

Effect of perceived organizational support on organizational citizenship behavior with job satisfaction as mediating variables

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ABSTRACT: Organizational Citizenship Behaviour is a voluntary behaviour that is not part of a predetermined task and is not directly appreciated but can provide benefits for the company. This study aims to examine the effect of Perceived Organizational Support on Organizational Citizenship Behaviour by mediating Job Satisfaction at Adiwana Unagi Suites, Ubud. This research was conducted on all employees who work at Adiwana Unagi Suites, Ubud. The number of samples in this study were 55 respondents. The sampling technique in this research is saturated sampling. Data collection was obtained through interviews and distributing questionnaires directly to all employees. The data analysis technique in this study used descriptive statistical analysis, single test, path analysis and the VAF test. The results showed that Perceived Organizational Support had a positive and significant effect on Organizational Citizenship Behaviour and Job Satisfaction. Job Satisfaction has a positive and significant effect on Organizational Citizenship Behaviour. Job Satisfaction positively and significantly mediates the effect of Perceived Organizational Support on Organizational Citizenship Behaviour. It is suggested that increasing perceived organizational support can be done by increasing the company's concern for employee welfare. Job satisfaction can be maximized by increasing the company's loyalty to employees.

Keywords -Organizational Citizenship Behavior, Job Satisfaction, Perceived Organizational Support

I. INTRODUCTION

The phenomenon of Organizational Citizen Behavior (OCB) that is not optimal has become a serious problem for most companies. The same thing happened to Adiwana Unagi Suites, Ubud. Adiwana Unagi Suites which is a 4-star hotel which is located at Suweta Street, Banjar Bentuyung-Sakti, Ubud, Bali, Indonesia. Adiwana Unagi Suites Ubud is one of the properties managed by Adiwana Hotels Management. Adiwana Hotels Management has 28 hotel branches spread across various regions in Bali. Adiwana Unagi Suites Ubud has 28 rooms of various types. There are 55 employees who work at Adiwana Unagi Suites. Adiwana Unagi Suites has several departments, namely: Front Office (FO), Housekeeping (HK), Food and Beverages Products, Food and Beverages Service, Security & Human Resources Department, Accounting, Spa, Engineering, Sales & Reservation Department.

Results of initial interviews conducted with 4 employees who work at Adiwana Unagi Suites related to OCB. Summarized in Table 1. The results of the interview indicated that the employees of Adiwana Unagi Suites, Ubud, were less than optimal in OCB. The interview with 4 employees of Adiwana Unagi Suites, Ubud stated that 4 employees of AD, SM, JN, and RD stated that the low OCB conditions at Adiwana Unagi Suites Ubud were indicated by frequent miss communication among employees and causing ongoing problems, lack of initiative to helping colleagues when problems occur, there are still employees who are not on standby at work during working hours and employees are less interested in participating in activities outside the main job programmed by Adiwana Unagi Suites such as general cleaning activities. Adiwana Unagi Suites needs to obtain information regarding the causes of the low OCB for employees. Spontaneous and voluntary organizational behavior of employees is based on job satisfaction, effectiveness and team work efficiency (Nguyen et al., 2016). Gunawan et al., (2018) state that individuals feel the organization is supportive when rewards are considered fair, employees have a voice in decision making and their supervisors are deemed appropriate, if positive organizational support tends to provide high job satisfaction.

Table 1.Preliminary Interviews

No	Respondents Initials	Summary
1	AD	<ul style="list-style-type: none"> • There is often a miss communication between employees, especially when changing work shifts. • Less interested in participating in activities outside of obligations such as general cleaning • Supervision from superiors is still lacking • Not satisfied with the salary received • Feel that the job is interesting • Less sense of justice when distributing shifts
2	SM	<ul style="list-style-type: none"> • Co-workers are less helpful when problems occur • Often experiences miss communication with other departments • Co-workers often complain when the workload is high • Feeling that the job is challenging • The salary received does not match the workload • Has not received a promotion while working
3	JN	<ul style="list-style-type: none"> • Co-workers are not on standby during work, especially on weekends • Miss communication often occurs when over shift • Employees often complain when guests ask for benefits that exceed what they should be received • Not satisfied with the salary received • Lack of support and supervision from superiors • The work done is challenging
4	RD	<ul style="list-style-type: none"> • Willing to help colleagues when having problems • Often experiences conflicts related to miss communication at work • The salary received cannot meet the necessities of life • Has not received a promotion • Lack of fairness related to the distribution of work days

