

RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND WORK ENGAGEMENT WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEES AT PT. M

Zuhrati Desiana¹, Risydah Fadilah², Patisina³

¹Program Studi Magister Psikologi Universitas Medan Area, ^{2,3}Universitas Medan Area

Email: zuhratidesiana92@gmail.com

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Abstract

This study found that if the variables perceived organizational support (X1) and work engagement (X2) simultaneously have a value of zero, then organizational citizenship behavior (Y) will have a value of 0.596, if the variable perceived organizational support (X1) increases by one unit, then organizational citizenship behavior (Y) will increase by 59.6% units and if the variable work engagement (X2), increases by one unit, then organizational citizenship behavior (Y) will increase by 59.6% units. The variable perceived organizational support has a t-value of 27.84. This value is smaller than the t-table value with a Sig. value of less than 0.05. This shows that partially, the variable perceived organizational behavior has a significant effect on organizational citizenship behavior of PT. M. The variable work engagement has a t-value. This value is smaller than the t-table value and is positive with a Sig. value of less than 31.74. This shows that partially, the variable work engagement has a significant effect on organizational citizenship behavior of PT. M. These results indicate that the variables perceived organizational support and work engagement have a major influence on organizational citizenship behavior of PT. M while the rest is explained by other variables not examined in this study.

Keywords: *Perceived Organizational Support, Work Engagement, Organizational Citizenship Behavior*

INTRODUCTION

Currently, Indonesia is on the verge of an economic recession. This has been previously warned by the International Monetary Fund (IMF) where in its report, the IMF cut its projection for global economic growth in 2023 from 3.8% to 2.7% in January 2023. In addition, President Jokowi said that the uncertainty of current global conditions has resulted in rising energy prices so that inflation in several countries has skyrocketed. In Indonesia itself, at the end of 2022 it had reached 5.42% (Kemenkeu.go.id). The World Bank predicts that economic growth in Indonesia has slowed from 5.3% last year to 4.9% (cnbcindonesia.com). According to the Financial Services Authority (OJK), a recession itself is a condition of a country's economy that is experiencing a decline. Meanwhile, Forbes defines a recession as a condition of a significant decline in economic activity that lasts for a long time.

With the current poor economic conditions, many industries are feeling the impact. With the recession that is happening in Indonesia, it is important for companies to think about the right strategy in overcoming various operational costs that can affect products and become one of the challenges that must be faced wisely. One of the important elements in a company that also plays an important role in the sustainability of the company facing this challenge is employees. This is in line with the opinion of

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Mangkunegara (2013) who stated that the ability of employees to carry out their work plays an important role in the success of the company. The quality of employees is the basic capital for the company to achieve the company's goals and be able to compete with its competitors.

One of the indicators that determines the quality of employees in a company is the willingness or willingness of employees to do work that is not only limited to tasks in the job description but also other work that goes beyond their main tasks with the aim of achieving optimal company goals (Garg & Rastogi, 2006). A company that is said to be successful is running well if it has employees who are willing to do work beyond what is written or expected by the company (Robbins & Judge, 2017). This behavior is known as Organizational Citizenship Behavior (OCB).

Organizational citizenship behavior is a behavior that is optional and is not part of the employee's mandatory work but can support the company's optimal running (Robbins & Judge, 2017). This behavior includes employee efforts to help coworkers, do additional work voluntarily, avoid conflict with fellow coworkers, do work with diligence, and improve work performance beyond the standards expected by the company (Organ, Podsakoff, & MacKenzie, 2006). Organ et al. (2006) also explained that employees who have organizational citizenship behavior do work without coercion and help other coworkers to do unfinished work so that work becomes more optimal and the organization runs more effectively and efficiently. With conditions like this, company productivity can increase. If the company has employees with high organizational citizenship behavior, it can provide a good performance picture (Supit, 2016) and a positive impact on the company's effectiveness (Rahayu & Machasin, 2016).

One of the companies affected by the current economic conditions is PT. M is one of the business units of PT Kalbe Farma Tbk which is engaged in the field of health services, namely: Pharmacy, Doctor, Laboratory, and Health Mart. This company was established in 2003 and has spread to several regions in Indonesia. With the size and number of businesses owned by PT. M, human resources, namely employees, have an important role in achieving the goals expected by the company, especially during a recession that has a negative impact on the company's productivity.

