



The effect of perceived organizational support and psychological capital on work performance mediated by organizational citizenship behavior

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ABSTRACT

This study aims to analyze the effect of perceived organizational support and psychological capital on work performance mediated by organizational citizenship behavior on employees of PT. X Yogyakarta. This research used a purposive sampling technique with a total of 40 respondents who are employees of PT. X in Yogyakarta. The analytical test tool used in this research is SmartPLS with SEM (Structural Equation Modelling) analysis method. The results of this study are that (1) perceived organizational support does not affect organizational citizenship behavior, (2) psychological capital does not affect organizational citizenship behavior, (3) organizational citizenship behavior does not affect work performance, (4) perceived organizational support affects work performance, (5) psychological capital affects work performance, (6) organizational citizenship behavior does not mediate between perceived organizational support on work performance, and (7) Organizational citizenship behavior does not mediate psychological capital on work performance.

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Introduction

In this era of globalization, which is full of uncertainty, the business environment is changing, expanding knowledge, and increasing individual abilities to maintain company consistency in business competition. Companies emphasize in improving employees to achieve their goals. As a private company, PT X Yogyakarta has human resources as the main element in increasing the value and consistency of the company, which must be managed correctly and adequately by applying high work standards so that the company can survive in global competition. PT X Yogyakarta requires employees to work optimally, so all employees must be able to work together with each other and display good performance. PT X Yogyakarta also has developed five residential areas that have become icons in Yogyakarta.

Work performance is the result of a person's work in carrying out tasks following responsibilities in their work. Performance management is a set of activities designed to ensure that an organization gets the required performance from its employees (Mathis and Jackson, 2008).

Work performance has an important role in improving individual abilities, so the company must pay attention to the success of work performance seen from the aspect of perceived organizational support. According to Eisenberger et al. (1986), perceived organizational support is the perception of employees assessing the organization in respecting and caring for the contribution and welfare of employees. Research conducted by Ashadi and Hayavi (2013) found that perceived organizational support has a significant relationship with work performance. Research conducted by Miao (2010) found that perceived organizational support positively relates to work performance. Research Al-Mahasneh (2015) found a positive and significant relationship between organizational

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citizenship behavior and work performance. Following research Mallick et al. (2014) found OCB to have a significant relationship in predicting work performance. As well as research conducted by Basu et al. (2016) found that organizational citizenship behavior has a significant relationship to work performance. At the same time, Jehanzeb (2020) found that perceived organizational support has no significant association with organizational citizenship behavior. At the same time, OCB has an important role in supporting work performance. The role of OCB as individual behavior can indirectly or explicitly be recognized by providing a formal reward system. It can be functionally effective in the aggregate (Podsakoff et al., 2000 in Organ, 1988). So, OCB should be done by showing sincerity in work to create effective and efficient work and achieve the organization's goals.

To achieve organizational goals, another factor that needs to be considered is psychological capital. This factor plays a vital role in the company's activities in a sustainable manner by understanding the psychology of the worker. Psychological capital is also crucial in measuring work performance. According to Luthans et al. (2007), psychological capital is a high-level positive foundation consisting of four aspects: self-efficacy/self-confidence, optimism, hope, and resilience. Psychological capital is important to understand the psychology of workers doing their jobs. Sen and Basim (2018) research found a positive and high-value relationship with work performance. Also, Imran and Shah Nawaz (2020) research found that psychological capital has a positive influence on work performance. However, according to Wahyuningsih et al. (2016), the findings differ that psychological capital on performance has a negative value and is not significant on work performance.

In increasing the role of perceived organizational support on employee work performance by adding OCB as a mediation which aims to prove whether there is a role for organizational citizenship behavior as a mediation on work performance or not. Sukmayati and Sintaasih (2018) research found that OCB is a partial mediation between perceived organizational support on work performance. Also, Chiang and Hsieh (2012) research found that OCB is a partial mediator between perceived organizational support and job performance. Yanuar et al. (2019) found that OCB can mediate between perceptions of organizational support on work performance.

