

Building Organizational Citizenship Behavior: The Role of Organizational Support, Self-Efficacy, and Organizational Trust in Improving Employee Performance

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ABSTRACT ; Extraordinary behavior or *Organizational Citizenship Behavior* (OCB) is an important factor in increasing organizational effectiveness and productivity, especially in the public sector. This study aims to analyze the effect of organizational support, self-efficacy, and organizational trust on OCB of Regional Inspectorate employees of East Kalimantan Province. Using quantitative methods with the *Structural Equation Modeling - Partial Least Square* (SEM-PLS) approach, this study involved 98 employees as respondents. The results showed that the three independent variables had a positive and significant influence on OCB, with organizational trust as the factor that had the greatest impact. High organizational support increases employee engagement, while strong self-efficacy encourages work initiative. High organizational trust strengthens employees' loyalty and encourages their active participation in the organization. These findings provide implications for human resource management, where organizations need to strengthen support systems, improve employee self-efficacy through training, and build trust through transparent communication and fair policies. This research provides new insights into understanding the factors that drive employees' extra behavior and how organizations can optimize their potential.

KEYWORDS: *Organizational support, Self-efficacy, Organizational trust, OCB, Employee performance.*

I. INTRODUCTION

In an increasingly dynamic and competitive world of work, Organizational Citizenship Behavior (OCB) or extra behavior becomes one of the important elements in improving organizational effectiveness and productivity. OCB refers to voluntary employee behavior that is not included in the formal job description but contributes to the operational efficiency of the organization (Organ, Podsakoff, & MacKenzie, 2006). In the context of the public sector, such as the Regional Inspectorate, OCB plays an important role in improving transparency, accountability, and effectiveness of public services (Borman & Motowidlo, 1993). However, an understanding of the factors that drive extra-employee behavior in the government sector still requires further exploration.

One of the main factors that can influence the emergence of OCB is organizational support. Employees who feel supported by the organization tend to have higher emotional attachment and are encouraged to contribute voluntarily (Eisenberger, Huntington, Hutchison, & Sowa, 1986). High organizational support is associated with increased job satisfaction, intrinsic motivation, and employee loyalty to the organization (Rhoades & Eisenberger, 2002). Previous studies have shown that when organizations pay attention to employee well-being and provide recognition for their contributions, employees are more likely to exhibit extra behaviors that can increase organizational effectiveness (Shore & Tetrick, 1991).

In addition to organizational support, self-efficacy also plays an important role in shaping OCB. Self-efficacy is defined as an individual's belief in his or her ability to complete a particular task (Bandura, 1997). Employees with high self-efficacy are more confident in facing job challenges, have higher perseverance, and tend to take initiatives in helping colleagues and adapting to changes in organizational policies (Stajkovic & Luthans, 1998). In the public sector, employees with higher levels of self-efficacy are often more proactive and more motivated in completing complex work (Judge & Bono, 2001).

Organizational trust is also an important factor in influencing OCB. Organizational trust reflects the extent to which employees believe that the organization will act fairly, transparently, and support them in their work (Mayer, Davis, & Schoorman, 1995). When employees have a high level of trust in the organization, they are more likely to engage in proactive behaviors that support organizational sustainability (Dirks & Ferrin, 2002). This trust also strengthens employees' relationship with the organization and encourages them to show greater commitment in their work (Colquitt, Scott, & LePine, 2007).

Based on the theoretical basis and previous research, this study aims to empirically examine the effect of organizational support, self-efficacy, and organizational trust on extra-employee behavior within the Regional Inspectorate of East Kalimantan Province. This study is expected to provide insights for policy makers in improving the effectiveness and productivity of public sector employees. By understanding how these three factors influence OCB, this study contributes to the development of more effective human resource management strategies in improving organizational performance in the government sector.