Based on the results of interviews conducted at the head office of PT. M, it was found that employees only do work according to their job descriptions. They are not willing to do additional work if it is not related to their work. Employees also tend to limit the work they do because they feel that there are no bonuses or benefits that they get when doing extra tasks. They feel that each employee already has their own duties and authorities, so everyone should be responsible for their own work, not relying on help from others. They often feel reluctant to have to do more work, especially if it makes them have to work overtime or go home late. In fact, if one employee is unable to complete their work on time, then it interferes with the work of other employees and they feel that it is reasonable to directly reprimand or complain without fear that it can make their relationship unpleasant.

In addition, if a position is vacant, employees feel that the department head is the one who should be responsible for carrying out the work of their team because the work should not be delegated to the staff because they feel that the competence held by the department head is much higher than theirs, so the department head's responsibilities should be greater than those of his staff.

From the interview above, it can be seen that employees at PT. M do not show any organizational citizenship behavior. They actually show behavior that is opposite to the aspects of organizational citizenship behavior. Employees are not willing to do their coworkers' work voluntarily because they do not get any bonuses. They do not hesitate



to reprimand coworkers who are considered not working well. They also tend to complain and are forced if they have to work beyond their job description.

It is known that organizational citizenship behavior is formed without any relation to employee expectations to receive praise or rewards from the company in any form. This positive work behavior is formed with the aim that the company can run better. However, to spur organizational citizenship behavior in employees, this behavior should get more attention from the company, such as recording organizational citizenship behavior which is displayed as a consideration in work assessment (Davis & Newstrom, 2002). This is necessary because this behavior is a positive behavior that greatly helps the company in increasing work productivity and the company's competitiveness (Sweeney & Mcfarlin, 2002).

When organizational citizenship behavior does not exist in a company, it can have a negative impact and various problems. For example, with the absence of organizational citizenship behavior in the company, the company cannot run effectively, there are personal problems between employees, and there is a lack of responsibility from employees to provide maximum performance (Fatima, Ud-Din, Khan, Hasan & Hoti, 2015) and can even lower the image of the company due to the lack of collaboration and cooperation between employees (Erthur in Ince & Gul, 2011).

There are several factors that influence the formation of organizational citizenship behavior in employees, both internal and external factors. Internal factors are factors that come from within the employee themselves, one of which is perceived organizational support (Rastgar & Firuzjayan, 2014). Research conducted by Eisenberger, Huntington, Hutchison & Sowa (1986) is an early study that discusses the concept of perceived organizational support and finds a positive correlation regarding employee behavior that supports the company, one of which is organizational citizenship behavior. Robbins & Judges (2017) defines perceived organizational support as a perception held by employees where they feel that the organization provides support, appreciates the work of each employee, and cares about the welfare of its employees. Perceived organizational support is also a benchmark for guaranteeing that the organization will provide assistance for all the needs of its employees and when they face pressure so that employee performance can be optimal (Eisenberger and Rhoades, 2002).

Organizational citizenship behavior can arise when employees have a positive perception of the company because they feel part of the company so that a feeling of satisfaction grows when they are able to give more to the company (Eisenberger, 2016). When employees feel the support given by the company to them, they will make the company their identity and form a more positive perception so that a sense of responsibility arises to be able to provide their best performance for the company (Putrie & Nursalim, 2013). This is in line with the opinion of Eisenberger and Rhoades (2002) that when employees believe that the company has a positive orientation towards them, it can affect the work and welfare of employees in the company. The support felt by employees fosters high loyalty (Sutanto & Setiawan, 2018) and makes them ultimately volunteer to do work that exceeds the company's expectations (Alkerdawy, 2014).

Another factor that influences organizational citizenship behavior is work engagement (Schaufeli & Bakker, 2004). Work engagement is a condition where employees feel excited, engaged, and committed to their work (Maylett & Winner, 2014). This condition makes employees deeply involved both physically, cognitively, and affectively with their work (Kahn, in Albrecht, 2010). When employees have high work engagement, they will show good performance because they enjoy their work (Bakker & Leiter, 2010).

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Work engagement makes employees feel enthusiastic about their work because of the attachment that makes them very serious about working and makes them voluntarily do their work to the maximum because they feel happy with the work (Cholis, 2019). Engagement refers to a consistent state of feeling and thinking and does not only focus on certain objects, events, individuals or behaviors (Schaufeli & Bakker, 2004). Employees who are less attached to the company will tend to work only to complete their responsibilities, not to the company's goals (Santosa, 2012).