To understand and know the role of psychological capital in supporting work performance, adding OCB as a mediation aims to provide a psychological picture of employees at work. When viewed from Artanti et al. (2016), research mentions that OCB plays a role in mediating psychological capital on work performance. With this, it is hoped that the company can maximize to support the performance of employees and the company itself to maintain its existence during the pandemic.

This main purpose of this study is to the effect of perceived organizational support and psychological capital on work performance mediated by organizational citizenship behavior. This study is divided in three main parts, namely: Introduction, which includes the research purpose, current phenomena of PT X in Indonesia, Literature Review, Research and Methods, Findings, discussions, and conclusions.

Literature Review

Theoretical and Hypothesis Development

Perceived Organizational Support

Perceived organizational support is the perception employees feel about the organization in assessing the organization's contribution and concern for the employee's welfare (Indrawiani et al., 2018). According to Rhoades and Eisenberger (2002), there are several perceived organizational support (POS) factors, (1) fairness, (2) supervisor support, and (3) organizational rewards and working condition.

Psychological Capital

Psychological capital is an attitude and behavior that significantly determines success (Luthans et al., 2007). This is a state where everyone can practice and have various positive situations that lead to positive attitudes and work behavior. Psychological capital has four high-level positives such as (1) self-efficacy, (2) optimism, (3) hope, and (4) resiliency.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is a form of behavior outside of formal job requirements that benefits the organization (Indrawiani et al., 2018). Employees who exhibit this behavior can make a significant positive contribution to the organization through behaviors outside of their job description. In addition, employees continue to carry out their work responsibilities according to the formal job description. According to Organ et al. (1988), there are several indicators such as (1) altruism, (2) conscientiousness, (3) sportsmanship, (4) courtesy, and (5) civic virtue.

Work Performance

Performance is a process of creating a work environment by doing the best to achieve company goals (Bohlander and Snell, 2013). Performance is a series of activities designed to ensure that the organization has the performance its employees need (Mathis and Jackson, 2000). It's where all employee activities bring out their best abilities in doing work to ensure the continuity and sustainability of the company to achieve maximum results following company goals. In Al-Mahasneh (2015) research, work performance consists of several indicators such as (1) discipline, (2) work quantity, (3) work quality, (4) relationship between the employee and his colleagues, and (5) relationship between employee and higher-level staff.

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

Indrawiani et al. (2018) research mentioned that the perception of organizational support significantly influences OCB. Alkerdawy (2014) said that the perception of organizational support has a positive and important role in OCB. Meanwhile, Jehanzeb (2020) research explained that the perception of organizational support has no role on OCB. Also, in research, Ansori and Wulansari (2021) demonstrated that the perception of organizational support does not have a significant role in OCB. Based on the research that has been described, the proposed hypothesis is:

H1: There is an influence of perceived organizational support on organizational citizenship behavior.

The Effect of Psychological Capital on Organizational Citizenship Behavior

Indrawiani et al. (2018) research state that psychological capital has a positive influence on OCB. Nafei (2015) states that psychological capital positively correlates with OCB. And in research, Elsayed et al. (2019) state that there is an influence of psychological capital on OCB. Also, Ansori and Wulandari (2021) research explained that psychological capital has a significant relationship with OCB. Based on the research that has been described, the proposed hypothesis is:

H2: There is an influence of psychological capital on organizational citizenship behavior.

The Influence of Organizational Citizenship Behavior on Work Performance

Al-Mahasneh (2015) research mentions that OCB has a positive and significant role in work performance. Mallick et al. (2014) research mentions that OCB has an important role in work performance. And Basu et al. (2016) research mentioned that OCB has a significant role in work performance. Also, Sukmayanti and Sintaasih (2018) research explained that OCB has a positive and significant effect on work performance. This study does not explain the two theories used in the variables of organizational citizenship behavior and work performance. Based on the research that has been described, the proposed hypothesis is:

H3: There is an influence between organizational citizenship behavior and work performance.