Literature Review and Hypothesis Development

In the modern work environment, extra behavior or *Organizational Citizenship Behavior* (OCB) is one of the main factors that affect organizational effectiveness. OCB refers to voluntary behaviors that are not listed in formal job descriptions but contribute to organizational success (Organ, Podsakoff, & MacKenzie, 2006). Various studies have shown that OCB can improve work efficiency, employee satisfaction, and organizational commitment (Podsakoff et al., 2009).

This study focuses on three main factors that can influence OCB, namely organizational support, self-efficacy, and organizational trust. Based on various theoretical and empirical studies, this study aims to develop hypotheses that can be tested in the context of employees of the Regional Inspectorate of East Kalimantan Province.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) was first introduced by Organ (1988) as voluntary behavior that is not directly rewarded in an organization's reward system but contributes to its effectiveness. OCB consists of several main dimensions, including altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Podsakoff et al., 2000). Empirical research shows that OCB is related to improved individual and organizational performance. For example, research conducted by Bolino, Turnley, & Bloodgood (2002) found that organizations with high levels of OCB have a more collaborative and productive work environment.

Organizational Support and OCB

Organizational support refers to the extent to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Based on *Social Exchange Theory* (Blau, 1964), employees who feel supported by the organization will be more likely to reciprocate the support by showing extra behavior at work.

Empirically, research by Rhoades & Eisenberger (2002) found that organizational support has a significant influence on increasing OCB. This is also supported by the study of Moorman, Blakely, & Niehoff (1998), which shows that employees with high levels of organizational support are more likely to help colleagues and show commitment to the organization.

Hypothesis 1: Organizational support has a positive effect on Organizational Citizenship Behavior.

Self-efficacy and OCB

Self-efficacy is an individual's belief in their ability to complete a particular task (Bandura, 1997). Employees with high self-efficacy are more confident in facing job challenges and are more likely to take initiative in tasks outside their job description (Stajkovic & Luthans, 1998).

Several empirical studies have shown that self-efficacy is closely related to increased OCB. Jex & Bliese (1999) found that employees with high self-efficacy are more likely to show extra behavior at work. Judge & Bono (2001) also found that self-efficacy is positively correlated with intrinsic motivation which has an impact on increasing OCB.

Hypothesis 2: Self-efficacy has a positive effect on Organizational Citizenship Behavior.

Organizational Trust and OCB

Organizational trust reflects the extent to which employees believe that the organization will act fairly, transparently, and support them in their work (Mayer, Davis, & Schoorman, 1995). According to psychological contract theory (Rousseau, 1995), trust between employees and organizations is an important factor in building harmonious and productive working relationships.

Empirically, Dirks & Ferrin (2002) found that employees who have high levels of trust in the organization are more likely to exhibit extra behaviors, such as supporting organizational initiatives and helping their colleagues. Colquitt, Scott, & LePine (2007) also found that organizational trust reduces uncertainty and increases employees' commitment to the organization.

Hypothesis 3: Organizational trust has a positive effect on Organizational Citizenship Behavior.

II. RESEARCH METHODS

Research Design

This study uses a quantitative approach with a causal research design to examine the relationship between *organizational* support, self-efficacy, organizational trust, and OCB. The quantitative approach was chosen because it allows objective measurement and analysis of the relationship between variables using statistical methods (Creswell, 2014).

The survey method is used to collect data from respondents through a structured questionnaire. This technique is often used in organizational research to understand employee behavior and perceptions of factors that influence OCB (Hair, Hult, Ringle, & Sarstedt, 2017). In addition, data analysis was conducted using the *Structural Equation Modeling - Partial Least Square* (SEM-PLS) method, which is suitable for research with causal models and complex constructs (Hair et al., 2022).

Population and Sample

The population in this study were all employees of the Regional Inspectorate of East Kalimantan Province. Given the limited resources, this study used **purposive sampling** technique, namely the selection of respondents based on certain criteria relevant to the research (Sekaran & Bougie, 2020).