Based on the phenomena described above, theoretically low organizational citizenship behavior conditions can affect the company's productivity in achieving its goals and will have a negative impact on the company. The vision of PT. M to "become a leading and trusted network of health service and product providers for customers" can be achieved with the existence of organizational citizenship behavior in each employee. Therefore, the researcher wants to further examine the relationship between perceived organizational support and work engagement with organizational citizenship behavior in employees at PT. M

Based on this, the aim of this study is to find out:

1. To determine the relationship between perceived organizational support and work engagement on organizational citizenship behavior at PT. M
2. To find out the relationship between perceived organizational support and organizational citizenship behavior at PT. M
3. To find out the relationship between work engagement and organizational citizenship behavior at PT. M

METHOD

The type of research uses a survey approach, identification of research variables consists of vbound variables areorganizational citizenship behavior (Y) while the independent variables are perceived organizational support (X1) and work engagement (X2). operational definition of research variables, research subjects, data collection methods, validity and reliability of measuring instruments, and data analysis methods. The population is 95 employees, the total number of which consists of objects or subjects that have certain characteristics and qualities determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2017). In this study, a sample of 95 was taken based on the total sampling technique.

The data collection method was obtained through a scale instrument. According to Azwar (2015), a psychological scale is a measuring instrument that measures aspects or attributes of psychological samples through behavioral indicators that are translated into question items or statements. The data needed in this study were obtained through three types of scale instruments, namely the perceived organizational support scale, work engagement andorganizational citizenship behavior.

Test Results (Validity Test)

1.1. Data Analysis and Research Results

1.1.1. Assumption Test

Assumption testing is carried out to meet the basic assumptions in using the multiple regression analysis method.

1.1.1.1. Normality Test

The normality test was conducted with the aim of determining whether the data obtained in this research variable is normally distributed. The normality test in this study used the Kolmogorov-Smirnov Test method. The research data is said to be normally distributed if the p value > 0.05 (Field, 2013). The following are the results of the normality test in this study, namely:

Table 4.12 Results of the Kolmogorov-Smirnov Test for Normality

| VARIABLES | Z | P | INFORMATION |
|--|-------|-------|----------------------|
| <i>Organizational citizenship behavior</i> | 1.167 | 0.131 | Normally distributed |
| <i>Perceived organizational support</i> | 1.219 | 0.102 | Normally distributed |
| <i>Work engagement</i> | 1.203 | 0.111 | Normally distributed |

Based on the table above, it can be seen that the organizational citizenship behavior variable has a significance value of 0.131 ($p > 0.05$). In the perceived organizational support variable, it can be seen that the significance value is 0.102 ($p > 0.05$) and the work engagement variable has a significance value of 0.111 ($p > 0.05$). Because all variables have a significance value of $p > 0.05$, it can be concluded that the research data is normally distributed.

1.1.1.2. Linearity Test

The normality test was conducted with the aim of determining the relationship between linear research variables (Field, 2013). If the relationship is linear, then if there is a change in one variable, it will be followed by a parallel change in the other variables because the relationship between variables follows a straight line. The linearity test in this study uses the test for linearity and is stated as linear if the linearity sig. < 0.05 or deviation from linearity sig. > 0.05 . The following are the results of the linearity test in this study, namely:

Table 4.12 Linearity Test Results

| VARIABLES | F | Linearity Sig. | Dev. Sig. | INFORMATION |
|---|---------|----------------|-----------|-------------|
| <i>Organizational citizenship behavior*Perceived organizational support</i> | 118,138 | 0.000 | 0.116 | Linear |
| <i>Organizational citizenship behavior*Work engagement</i> | 120,970 | 0.000 | 0.153 | Linear |

Based on the table above, it can be seen that the variables of organizational citizenship behavior and perceived organizational support have an F value of 118.138 with a significance value of 0.000 ($p < 0.05$) the deviation from linearity value is 0.116 ($p > 0.05$). In the variables of organizational citizenship behavior and work engagement, it can be seen that the F value is 120.970 with a significance value of 0.000 ($p < 0.05$) and the deviation from linearity value is 0.153 ($p > 0.05$). From the values above, it can be concluded that the variable of organizational citizenship behavior has a linear relationship with the variables of perceived organizational support and work engagement.