Effect on Perceived Organizational Support on Work Performance

Arshadi and Hayavi (2013) research state that there is a significant influence between perceptions of organizational support on work performance. Miao and Kim (2010) research states that the perception of organizational support positively affects work performance. Sukmayanti and Sintaasih (2018) research explained that the perception of organizational support entirely and significantly influences work performance. While in Chiang and Hsieh (2012) research stated that the perception of organizational support has a negative relationship with work performance. In this study, the variable's perception of organizational support uses the theory of Eisenberger et al. (1986), but the idea of work performance is not explained in this study. Based on the research that has been described, the proposed hypothesis is:

H4: There is an effect of perceived organizational support on work performance.

The Effect of Psychological Capital on Work Performance

Ngo (2021) research states that psychological capital has a positive relationship to work performance. Research Imran and Syahwanaz (2020) states that there is an influence of psychological capital on work performance. Wahyuningsih et al. (2016) state that psychological capital positively and significantly influences work performance. Also, Sen and Basim (2018) research it is stated that psychological capital has a significant influence on work performance. Based on the research that has been described, the proposed hypothesis is:

H5: There is an influence of psychological capital on work performance.

The Effect of Perceived Organizational Support on Work Performance is Mediated by Organizational Citizenship Behavior

Sukmayanti and Sintaasih (2018) research mentions that OCB mediation influences the perception of organizational support on work performance. In the study of Chiang and Hsieh (2012), it is mentioned that OCB partially mediates perceptions of organizational support for work performance. Also, in Yanuar et al. (2019) research mentions that OCB has a mediating role in the relationship between perceived organizational support and work performance. Based on the research that has been described, the proposed hypothesis is:

H6: There is an effect of perceived organizational support on work performance mediated by organizational citizenship behavior.

The influence of Psychological Capital on Work Performance is Mediated by Organizational Citizenship Behavior

Artanti et al. (2016) research mentions that OCB plays a role in mediating psychological capital on work performance. Based on the research, the proposed hypothesis is:

H7: There is an influence of psychological capital on work performance mediated by organizational citizenship behavior.

Research and Methodology

Data and Sampling

In this study, the population that will be used is 50 employees from PT X in Yogyakarta. Until the specified deadline, the questionnaires returned and received by the researcher are 40 questionnaires. The analytical tool used to test the hypothesis is SmartPLS version 3. The sampling technique is using questionnaires which have been given to all employees. The variable is measured by the Likert 1-5. The data analysis technique is using PLS-SEM. The PLS-SEM analysis consists of two sub-models; inner model and outer model. According to Ghazali and Latan (2015), the recommended number of samples is between 30 and 100.

This study uses data collection techniques with the questionnaire method. The questionnaire consists of several statements given to respondents in the hope that they can be filled in according to the instructions that have been given. The measurement of this study uses a Likert Scale designed to explain whether or not someone agrees with the statements listed on the questionnaire with intervals of 1-5. The Likert Scale measurements are as follows; 1. Strongly disagree. 2. Disagree. 3. Neutral. 4. Agree 5. Strongly Agree

Findings and Discussions

Respondent Characteristic

The number of respondents in this research is 40 respondents of PT. X Yogyakarta male and female employees. This research is divided into several characteristics which includes gender, age, education, and years of service. The details for each characteristic are shown below on Table 1.

Table 1: Respondent's Characteristics

Characteristic	Frequency	Percentage
Gender		
Male	31	77,5%
Female	9	22,5%
Age		
< 25 Years Old	2	5%
26-35 Years Old	10	25%
36-45 Years Old	22	55%
46-55 Years Old	6	15%
Education Level		
Senior High School	6	15%
Associate's Degree (D3)	5	12,5%
Bachelor's Degree (S1)	29	72,5%
Years of Service		
< 5 Years	9	22,5%
5-15 Years	27	67,5%
16-25 Years	4	10%
> 25 Years	-	-
TOTAL	40	100%

Partial Least Square (PLS) Result Analysis

Outer Model Evaluation

The measurement model analysis (outer model) specifies the relationship between latent variables and their indicators. Therefore, the measurement model (outer model) shows each indicator that can be related to the latent variable. The outer model analysis consists of convergent validity, discriminant validity, and composite reliability.

Convergent validity

Convergence validity testing is done by looking at the loading factor (correlation between item score/component scores with construct chords) indicators that measure the construct whose value >0.7 is considered significant (Ghozali and Latan, 2015).