Employees can have a pleasant emotional state in looking at work, which can be a driving force for employees to support the achievement of company goals (Christian, 2015). Related to the two-factor theory perspective (Herzberg, 1959), there are two factors that influence satisfaction, namely: (1) Hygiene factors are factors that can cause or prevent dissatisfaction. These factors are job extrinsic factors which include: company policies, salary, physical working conditions, relationships with other people, and job security. (2) Motivation factors are factors related to the job itself or with results that can be obtained directly from the job. This factor is an intrinsic factor which includes: opportunities for promotion, opportunities for personal growth, recognition, and achievement. Companies must pay attention to employees by ensuring the adequacy of hygiene factors to avoid employee dissatisfaction and provide motivation to improve employee performance.

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The results of previous interviews with employees at Adiwana Unagi Suites, Ubud revealed that employees with the initials SM have low OCB which is shown by being less interested in participating in activities outside of obligations such as general cleaning held by Adiwana Unagi Suites because they are not satisfied with the salary they receive. Employees with the initials AD have low OCB indicated by a low desire

to help other employees because the salary they receive is not in accordance with the workload. Employees with the initials SM, AD, JN and RD said that the low OCB was shown because during work the employees had not yet received a promotion. Employees with the initials SM, AD, JN and RD said that low OCB was indicated by the lack of support and supervision received from superiors.

Based on the factors that influence OCB as stated in the empirical study, job satisfaction can affect employee OCB. Judging from the two-factor theory perspective, the low job satisfaction of employees at Adiwana Unagi Suites, Ubud is due to the inadequate hygiene and motivation factors. Haq (2004) found that employees with high job satisfaction also performed their extra role behaviors better

The results of the research by Aswin, A.E and Rahyuda, A.G (2017) state that workers who feel supported by the organization will provide feedback to the organization and thereby reduce irregularities that occur to all parties involved in organizational behavior. Employees assess that POS increases extra-role behavior. Therefore, it is necessary to have support from the organization and concern for the welfare of employees. When employees are treated fairly and with respect by the leadership, they tend to think about the relationship with the leader in terms of social exchange rather than economic exchange (Blau, 1964). Employees are willing to do more than the job requirements when they have a positive perception of organizational support (Noruzy et al., 2011).

The results of previous interviews with employees of Adiwana Unagi Suites, Ubud revealed that employees with the initials AD showed low OCB because they did not feel fairness when distributing work shifts, employees with the initials RD showed low OCB because they did not feel fairness when dividing work days, employees with the initials JN and AD showed Low OCB due to lack of support received from superiors

Based on the factors that influence the OCB condition as stated in the empirical study, the perception of organizational support can affect the OCB condition of employees. If employees think that they receive high organizational support from the company they work for, then employees will assume that the organization is their identity (Kambu et al., 2012). Employees will feel part of the organization and feel responsible for contributing and doing their best for the organization (Claudia, 2018). Employees' perceptions of organizational support are bad or good that are felt by employees which will cause a sense of positive emotional attachment to the organization, so that employees will feel the company has an obligation to pay for it (Ria, 2014).

The results of the research by Novira and Martono (2015) state that the perception of high organizational support will increase the job satisfaction felt by employees and when employees feel high job satisfaction employees will try to do things that are beneficial to the organization. When employees feel supported by the organization and are accompanied by high job satisfaction, this is believed to increase employee OCB behavior (Osman et al., 2015)

Based on the background and previous research, researchers are interested in examining the relationship of perceived organizational support, organizational citizenship behavior and job satisfaction at Adiwana Unagi Suites, Ubud.

II. THEORY AND HYPOTHESES

Social Exchange Theory was initiated by Blau in 1964. Social exchange theory is used to understand social structures at the level of analysis of the social processes that govern the relationship between individuals and groups. It implies that employees are treated well by the company so that employees have a commitment to respond with positive behavior through employee performance. The act of voluntary "reciprocation" that occurs in the organization, when someone provides assistance, there will be an obligation to return the favor for the assistance that has been previously received. Shown by social rewards from employees such as status within the company and also the respect earned from other employees (Liang et al., 2008).

Tourigny et al. (2013) stated that the influence of social exchange theory in an organization besides social exchange is the balance and harmony that will be obtained between employees and also with superiors. Positive exchange results lead to actions that include activities such as organizational support or justice (Cropanzano et al., 2008). Social exchange is used to explore several aspects of work relationships such as relationships with colleagues, relationships with superiors and the fairness that is provided within the organization (Aryee et al., 2002).