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1.1.1.3. Autocorrelation Test

The autocorrelation test is conducted with the aim of showing that there is no serial correlation between the disturbing errors. A good regression is if there is no autocorrelation in it. The autocorrelation test in this study uses the Durbin-Watson method. The following are the results of the autocorrelation test in this study, namely:

**Table 4.13 Autocorrelation Test Results
Model Summaryb**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------|----------|-------------------|----------------------------|---------------|
| 1 | .772a | .596 | .588 | 9,505 | 2,361 |

Based on the table above, it can be seen that the Durbin-Watson value (d) in this study is 2.361. The value of d ($d = 2.361$) $> dU$ ($dU = 1.600$) and d ($d = 2.361$) $< 4-dU$ ($4 - 1.602 = 2.398$). So it can be concluded that there is no problem or symptom of autocorrelation.

1.1.1.4. Multicollinearity Test

The multicollinearity test aims to determine whether there is a significant correlation between independent variables in the study. To find out, you can use the Variance Inflation Factor (VIF) test tool. The following are the results of the multicollinearity test in this study, namely:

Table 4.13 Multicollinearity Test Results

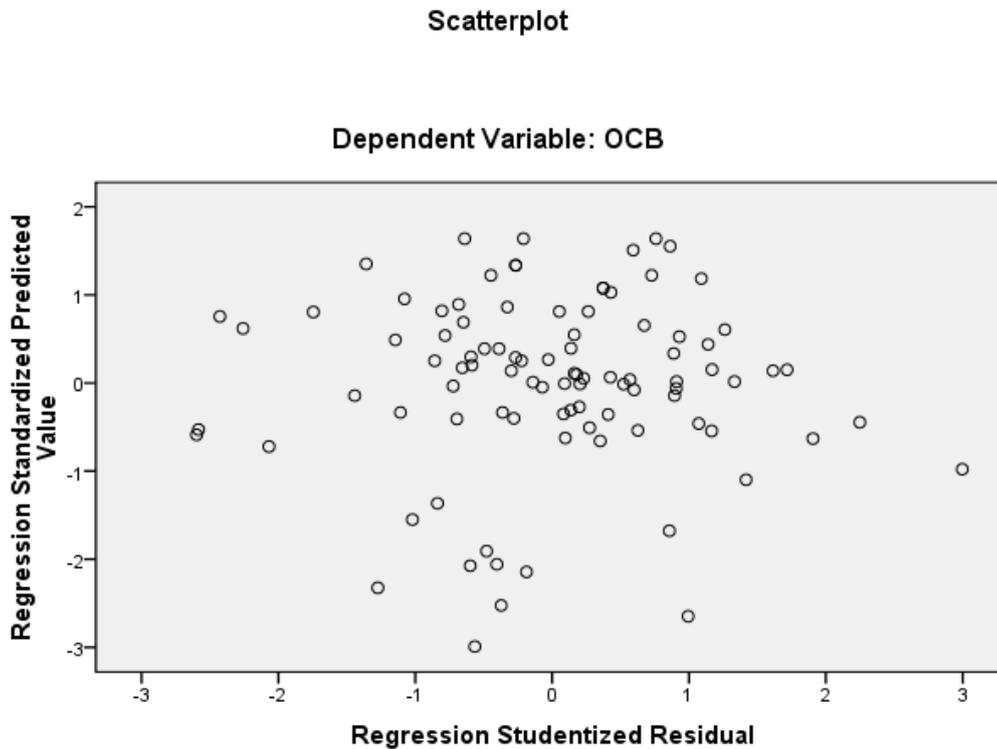
| | TOLERANCE | VIF | INFORMATION |
|---|-----------|-------|-------------------------------|
| <i>Perceived organizational support</i> | 0.395 | 2,532 | There is no multicollinearity |
| <i>Work Engagement</i> | 0.395 | 2,532 | There is no multicollinearity |

Based on the table above, it can be seen that the tolerance value on the variables perceived organizational support and work engagement is 0.395 (> 0.1) with a VIF of 2.532 (< 10). To avoid multicollinearity, the tolerance value must be > 0.1 and the VIF value < 10 (Field, 2013). So it can be concluded that there is no multicollinearity in the independent variables of this study.