The result of relationship between variable testing could be viewed on figure 1 below:

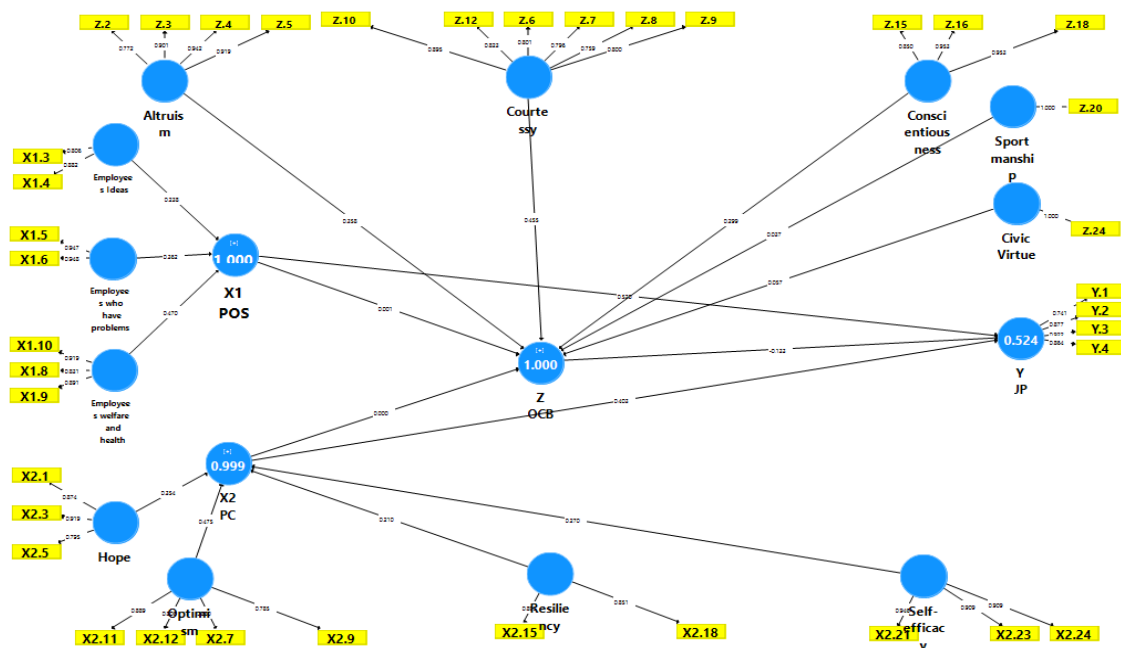


Figure 1: Convergent Validity Measurement Results

Based on Figure 1, the results of the validation test show the loading factor value are above 0.7 except for the items POS1, POS2, POS7, PC4, PC6, PC8, PC10, PC13, PC14, PC16, PC17, PC19, PC20, PC22, OCB1, OCB11, OCB13, OCB14, OCB17, OCB19, OCB21, OCB22, OCB23, JP5 and JP6. So, this item must be removed and then re-analyzed.

Discriminant validity

One other thing to measure construct validity is discriminant validity. Discriminant validity aims to test a construct precisely by measuring the construct that is being measured, not measuring another construct. A construct is said to be valid by comparing the root value of the AVE (Fornell-Larcker Criterion) with the correlation value between latent variables. The AVE root value must be more significant than the correlation between latent variables. The details are shown below on Table 2.

Table 2: Discriminant Validity

Variable	Fornell-Larcker Criterion				Description
	X1 POS	X2 PC	Y JP	Z OCB	
X1 POS	0,830*				Valid Discriminant
X2 PC	0,361	0,648*			Valid Discriminant
Y JP	0,644	0,513	0,854*		Valid Discriminant
Z OCB	0,167	0,498	0,155	0,704*	Valid Discriminant

Composite validity

One thing to measure construct reliability is composite reliability. The tools used to assess this are composite reliability and Cronbach's alpha. Composite reliability values 0.6 – 0.7 are considered to have good reliability (Sarstedt *et al.*, 2017), and the expected values of (Ghozali and Latan, 2015). Cronbach's alpha is above 0.7. The details are shown below on Table 3.

