citizenship behavior as predictors of employee performance, so for further research it is necessary to develop the topic of employee performance by using other predictor variables. Third, this research is only conducted at a certain point in time, it is necessary to review this topic in the future.

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