1.1.1.5. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is a deviation from the classical assumption of heteroscedasticity or inequality of variance from the residuals of all observations in the study. To find out, it can be seen from the distribution in the scatter plot. The following are the results of the heteroscedasticity test in this study, namely:

Figure 4.1 Scatter Plot Heteroscedasticity Test



From the image above, it can be seen that the data points are spread randomly and do not form any pattern. In addition, the data points are spread above and below and around the number 0. The points also do not only gather at the top or bottom. So it can be concluded that there is no heteroscedasticity problem in this study.

1.1.2. Multiple Regression Analysis

Multiple regression analysis was conducted with the aim of testing the hypothesis in the study, namely the relationship between the variables perceived organizational support and work engagement with organizational citizenship behavior in employees at PT. M. Based on data analysis conducted using the multiple regression method, the following results were obtained:

Table 4.14 Results of Multiple Regression Analysis

| VARIABLES | R | Rsquare | F | P |
|--|-------|---------|--------|-------|
| <i>Perceived organizational support</i> and Work engagement with Organizational citizenship behavior | 0.772 | 0.596 | 67,956 | 0.000 |

From the table above, it can be seen that the Rsquare value in this study is 0.596. So it can be interpreted that perceived organizational support and work engagement together contribute 59.6% to the organizational citizenship behavior of employees at PT. M. While 40.4% of the variation in organizational citizenship behavior is influenced by other factors that are not examined in this study.

In addition, it can be seen that Fcount is 67.956 with a significance value of 0.000 ($p < 0.05$). This can be interpreted that perceived organizational support and work engagement together have an influence on organizational citizenship behavior

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of employees at PT. M. The regression equation can be formulated based on the table below:

Table 4.15 Coefficients of Perceived Organizational Support and Work Engagement with Organizational Citizenship Behavior
Coefficientsa

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 17,970 | 5,390 | | 3.334 | .001 |
| 1 POST | .494 | .135 | .385 | 3,657 | .000 |
| WE | .572 | .139 | .433 | 4.113 | .000 |

a. Dependent Variable: OCB

Based on the table above, it can be seen that the constant value is 17,970, which means that if perceived organizational support and work engagement are ignored, then the organizational citizenship behavior of employees at PT. M is 17,970. This constant value also means that if organizational citizenship behavior is considered constant, then the value is 17,970.

The regression coefficient value on the perceived organizational support variable is 0.494 with a significance value of 0.000 (p <0.05). This means that every additional unit of perceived organizational support will have an impact on increasing organizational citizenship behavior by 0.494 units as well. In addition, the regression coefficient value on the work engagement variable is 0.572 with a significance value of 0.000 (p <0.05). This means that every additional unit of work engagement will have an impact on increasing organizational citizenship behavior by 0.572 units as well.

The above values indicate that perceived organizational support and work engagement have a significant influence on organizational citizenship behavior in employees at PT. M. This means that the higher the perceived organizational support and work engagement felt by employees, the higher the organizational citizenship behavior that will be shown by the employees.

The multiple regression equation line is formulated in the following image:

Figure 4.2 Multiple Regression Equation Line

OCB = 17.970 + 0.494 POS + 0.572 WE

Information:
 OCB :Organizational Citizenship Behavior
 POST :Perceived Organizational Support
 WE :Work Engagement

each variable using the following formula:

- SE X1 = Beta Value x Correlation Coefficient X1Y x 100%
- SE X2 = Beta Value x Correlation Coefficient X2 Y x 100%



Table 4.16 Summary of Results of Regression Analysis and Correlation Analysis

| VARIABLES | REGRESSION COEFFICIENT (Beta) | CORRELATION COEFFICIENT (r) |
|---|-------------------------------|-----------------------------|
| <i>Perceived Organizational Support</i> | 0.385 | 0.723 |
| <i>Work Engagement</i> | 0.433 | 0.733 |

From the results of the regression analysis and correlation analysis above, the Beta value and Correlation Coefficient can be determined, which are then calculated based on the formula above and the effective contribution results of each variable are obtained as follows:

Table 4.17 Results of Effective Contribution of Each Independent Variable

| INFORMATION | EFFECTIVE CONTRIBUTION |
|---|------------------------|
| <i>Perceived Organizational Support</i> | 27.84% |
| <i>Work Engagement</i> | 31.74% |
| TOTAL | 59.6% |

Based on the table above, it can be seen that the variable perceived organizational support has an influence of 27.84% on organizational citizenship behavior. While the variable work engagement has an influence of 31.74% on organizational citizenship behavior. So it can be concluded that work engagement provides a greater contribution than perceived organizational support to the formation of organizational citizenship behavior in employees at PT. M.