Table 3: Composite Validity

Construct	Cronbach's Alpha	Composite Reliability	Description
Perceived Organizational Support (POS)	0,922	0,939	Reliable
Psychological Capital (PC)	0,877	0,899	Reliable
Organizational Citizenship Behavior (OCB)	0,923	0,935	Reliable
Work Performance (JP)	0,873	0,914	Reliable

Inner Model Evaluation

Inner model describes the relationship between latent variables based on substantive theory (Husein, 2015). The inner model analysis can be evaluated using R-square (R²), predictive relevance, quality index, and bootstrapping test.

R-Square (R²)

R-square is used as a tool to assess each endogenous variable as the predictive power of the structural model. If the R-square value is at 0.75, 0.50, and 0.25, it can be stated that the proposed model is strong, moderate, and weak (Ghozali and Latan 2015). The higher the R² value, the better the prediction model in the research made. The details are shown below on Table 4.

Table 4: R-Square (R²)

Variable	R Square	R Adjusted	Criteria
Perceived Organizational Support	1,000	1,000	Strong
Psychological Capital	0,999	0,999	Strong
Organizational Citizenship Behavior	0,524	0,485	Moderate
Work Performance	1,000	1,000	Strong

Predictive relevance

Q² predictive relevance is used to present the synthesis of the validation and fitting functions with predictions of manifest variables and estimates of construct parameters. Nilai Q² predictive relevance values of 0,002, 0,15, and 0,35 indicate that the model is weak, moderate, and strong. The value of Q² > 0 indicates that the model has predictive relevance, while Q² < 0 indicates that the model lacks predictive relevance (Ghozali and Latan, 2015). The details are shown below on Table 5.

Table 5: Predictive Relevance

Variable	Q ² (=1-SSE/SSO)	Criteria
Perceived Organizational Support	0,651	Strong
Psychological Capital	0,391	Strong
Organizational Citizenship Behavior	0,351	Strong
Work Performance	0,456	Strong

Quality Index

The quality index uses the goodness of fit (GoF) method to measure and evaluate the structural models. The details are shown below on Table 6.

Table 6: Goodness of Fit

Item	R-Square	Communality
Perceived Organizational Support	1,000	0,624
Psychological Capital	0,999	0,240
Organizational Citizenship Behavior	0,524	0,429
Work Performance	1,000	0,381
Mean	0,880	0,418

GoF value is calculated by the square root of the average communality index and average R-squares. (Tanenhaus et al, 2004 in Ghozali and Latan, 2015). The details are shown below on Table 6.

$$GoF = \sqrt{\overline{Com} \times \overline{R^2}}$$

$$GoF = \sqrt{0,418 \times 0,880}$$

$$GoF = 0,606 \text{ (Large category)}$$

Bootstrapping Test

To see whether a hypothesis is accepted or rejected, it can be done by paying attention to the significance value between the T-statistical construct and the P-values. The detailed results are presented on Table 7 as follows:

Table 7: Bootstrapping Test

Item	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T ((O/STDEV))	P Values	Result
POS→OCB	0,001	0,002	0,004	0,361	0,719	H1 Rejected
PC → OCB	0,000	0,002	0,006	0,011	0,991	H2 Rejected
OCB → JP	-0,133	-0,090	0,153	0,870	0,388	H3 Rejected
POS → JP	0,520	0,488	0,131	3,979*	0,000*	H4 Accepted
PC → JP	0,403	0,410	0,151	2,660*	0,010*	H5 Accepted
POS → OCB →JP	0,000	0,000	0,001	0,304	0,762	H6 Rejected
PC →OCB → JP	0,000	0,000	0,000	0,314	0,755	H7 Rejected

Note = * Sign with alpha <0.05.

Discussion

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

The test results in this study found the T-statistical value of $0.361 < 1.96$, and the P-value showed a score of $0.791 > 0.05$, which means that the perceived organizational support variable does not affect the organizational citizenship behavior variable. This means that the increase or decrease in POS does not affect the increase or decrease in OCB.