In this study, researchers used Social Exchange Theory because researchers will conduct empirical studies to determine the factors that affect OCB. Especially in the characteristics of being satisfied with the fairness that employees feel about what they will do, the individual is motivated by the desire to be treated fairly at work and the employee reciprocates by working beyond the standard as a form of support for the organization.

Workers who feel supported by the organization will provide feedback to the organization and thereby reduce deviations that occur to all parties involved in organizational behavior. Employees assess that POS increases extra-role behavior. Therefore it is necessary to have support from the organization and concern for the welfare of employees (Aswin, A.E and Rahyuda, A.G, 2017). This is supported by research by Rivanda

(2013) which shows that POS has a positive effect on OCB. Lamm et al., (2015) stated that there is a significant relationship between POS and OCB.

Miao and Kim (2010) and Chiang and Sheng (2012) also found a significant relationship between POS and OCB. Chiaburu, Chakrabarty, Wang and Li (2015) state that there is a significant positive relationship between POS and OCB. Osman et al., (2015) stated that POS has a positive relationship with OCB. Based on the description above, the hypothesis proposed in this study are as follows:

H₁: Perceived organizational support (POS) has a positive and significant effect on organizational citizenship behavior (OCB)

In the research of Kurtessis et al., (2015) and Wulani (2004), it is shown that POS plays an important role in increasing job satisfaction. Paille et al., (2010) explained that POS has an effect on job satisfaction. Lamm et al., (2015) and Chiaburu et al., (2015) state that there is a positive and significant relationship between POS and job satisfaction. The better the application of perceived organizational support, the increased employee satisfaction, the perceived positive organizational support has a positive effect on job satisfaction (Aswin, A.E and Rahyuda, A.G, 2017). Research conducted by Riggle et al., (2009) confirms the findings associated with POS with the results of employee attitudes and levels of job satisfaction. Based on the description above, the hypothesis proposed in this study are as follows:

H₂: Perceived Organizational Support has a positive and significant effect on Job Satisfaction

Kuehn and Al Busaidi (2002) in their research concluded that the job satisfaction variable, compared to other variables used in the study, had the greatest effect on OCB. This research is supported by research conducted by Huda (2018) and Rahman et al., (2014) who also found a significant relationship between job satisfaction and OCB. Darmawati and Indartono (2015) state that the more job satisfaction increases, the more OCB behavior tends to be.

Several studies found a significant relationship between OCB and job satisfaction conducted by Wulani (2004), Putra and Sudibya (2018), and Organ et al., (2006) found that employees with high job satisfaction also performed their extra role behaviors more good. . In addition, Ngadiman et al., (2013) and Osman et al., (2015) state that job satisfaction has a significant effect on OCB. Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (Aswin, A.E and Rahyuda, A.G, 2017; Mahayana et al., 2018). Based on the description above, the hypothesis proposed in this study are as follows:

H₃: Job satisfaction has a positive and significant effect on organizational citizenship behavior

It was found that POS and job satisfaction correlated significantly with employee organizational support stimulating OCB (Masterson et al., 2000). Perceived Organizational Support can increase employee satisfaction itself, therefore, job satisfaction mediates the relationship between POS and OCB (Wayne et al., 1997). Waileruny (2014) found that job satisfaction is a mediating variable between POS and OCB. Podsakoff et al., (2000) proposed that increasing the efficiency of resource use, which is supported by job satisfaction, increases OCB behavior and employee productivity.

Perceptions of high organizational support will increase job satisfaction felt by employees and when employees feel high job satisfaction employees will try to do things that are beneficial to the organization (Novira and Martono, 2015). Job satisfaction has a positive effect in mediating the relationship of perceived organizational support on organizational citizenship behavior (Aswin, A.E and Rahyuda, A.G, 2017). Based on the description above, the hypothesis proposed in this study are as follows:

H₄: Job satisfaction mediates perceived organizational support to organizational citizenship behavior (OCB)