1.1.3. Variable Categorization

Categorization of each research variable is obtained based on hypothetical mean data and empirical mean of each variable. Azwar (2009) explains that categorization will be seen based on research data that refers to the hypothetical mean value and hypothetical standard deviation.

1.1.3.1. Mean Hypothetical and Empirical Mean

The hypothetical data and empirical data from each variable in this study are as follows:

Table 4.18 Hypothetical Data and Empirical Data of Research Variables

| VARIABLES | HYPOTHETICAL DATA | | | | EMPIRICAL DATA | | | |
|--|-------------------|-----|-----|----|----------------|-----|-----|-------|
| | MEAN | MAX | MIN | SD | MEAN | MAX | MIN | SD |
| <i>Organizational Citizenship Behavior</i> | 63 | 105 | 21 | 14 | 79.22 | 105 | 40 | 14.8 |
| <i>Perceived Organizational Support</i> | 45 | 75 | 15 | 10 | 54.97 | 75 | 27 | 11.55 |
| <i>Work Engagement</i> | 45 | 75 | 15 | 10 | 59.57 | 75 | 24 | 11.21 |

Based on the table above, it can be seen that the organizational citizenship behavior variable has a hypothetical mean value of 63 with a hypothetical standard deviation of 14. While the empirical mean on this variable is 79.22 with a standard deviation of 14.8. The perceived organizational support variable has a hypothetical mean value of 45 with a hypothetical standard deviation of 10. While the empirical mean on this variable is 54.97 with a standard deviation of 11.55. In the work

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engagement variable, the hypothetical mean value is 45 with a hypothetical standard deviation of 10. While the empirical mean on this variable is 59.57 with a standard deviation of 11.21.

The categorization formula used in this study uses hypothetical data, namely:

Table 4.19 Research Variable Categorization Formula

| VALUE RANGE | CATEGORY |
|-------------------------------|-----------|
| $X < (\mu - 1.0 \text{ SD})$ | Low |
| $(\mu - 1.0 \text{ SD}) \leq$ | Currently |
| $X > (\mu + 1.0 \text{ SD})$ | Tall |

1.1.3.2. Categorization of Organizational Citizenship Behavior

Based on the hypothetical mean data and hypothetical standard deviation of the organizational citizenship behavior variable, the categorization of this variable is:

Table 4.20 Categorization of Organizational Citizenship Behavior

| VALUE RANGE | CATEGORIZATION | AMOUNT | PERCENTAGE |
|---------------------|----------------|-----------|-------------|
| $X < 49$ | Low | 4 | 4% |
| $49 \leq X \leq 77$ | Currently | 29 | 31% |
| $X > 77$ | Tall | 62 | 65% |
| Total | | 95 | 100% |

It is known from the table above that employees who have low organizational citizenship behavior are 4 people (4%). Furthermore, employees with moderate organizational citizenship behavior are 29 people (31%) and employees with high organizational citizenship behavior are 62 people (65%). From the data above, it can be concluded that employees at PT. M have organizational citizenship behavior in the high category.

1.1.3.3. Categorization of Perceived Organizational Support

Based on the hypothetical mean data and hypothetical standard deviation of the perceived organizational support variable, the categorization of this variable is:

Table 4.21 Categorization of Perceived Organizational Support

| VALUE RANGE | CATEGORIZATION | AMOUNT | PERCENTAGE |
|---------------------|----------------|-----------|-------------|
| $X < 35$ | Low | 9 | 9% |
| $35 \leq X \leq 55$ | Currently | 30 | 32% |
| $X > 55$ | Tall | 56 | 59% |
| Total | | 95 | 100% |

It is known from the table above that employees who have low perceived organizational support are 9 people (9%). Furthermore, employees with moderate perceived organizational support are 30 people (32%) and employees with high perceived organizational support are 56 people (59%). From the data above, it can be concluded that employees at PT. M have perceived organizational support in the high category.



1.1.3.4. Categorization of Work Engagement

Based on the hypothetical mean data and hypothetical standard deviation of the work engagement variable, the categorization of this variable is:

Table 4.22 Categorization of Work Engagement

| VALUE RANGE | CATEGORIZATION | AMOUNT | PERCENTAGE |
|---------------------|----------------|-----------|-------------|
| $X < 35$ | Low | 6 | 6% |
| $35 \leq X \leq 55$ | Currently | 21 | 22% |
| $X > 55$ | Tall | 68 | 72% |
| Total | | 95 | 100% |

It is known from the table above that employees who have low work engagement are 6 people (6%). Furthermore, employees with moderate work engagement are 21 people (22%) and employees with high work engagement are 68 people (72%). From the data above, it can be concluded that employees at PT. M have work engagement in the high category.