This study support researcher Jehanzeb (2020) stated that the perception of organizational support has an insignificant relationship with OCB. And support research conducted by Ansori and Wulansari (2021) stated that perceived organizational support has an insignificant relationship with OCB. Contrary to previous research conducted by Indrawiani et al. (2018), there is a significant influence between the perceived organizational support variables on OCB. As well as research conducted by Alkerdawy (2014) states that the perceived organizational support variable has a positive and significant effect on Organizational Citizenship Behavior (OCB).

POS has become an important factor influencing the formation of employee attitudes and behavior (Ansori, 2021). In this case, a positive POS allows employees to work better, which is shown by helping the organization achieve its goals and objectives and directing employees to have a positive mood and psychology (Ansori, 2021). This POS refers to how much the organization values their various contributions and the extent to which the organization cares about their socio-emotional needs (Ansori, 2021).

In Social Exchange Theory (SET), all interactions between humans depend on the give and take scheme (Ansori, 2021). According to SET, when employees feel that the organization has provided more support, they will give back to the company (Ansori, 2021). One of them is by showing discretionary behavior at work (Ansori, 2021) and being willing to work for the organization, even though it is outside of their duties and obligations (Ansori, 2021).

According to this research, the POS variable does not have a significant and direct positive effect on OCB. This indicates that the organizations, in appreciating various contributions and caring for socio-emotional needs, cannot influence the form of positive employee contribution to the organization through behavior outside the job description. Thus, POS is not strong enough to motivate employees to show discretionary behavior in the workplace and be willing to work for the organization, even though it is outside their duties and obligation. In line with the Social Exchange Theory (SET), it can be seen that one of the factors causing the ineffectiveness of POS to OCB is due to the give-and-take scheme. Organizational support for its employees does not significantly impact returns with the support's value.

The Effect of Psychological Capital on Organizational Citizenship Behavior

The test results in this study found the T-statistic value of $0.011 < 1.96$, and the P-value showed a score of $0.0991 > 0.05$, which means that the psychological capital variable affects organizational citizens' behavior. This means that the increase or decrease in PC does not affect the increase or decrease in OCB.

This study contradicts previous research conducted by Indrawiani et al. (2018), state that there is a significant influence between psychological capital variables on OCB. Furthermore, contrary to research conducted by Nafei (2015), there are positive psychological capital results in organizational citizenship behavior. Research by Elsayed et al. (2019) states that the study's results indicate that psychological capital affects organizational citizenship. Also, research by Ansori and Wulansari (2021) states that psychological capital has a significant relationship with OCB.

PsyCap is a crucial factor for organizations in carrying out various operational activities, both economic and social capital (Ansori, 2021). PsyCap consists of four personal resources and assists in a positive assessment of the situation leading to a positive attitude and work behavior (Shaheen, 2016). According to broaden and build theory, Fredrickson (2003) in Ansori (2021) explains that broad-minded employees are more likely to engage in extra-role behavior. When employees with a positive PsyCap are satisfied with their jobs, they will help their co-workers or superiors and demonstrate integrity to the organization (Ansori, 2021).

However, the result of this study indicates that the PsyCap variable does not have a significant and positive effect on OCB. This shows that employees who have a positive PsyCap, who are satisfied with their work, do not give active incentive to help their co-workers or superiors and demonstrate integrity to the organization. Attitudes and behaviors that, in this case, have been a role in success are not necessarily directed towards the OCB context. In addition, in this study, it was also found that the organization managing PsyCap did not significantly impact employees' attitudes towards their work (job satisfaction) and their superiors (affective organizational commitment).

The Influence of Organizational Citizenship Behavior on Work Performance

The test result in this study found that the T-statistic value of $0.870 < 1.96$ and the P-value showed a score of $0.388 > 0.05$, which means that organizational citizenship behavior affects work performance. This means that the increase or decrease in OCB does not affect the increase or decrease in work performance.

This contradicts the research conducted by Al-Mahasneh (2015), which mentions a positive and significant influence between OCB variables on performance. The research conducted by Mallick et al. (2014) mentions that the OCB variable significantly predicts work performance. And with the research by Basu et al. (2016) mentions that the OCB variable significantly indicates work performance. Also, research by Sukmayanti and Sintaasih explains that organizational citizenship behavior (OCB) has a positive and significant effect on work performance.