III. RESEARCH METHOD

This research is classified as associative (relationship) which is carried out to explain the variables studied in this study are perceived organizational support (X) as an exogenous variable, job satisfaction (M) as a mediating variable, and Organizational Citizenship Behavior (Y) as an endogenous variable. This research took place at Adiwana Unagi Suites Ubud, Gianyar. Adiwana Unagi Suites is a four-star hotel in the Ubud area, which is located at Jalan Suweta, Banjar Bentuyung-Sakti, Ubud, Bali, Indonesia. This research was conducted because there were problems related to Organizational Citizenship Behavior (OCB). The population in this study were 55 people who worked at Adiwana Unagi Suites Ubud, Bali, Indonesia. The sampling technique used was saturated sampling, namely the sampling technique when all members of the population were used as samples. The data collection method used in this study was interviews, the researcher conducted a preliminary study to find the problems that had to be researched. Interviews were conducted with informants, namely employees of Adiwana Unagi Suites regarding the variables in this study and the survey used a questionnaire, the data collection method was by submitting several statement items in the form of a questionnaire to respondents to then be given answers. The research instrument used in this study was a questionnaire using a five-point Likert

scale. This study uses path analysis techniques. Before the path analysis is carried out in the regression model, the data is tested for validity and reliability.

IV. RESULT AND DISCUSSION

Validity testing aims to check whether the questionnaire as a research instrument is appropriate to be able to measure what should be measured. An instrument is said to be valid if it is able to measure what is desired, and is able to accurately reveal data from the variables under study. The questionnaire is said to be valid, if the questionnaire questions are able to reveal something that will be measured by the questionnaire, the statements in the questionnaire can be said to be valid if the Pearson correlation (r) ≥ 0.30 with an alpha of 0.05.

The results of the validity test in Table 2. indicate that all research instruments used to measure all variables have a correlation coefficient value with a total score of all statement items greater than 0.3. This shows that the statement items in the research instrument are valid and fit for use as a research instrument.

4.3.2 Reliability Test Results

Reliability shows the extent to which a measurement can produce consistent data when measurements are made several times on the same object. Reliability testing is done by calculating the Cronbach's alpha value. An instrument is said to be reliable if the Cronbach's alpha value is more than 0.6 (Noor, 2012: 165).

Table 2. Recapitulation of Research Instrument Validity Test Results

Variable	Indicators	Correlation coefficient	Limit Coefficient	Validity
Organizational Citizenship Behavior	Y _{1,1}	0.740	0.3	Valid
	Y _{1,2}	0.762	0.3	Valid
	Y _{2,1}	0.849	0.3	Valid
	Y _{2,2}	0.721	0.3	Valid
	Y _{3,1}	0.886	0.3	Valid
	Y _{3,2}	0.831	0.3	Valid
	Y _{4,1}	0.828	0.3	Valid
	Y _{4,2}	0.655	0.3	Valid
	Y _{5,1}	0.848	0.3	Valid
	Y _{5,2}	0.752	0.3	Valid
Job Satisfaction	M _{1,1}	0.839	0.3	Valid
	M _{1,2}	0.638	0.3	Valid
	M _{1,3}	0.832	0.3	Valid
	M _{2,1}	0.802	0.3	Valid
	M _{2,2}	0.728	0.3	Valid
	M _{2,3}	0.860	0.3	Valid
	M _{2,4}	0.875	0.3	Valid
	M _{3,1}	0.878	0.3	Valid
	M _{3,2}	0.718	0.3	Valid
	M _{4,1}	0.904	0.3	Valid
	M _{4,2}	0.845	0.3	Valid
	M _{5,1}	0.779	0.3	Valid
M _{5,2}	0.802	0.3	Valid	
Perceived Organizational Support	X _{1,1}	0.775	0.3	Valid
	X _{2,1}	0.870	0.3	Valid
	X _{2,2}	0.842	0.3	Valid
	X _{3,1}	0.756	0.3	Valid
	X _{3,2}	0.851	0.3	Valid

The results of the reliability test are presented in Table 3. shows that all research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables have met the reliability or reliability requirements so that they can be used to conduct research.

Table 3. Recapitulation of Research Instrument Reliability Test Results

No.	Variables	Cronbach's Alpha	Reliability
1	Organizational Citizenship Behavior	0.933	Reliable
2	Job Satisfaction	0.950	Reliable
3	Perceived Organizational Support	0.875	Reliable

The results of the reliability test are presented in Table 3. shows that all research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables have met the reliability or reliability requirements so that they can be used to conduct research.

The calculation of the path coefficient was carried out by means of regression analysis using SPSS 20.0 for Windows software, the results shown are shown in Table 4.