Discussion of Research Results

The results of this study are that there is a relationship between perceived organizational support and work engagement with organizational citizenship behavior in employees at PT. M. In the previous discussion, it has been partially known that perceived organizational support and work engagement contribute to organizational citizenship behavior. From the results of the study with multiple regression analysis tests, it is also known that perceived organizational support and work engagement together contribute to organizational citizenship behavior. This can be seen from the Rsquare value obtained, which is 0.596 with F count 67.956 and a significance value of 0.000 ($p < 0.05$). These results indicate that perceived organizational support and work engagement have an influence on organizational citizenship behavior with a contribution of 59.6% and the remaining 40.4% is influenced by other factors or variables outside this study.

From the results above, it can be interpreted that the higher the perceived organizational support and work engagement felt by employees, the higher the organizational citizenship behavior possessed by employees. Conversely, the lower the perceived organizational support and work engagement felt by employees, the lower the organizational citizenship behavior shown by employees at PT. M.

The results of the study above are in line with several studies that have been conducted previously. In a study by Malinda & Safitri (2023), it was found that perceived organizational support and work engagement both have a significant relationship with organizational citizenship behavior. In addition, Saefudin's (2023) study also showed that there is an influence between perceived organizational support and work engagement on organizational citizenship behavior.

According to Sakarina et al. (2022), when employees feel that they receive support from the company and are accompanied by high work engagement, employees will increase organizational citizenship behavior. Companies need to provide support and concern for the welfare of their employees. Thus, it can increase organizational citizenship behavior in employees. In addition, companies also need to consider the level of employee work engagement so that employees can work effectively to achieve organizational goals.

Research limitations

This research has been carried out with standard scientific procedures, then received guidance from experts who are considered competent. However, in its implementation, the researcher realized that this research is not free from limitations. Here are some limitations of the research that the researcher will describe:

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1. The variables studied in this study as independent variables are only two variables, of course there are still many other variables that can be studied that are related to employee performance so that by studying several variables that have not been studied in this study, it can further strengthen the understanding of practitioners in the field of industrial and organizational psychology or HR development.
2. This research was only conducted in one agency or company, of course it cannot guarantee on a national scale, because each company has different perceived organizational support, work engagement or organizational citizenship behavior in different companies. Therefore, it is necessary to conduct more in-depth research with a wider reach.
3. The researcher's experience, which is still relatively minimal, certainly does not escape various errors in terms of data collection, data analysis, discussion, and drawing conclusions in this research.

CONCLUSION

The following is a conclusion from the analysis and interpretation of the research results that have been carried out, namely:

1. There is a relationship between perceived organizational support and organizational citizenship behavior in employees at PT. M. This can be seen from the significance value of 0.000 ($p < 0.05$). This means that the higher the perceived organizational support owned by employees, the organizational citizenship behavior in employees will increase. Conversely, the lower the perceived organizational support owned by employees, the lower the organizational citizenship behavior in employees. Perceived organizational support provides an effective contribution to organizational citizenship behavior of 27.84%.
2. There is a relationship between work engagement and organizational citizenship behavior in employees at PT. M This can be seen from the significance value of 0.000 ($p < 0.05$). This means that the higher the work engagement of employees, the organizational citizenship behavior of employees will increase. Conversely, the lower the work engagement of employees, the lower the organizational citizenship behavior of employees. Work engagement provides an effective contribution to organizational citizenship behavior of 31.74%.
3. There is a relationship between perceived organizational support and work engagement with organizational citizenship behavior in employees at PT. M. This can be seen from the Rsquare value = 0.596 with a significance of 0.000 ($p < 0.05$). This means that the higher the perceived organizational support and work engagement of employees, the higher the organizational citizenship behavior of employees. Conversely, the lower the perceived organizational support and work engagement of employees, the lower the organizational citizenship behavior of employees. Perceived organizational support and work engagement together provide an effective contribution to organizational citizenship behavior of 59.6%.
4. All variables in this study, namely organizational citizenship behavior, perceived organizational support, and work engagement, are in the high category.

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