OCB refers to individual behavior that is not directly recognized by the formal reward system and promotes an organization's efficient and effective functioning (Organ et al., 2006 in; Basu et al., 2017). Because OCB is important to organizational functioning, research on OCB has focused on its antecedents and consequences at both the employee and organizational levels (Basu et al., 2017). OCB or behavior is characterized by voluntary initiatives to make a prosocial contribution to the organization and co-workers, above and beyond their formal work role. This behavior encourages maintaining a positive organizational culture that strengthens employee engagement, commitment, motivation, and work performance (Basu et al., 2017).

However, this contradicts this study's finding, which revealed no significant effect between OCB and work performance. Thus, the attitudes and behavior of employees to make prosocial contributions to the organization and co-workers beyond their job roles do not impact their work performance. In addition, OCB is not a part of the reward system, so it does not have implications for performance, organizational or bad individual effectiveness. So it has a harmful impact because of the decreased role of employee involvement, employee commitment, employee motivation, and work performance.

The Influence of Perceived Organizational Support on Work Performance

The test results in this study found that the T-statistic value of $3.979 > 1.96$ and the P-value showed a $0.000 < 0.05$, which means, that perceived organizational support affects job performance. This means that the higher the POS, the higher the work performance.

This is in line with previous research conducted by Arshadi and Hayavi (2013), who states that there is a significant influence between the perceived organizational support variables on work performance. As well as research conducted by Miao and Kim (2010) mentions that the perceived organizational support variable has a positive effect on work performance. Research conducted by Sukmayanti and Sintaasih (2018) explains that the perception of organizational support positively and significantly affects work performance. In contrast, the research results by Chiang and Hsieh (2012) mention that the perceived organizational support variable has a negative relationship with work performance.

When employee performance is unsatisfactory, a business can be improved through situations focusing on employees' needs and concerns. Once employees feel organizational support, they are motivated by communal sentiment to reciprocate through quality output (Armeli et al., 1998; Eisenberger et al., 1986, 1990 in Chiang and Tsung, 2021). As a result, employees will gradually develop a sense of responsibility to improve organizational performance for mutual benefit (Eisenberger et al., 1990; Chiang and Tsung, 2021). Besides that, Chiang and Tsung (2021) regard POS as a top-down (employee) commitment.

In line with some of the theories and previous studies that have been described above, it can be seen that there is a significant direct influence between POS and JP. With organizational support, they can encourage the development of their abilities on a sense of responsibility for their work. Through the organization's help, the company can create a work environment where employees can do their best in meeting company goals. This action will ultimately encourage employees to improve their performance.

The Effect of Psychological Capital on Work Performance

The test result in this study found the T-statistical value of $2.660 > 1.96$, and the P-value showed a score of $0.010 < 0.05$, which means that the psychological capital variable affects work performance. This means that the higher the PC, the higher the work performance, and vice versa.

This research is in line with previous research written by Ngo (2021) found that there is an influence between employee psychological capital on work performance. And research conducted by Imran and Shahwanaz (2020) that PsyCap affects job performance by increasing well-being in the workplace. Also, Sen and Basim (2018) research explains that there is a significant relationship between psychological capital and work performance. Contrary to research conducted by Wahyuningsih et al. (2016), the psychological capital variable has an insignificant relationship with job performance.

Job performance has been explored in industrial-organizational psychology. In this case, performance has a relationship with profitability and is very important for the growth and continuity of the organization. Proponents of PsyCap consider performance impact as the primary criterion for positive variables in organizational behavior. PsyCap has been found to predict whether task performance is self-rated, supervisory, or objectively measured (Imran & Shahnawaz, 2020).

The findings in this study show consistent results with the opinions and previous studies above, where there is a significant direct. This indicates that the attitudes and behavior of employees are able to have a direct influence in creating work performance, where employees can bring out their best abilities to meet company goals and success. Thus, it can be seen that having confidence in completing challenging tasks, building positive attributes about success, having persistence in achieving goals, and being able to survive and rise to achieve success.