Table 4. Results of Structure Path Analysis 1

Variabel	Unstandardized Coefficients		Standardized Coefficients Beta	t test	Sig. t test
	B	Std. Error			
(Constant)	19.248	4.452		4.324	0.000
Perceived Organizational Support	1.725	0.218	0.736	7.911	0.000
R Square	0.541				
F Statistic	62.581				
Significance Ftest	0.000				

The regression coefficient value of the perceived organizational support variable is positive, namely 0.736, which means that if perceived organizational support increases, job satisfaction will increase by 0.736. The significance value of the t test is less than 0.05. This shows that the perceived organizational support variable has a significant positive effect on the job satisfaction variable. The constant value of 19.248 means that if the value of perceived organizational support is zero, the value of job satisfaction is 19.248. The magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (R Square) of 0.541 means that 54.1% of job satisfaction variations are influenced by variations in perceived organizational support, while the remaining 45.9% is explained by other factors that are not put in the model.

Table 5. Results of Structure Path Analysis 2

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t test	Sig. t test
	B	Std. Error			
(Constant)	10.500	2.415		4.347	0.000
Perceived Organizational Support	0.477	0.150	0.318	3.175	0.003
Job Satisfaction	0.391	0.064	0.611	6.103	0.000
R Square	0.761				
F Statistic	82.690				
Significance F test	0.000				

The regression coefficient value of each independent variable is positive, the perceived organizational support variable has a coefficient of 0.318 which means that if perceived organizational support increases, organizational citizenship behavior will increase by 0.318. Job satisfaction variable has a coefficient of 0.611 which means that if job satisfaction increases then organizational citizenship behavior will increase by 0.611. The significance value of the t test is less than 0.05. A constant value of 10,500 means that if the value of perceived organizational support and job satisfaction is zero, then the value of organizational citizenship behavior is 10,500

This shows that all independent variables have a significant positive effect on the dependent variable. The magnitude of the influence of the independent variable on the dependent variable as indicated by the total determination value (R Square) of 0.761 means that 76.1% of the variation of organizational citizenship behavior is influenced by variations in perceived organizational support and job satisfaction, while the remaining 24.9% is explained by other factors not included in the model.

Table 6. Direct and Indirect Influence and the Effect of Total Perceived Organizational Support (X), Job Satisfaction (M), and Organizational Citizenship Behaviour (Y)

Variables	Indirect Effect	Indirect Effect Through $\beta_{1x}\beta_3$	Total effect
X → M	0.736	-	0.736
X → Y	0.318	0.449	0.767
M → Y	0.611	-	0.611

Based on the results of data analysis, it shows that perceived organizational support as a whole has an average of 4.05 with high criteria. The highest average score on the statement "The company treats me fairly with other employees" with an average of 4.18 with high criteria. The lowest average score is found in the statement "I am satisfied with the working conditions in the company" with an average of 3.98 with high criteria.

The results of data analysis show that the analysis of the effect of perceived organizational support on organizational citizenship behavior obtained a significance value of 0.003 with a beta coefficient value of 0.318 which is positive, meaning that if perceived organizational support increases, organizational citizenship behavior will increase by 0.318. A significance value of 0.003 < 0.05 indicates that H₀ is rejected and H₁ is accepted. These results indicate that perceived organizational support has a positive and significant effect on organizational citizenship behavior.

Workers who feel supported by the organization will provide feedback to the organization and thereby reduce deviations that occur to all parties involved in organizational behavior. Employees assess that POS increases extra-role behavior. Therefore it is necessary to have support from the organization and concern for the welfare of employees (Aswin, A.E and Rahyuda, A.G, 2017). This is in line with research conducted by Rivanda (2013) which shows that POS has a positive effect on OCB. Lamm et al., (2015) stated that there is a significant relationship between POS and OCB.

Based on the results of data analysis, it shows that perceived organizational support as a whole has an average of 4.05 with high criteria. The highest average score on the statement "The company treats me fairly with other employees" with an average of 4.18 with high criteria. The lowest average score is found in the statement "I am satisfied with the working conditions in the company" with an average of 3.98 with high criteria.

Based on the results of the analysis of the effect of perceived organizational support on job satisfaction, a constant value of 19.248 is obtained which means that if the value of perceived organizational support is equal to zero, the value of job satisfaction is 19.248. The significance value of 0.000 with a beta coefficient value of 0.736 is positive which means that if perceived organizational support increases, job satisfaction will increase by 0.736. The significance value of 0.000 < 0.05 indicates that H₀ is rejected and H₂ is accepted. This result means that perceived organizational support has a positive and significant effect on job satisfaction.