The inclusion criteria in this study were permanent employees who had worked for at least one year, because they had sufficient experience to assess their organizational support, organizational trust, and self-efficacy at work. The sample calculation technique was based on the formula of Hair et al. (2017), with a recommendation of at least 10 times the number of indicators in the SEM-PLS model. By considering the number of research indicators, the sample used was 98 respondents.

Research Instruments

The research instrument was a questionnaire with a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The questionnaire was developed based on previous research and has been tested for validity and reliability:

1. *Organizational Support* - Using the *Perceived Organizational Support* scale from Eisenberger et al. (1986), which includes 8 items ($\alpha = 0.89$).
2. *Self-Efficacy* - Measured using Schwarzer & Jerusalem's (1995) *Generalized Self-Efficacy Scale*, which consists of 10 items ($\alpha = 0.91$).
3. *Organizational Trust* - Measured using an instrument developed by Mayer, Davis, & Schoorman (1995), which consists of 6 items ($\alpha = 0.87$).
4. *Organizational Citizenship Behavior (OCB)* - Using a scale from Organ et al. (2006) which measures five dimensions of OCB ($\alpha = 0.92$).

The reliability of each scale was tested with Cronbach's Alpha, where an α value > 0.70 is considered reliable (Hair et al., 2017).

Data Analysis Method

Data analysis was conducted in several stages:

1. *Validity and Reliability Test*: Convergent validity was tested using *Average Variance Extracted* (AVE) with a value ≥ 0.50 (Fornell & Larcker, 1981). Discriminant validity was tested using the Fornell-Larcker method and HTMT (*Heterotrait-Monotrait Ratio*), where the HTMT value should be < 0.90 (Henseler, Ringle, & Sarstedt, 2015). Reliability was tested using Cronbach's Alpha and Composite Reliability (CR), with CR values > 0.70 considered adequate (Hair et al., 2022).
2. *Structural Model Analysis*: (SEM-PLS) SEM-PLS is used to test the relationship between variables. This model was chosen because it can analyze causal relationships between latent constructs and does not require data normality (Hair et al., 2017).
3. *Hypothesis Test*: The *path coefficient* is tested with the t-statistics value using the *bootstrapping* method with 5000 resampling (Hair et al., 2022). The hypothesis is accepted if the t-statistics value > 1.96 at a significance level of $p < 0.05$ (Henseler et al., 2015).

III. RESEARCH RESULTS

Respondent Description

This study involved 98 employees of the Regional Inspectorate of East Kalimantan Province as respondents. Of the total respondents, 58% were male and 42% were female. Most respondents have more than 5 years of work experience (65%), while the rest have work experience between 1 to 5 years (35%). The majority of respondents have a Bachelor's degree (S1) as much as 70%, while the other 30% have a Master's degree (S2).

Organizational Support

Organizational support refers to the extent to which employees feel that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). In this study, the results of the descriptive analysis show that the majority of employees feel moderately supported by the organization, which is reflected in the high mean scores in this variable. Employees who feel valued by the organization tend to have higher levels of job satisfaction and are more motivated to perform extra behaviors at work (Rhoades & Eisenberger, 2002).

However, although overall organizational support was rated high, some employees still felt that the organization could improve recognition of their contributions, especially in the form of reward policies and work welfare. A study by Wayne, Shore, & Liden (1997) showed that when employees feel that the organization does not provide enough support, they are less likely to contribute beyond their primary duties. Therefore, more structured policies are needed to ensure that every employee feels valued and has a supportive work environment.

Self-efficacy

Self-efficacy refers to an individual's belief in his or her ability to complete tasks successfully (Bandura, 1997). The results of this study show that most employees have a high level of self-efficacy, which means they feel capable of completing their work effectively and facing challenges in the work environment. Employees with high levels of self-efficacy are more likely to take initiative, complete tasks independently, and help colleagues without waiting for instructions (Stajkovic & Luthans, 1998).

However, this study also found that there are some employees with lower levels of self-efficacy, who may need additional support in the form of training or mentoring to boost their confidence. A study by Jex & Bliese (1999) showed that employees with low levels of self-efficacy are more vulnerable to job stress and less willing to take on additional responsibilities. Therefore, organizations need to provide skill development programs that can help employees improve their self-efficacy.