The Effect of Perceived Organizational Support on Work Performance is Mediated by Organizational Citizenship Behavior

The test results in this study found that the T-statistic value of $0.304 < 1.96$ and the P-value showed a score of $0.762 > 0.05$. This means that organizational citizenship behavior does not mediate between perceived organizational support variables on work performance. So, OCB is not able to act as a mediator between POS and work performance.

The result of this study contradicts previous research conducted by Yanuar et al. (2019), which mentions that the study results show that OCB mediates between perceived organizational support and job performance. Contrary to Sukmayanti and Sintaasih (2018) research, organizational citizenship behavior (OCB) can partially mediate the perceived organizational support for work performance. As well as research conducted by Chiang and Hsieh (2012) also mentions that organizational citizenship behavior (OCB) can partially mediate the perception of organizational support for work performance.

The high level of employee POS generated by OCB can improve the employee's work performance (Sukmayanti, 2018). Therefore, OCB mediates the relationship between POS and job performance. Employees with high POS can develop OCB, contribute more to work performance, and improve performance through OCB. Employee organizational awareness can encourage OCB to improve employee performance (Sukmayanti, 2018). Meanwhile, Chen (2008) in Chiang and Tsung (2021) examined POS and job performance, further revealing that a high POS employee could produce positive OCB. In addition, OCB can improve the performance of the employee. Therefore, OCB mediated the relationship between POS and work performance. Podsakoff et al. (1997) in Chiang and Tsung (2021) propose that by increasing the efficiency of resource use, OCB support performance and increases productivity (Chiang and Tsung, 2021).

However, the finding of this study reveals the opposite result, where indirect POS does not have a significant and positive effect on work performance through OCB. Although there is a significant effect between POS and work performance, there is no significant effect between OCB and JP. This is because OCB is not a part of the reward system, so it does not have far-reaching implications for work performance, organizational or individual effectiveness. This indicates that employees want to avoid risks that will impact them. Thus, this study found that POs could not affect work performance through OCB.

The Influence of Psychological Capital on Work Performance is Mediated by Organizational Citizenship Behavior

The test result in this study found the T-statistic value of $0.314 < 1.96$, and the P-Value showed a score of $0.755 > 0.05$. This means organizational citizenship behavior does not mediate between psychological capital and job performance. So, OCB is not able to act as a mediator between POS and work performance.

This research is contrary to previous research by Artanti et al. (2016), who mentions that OCB partially mediates between psychological capital on work performance.

Psychological empowerment of employees for the sake of performance for work interest excellence is imperative (Liden et al., 2000; Chiang and Hsieh, 2012). In this case, increasing OCB requires more psychological empowerment. When employees exert themselves and give extra attention and effort beyond the job description, the human and capital resources are used in the most effective way. Therefore, improving the psychological state and social environment of the entire organization can improve the overall performance of employees. In other words, if more work behaviors are self-initiated, the employee's work performance increases. In addition, the high level of psychological empowerment among employees enables quick responses to customer requests, increasing service effectiveness and job performance (Chiang and Hsieh, 2012).

On the other hand, the finding in this study confirms that there is no indirect effect between psychological capital on job performance mediated by OCB. In this case, it was found that there was a significant direct effect between psychological capital on job performance, but OCB did not affect work performance. The reason is that employees' attitudes and behavior in prosocial contributions outside of formal work do not directly impact their performance. In addition, OCB is not a part of a formal organizational structure or reward system, so it does not have far-reaching implications for performance, organizational, or individual effectiveness. So, it can be seen that an increase or decrease in employee psychological capital through OCB does not have an impact on motivating employees to work well.

Conclusion

This study found that (1) perceived organizational support does not affect organizational citizenship behavior. (2) psychological capital does not affect organizational citizenship behavior. (3) organizational citizenship behavior does not affect work performance. (4) perceived organizational support affects work performance. (5) Psychological capital affects work performance. (6) organizational citizenship behavior does not mediate between perceived organizational support and work performance (7) Organizational citizenship behavior does not mediate between psychological capital on work performance.

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