Han et al. (2012) Employees' perceptions of the support provided by the organization (POS) are quite important to form the level of employee trust in the organization, so that the organization is expected to consistently provide support and care for its employees. If employees consider that the organizational support they receive is high, then these employees will integrate membership as members of the organization into their own identity and then develop more positive relationships and perceptions of the organization (Malik et al., 2016)

This is in line with research conducted by Wulani (2004) showing that POS plays an important role in increasing job satisfaction. Paille et al., (2010) explained that POS has an effect on job satisfaction. Lamm et al., (2015) stated that there is a significant relationship between POS and job satisfaction.

The results of data analysis show that the overall average respondent's answers to the overall job satisfaction variable have an average of 4.17 with high criteria. The highest average value of the respondent's answer is shown in the statement regarding "the salary provided by the company is in accordance with the applicable standards" with an average of 4.35. The lowest average value is found in the statement "job promotions conducted by the company motivates employees to develop more" with an average of 3.84.

Based on the results of data analysis, it was found that the effect of job satisfaction on organizational citizenship behavior obtained a significance value of 0.000 with a beta coefficient value of 0.611 which is positive, meaning that if job satisfaction increases, organizational citizenship behavior will increase by 0.611. The significance value of 0.000 < 0.05 indicates that H₀ is rejected and H₃ is accepted. This result means that job satisfaction has a positive and significant effect on organizational citizenship behavior.

Job satisfaction is a positive feeling about the job that results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job (Robbins & Judge, 2015: 46)

This is in line with research conducted by Osman et al., (2015) which states that job satisfaction has a significant effect on OCB. Kuehn and Al Busaidi (2002) in their research concluded that the job satisfaction variable, compared to other variables used in the study, had the greatest effect on OCB.

Based on the results of data analysis, a constant value of 10,500 is obtained where this value means that if the value of perceived organizational support and job satisfaction, the value of organizational citizenship behavior is 10,500. The calculated Z value is $3.189 > 1.96$. This means that job satisfaction has a positive and significant effect as a mediation between perceived organizational support on organizational citizenship behavior. In addition, the VAF value is 58.5%, which is greater than 20% and less than 80%, so it can be explained that there is a mediation effect, or in other words, job satisfaction as a partial mediation.

Perceptions of high organizational support will increase job satisfaction felt by employees and when employees feel high job satisfaction employees will try to do things that are beneficial to the organization (Novira and Martono, 2015). This is in line with research conducted by Aswin, A.E and Rahyuda, A.G, (2017) which states that job satisfaction has a positive effect in mediating the relationship of perceived organizational support on organizational citizenship behavior.

Based on the results of the explanation above, it was found that perceived organizational support had a positive and significant effect on organizational citizenship behavior. This implies that to obtain maximum organizational citizenship behavior, management should maximize perceived organizational support by increasing company concern for employee welfare.

In addition, the above explanation shows that job satisfaction has a positive and significant effect on organizational citizenship behavior. This implies that to obtain maximum organizational citizenship behavior, management should maximize job satisfaction. Thus job satisfaction can be maximized by increasing the company's loyalty to employees.

V. CONCLUSION

Perceived organizational support has a positive and significant effect on organizational citizenship behavior at Adiwana Unagi Suites, Ubud. This shows that if perceived organizational support increases, organizational citizenship behavior at Adiwana Unagi Suites, Ubud will increase. Perceived organizational support has a positive and significant effect on job satisfaction at Adiwana Unagi Suites, Ubud. This shows that if perceived organizational support increases, job satisfaction at Adiwana Unagi Suites, Ubud will also increase. Job satisfaction has a positive and significant effect on organizational citizenship behavior at Adiwana Unagi Suites, Ubud. This shows that if job satisfaction increases, organizational citizenship behavior at Adiwana Unagi Suites, Ubud will increase. Job satisfaction positively and significantly mediates the effect of perceived organizational support on organizational citizenship behavior at Adiwana Unagi Suites, Ubud. This shows that perceived organizational support has a significant impact on organizational citizenship behavior if it is mediated by job satisfaction. This means that organizational citizenship behavior is very dependent on job satisfaction and also perceived organizational support.

Based on the research that has been done, there are several limitations in this study, namely the data in this study were collected from employees of Adiwana Unagi Suites, Ubud who have certain management policies. This finding cannot be applied to people or companies with different management. The factors that affect organizational citizenship behavior in this study are perceived organizational support and job satisfaction, while there are still other factors that can affect it. In the future, this should be overcome by reconstructing other research models by combining it with other variables in the form of mediation and moderation.

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