Organizational Trust

Organizational trust reflects the extent to which employees believe that the organization will act fairly, transparently, and support them in their work (Mayer, Davis, & Schoorman, 1995). The results show that organizational trust in this study is quite high, which means that most employees believe that organizational policies are fair and management acts transparently. This trust plays an important role in increasing employee loyalty and their involvement in various organizational activities (Colquitt, Scott, & LePine, 2007).

However, some employees still have doubts about organizational policies, especially in the aspects of communication and fairness in decision making. Dirks & Ferrin (2002) found that low organizational trust can lead to employee dissatisfaction and lower their engagement levels. Therefore, organizations need to ensure that their managerial policies and practices are transparent, and build more open communication so that employees feel more trust in the organization.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to employees' voluntary behaviors that are not directly listed in their job description but contribute to organizational effectiveness (Organ, Podsakoff, & MacKenzie, 2006). In this study, the descriptive results show that the **majority of employees exhibit fairly high extra behavior**, especially in dimensions such as helping colleagues (*altruism*) and showing dedication to their work (*conscientiousness*).

High OCB in organizations can increase team effectiveness and reduce work conflict (Podsakoff et al., 2009). However, although OCB is generally high, there are some employees who show lower levels of OCB, especially in the *civic virtue* dimension or involvement in organizational activities outside their main job. A study by Bolino, Turnley, & Bloodgood (2002) showed that OCB can decrease if employees feel too much work pressure or do not get proper rewards for their extra contributions. Therefore, organizations must ensure that a supportive work culture is maintained so that employees continue to be encouraged to demonstrate extra behavior consistently.

Validity and Reliability Test

Validity and reliability analysis were conducted before testing the research hypotheses. Convergent validity was tested using *Average Variance Extracted* (AVE), where all variables had AVE values above 0.50, indicating adequate validity (Fornell & Larcker, 1981). Reliability tests were conducted using Cronbach's Alpha and Composite Reliability (CR), with values above 0.70 indicating that the research instruments were sufficiently reliable (Hair et al., 2022).

Variables	AVE	Cronbach's Alpha	Composite Reliability
Organizational Support	0.68	0.89	0.91
Self-efficacy	0.72	0.91	0.93
Organizational Trust	0.66	0.87	0.90
Organizational Citizenship Behavior (OCB)	0.70	0.92	0.94

Hypothesis Test

Hypothesis testing was carried out using the *Structural Equation Modeling - Partial Least Square* (SEM-PLS) method with *bootstrapping* 5000 resampling (Hair et al., 2017). The results of *path* analysis are presented in the following table:

Hypothesis	Relationship between Variables	Coefficient β	t-Statistic	p-Value	Results
H1	Organizational Support \rightarrow OCB	0.42	5.67	0.000	Accepted
H2	Self-efficacy \rightarrow OCB	0.39	4.89	0.000	Accepted
H3	Organizational Trust \rightarrow OCB	0.45	6.12	0.000	Accepted

The results of the analysis show that organizational support, self-efficacy, and organizational trust have a positive and significant effect on Organizational Citizenship Behavior (OCB). The path coefficient value shows that organizational trust has the greatest influence on OCB ($\beta = 0.45$, $p < 0.001$), followed by organizational support ($\beta = 0.42$, $p < 0.001$) and self-efficacy ($\beta = 0.39$, $p < 0.001$).

IV. DISCUSSION

The Effect of Organizational Support on Organizational Citizenship Behavior (OCB)

The results of this study indicate that organizational support has a positive and significant influence on OCB ($\beta = 0.42, p < 0.001$). This finding supports the theory of *Perceived Organizational Support* (Eisenberger et al., 1986), which states that employees tend to develop higher emotional involvement with the organization if they feel valued and supported.

Organizational support can be manifested in various forms, such as fair policies, recognition of employee performance, and attention to employee welfare. Empirical studies by Rhoades & Eisenberger (2002) found that employees who get organizational support are more likely to show extra behavior, such as helping colleagues and contributing to organizational initiatives.

Furthermore, these results can also be explained by the *Social Exchange Theory* approach (Blau, 1964), which states that individuals will reciprocate the positive treatment they receive by making greater contributions to the organization. Employees who feel supported will tend to work harder and exhibit extra behaviors, such as a willingness to help colleagues and take on responsibilities beyond their formal job description. A study by Wayne, Shore, & Liden (1997) also found that when organizations provide a supportive work environment, employees feel more strongly emotionally attached and increase their OCB.

However, it is important to note that low levels of organizational support can cause employees to lose motivation and decrease OCB. If employees feel that the organization is not providing enough support, they may feel unappreciated, which can negatively impact their work engagement. Therefore, organizations should ensure that they have policies that promote employee well-being and reward them appropriately.

The Effect of Self-Efficacy on Organizational Citizenship Behavior (OCB)

The findings of this study indicate that self-efficacy has a positive influence on OCB ($\beta = 0.39, p < 0.001$). These results are in line with the *Self-Efficacy* theory developed by Bandura (1997), which states that individuals with high levels of self-efficacy are more likely to face challenges with confidence and show better resilience in completing their tasks.

Employees with high self-efficacy are more likely to actively seek solutions in solving problems and have a tendency to help coworkers without being asked. Studies by Stajkovic & Luthans (1998) show that self-efficacy correlates with higher levels of work engagement and a tendency to exhibit extra behaviors, such as proactivity in decision-making and participation in organizational activities.

Furthermore, this study supports the findings of Jex & Bliese (1999), who found that employees with high levels of self-efficacy tend to be better able to cope with work pressures and more willing to take on additional responsibilities. Self-efficacy also plays a role in increasing *job satisfaction*, which in turn contributes to extra behavior in the workplace.

However, there are challenges that need to be considered in improving employee self-efficacy. Employees with low self-efficacy may have difficulty taking initiative, feel less confident in completing tasks, and have a tendency to avoid challenging work situations. Therefore, organizations can improve employee self-efficacy through training programs, mentoring, and opportunities to improve job skills.

The Effect of Organizational Trust on Organizational Citizenship Behavior (OCB)

The results showed that organizational trust has the strongest influence on OCB compared to other variables ($\beta = 0.45, p < 0.001$). This finding supports Rousseau's (1995) psychological *contract* theory, which states that trust between employees and organizations is a fundamental factor in building healthy and productive working relationships.

Employees who have a high level of trust in their organization tend to be more loyal, more proactive in helping the organization, and more willing to contribute more than expected. Studies by Dirks & Ferrin (2002) show that when employees trust their organization, they feel more secure in expressing creative ideas and are more motivated to take initiative in their work.

In addition, this study supports the findings of Colquitt, Scott, & LePine (2007), who found that organizational trust is closely related to employee motivation and job satisfaction, which leads to increased extra behavior. Employees who believe that their organization will act fairly and transparently tend to have more emotional attachment to the organization, which motivates them to contribute more.

However, a challenge in building organizational trust is the perception of unfairness or lack of transparent communication. If employees feel that the organization is unfair in its policies or does not value their contributions, the level of trust will decrease, which may reduce their motivation to demonstrate OCB. Therefore, organizations should ensure open communication, transparency in decision-making, and fair rewards to employees.

Managerial Implications

Based on the findings of this study, there are several implications for organizations in improving employee OCB:

1. Increase Organizational Support: Organizations need to create a more supportive work environment, by ensuring that employees feel valued and cared for. Employee welfare programs, recognition of their achievements, and flexible work policies can increase employees' sense of support.
2. Developing Employee Self-Efficacy: Organizations can increase employees' self-efficacy by providing skill development training, mentoring, and opportunities to demonstrate their competence in a supportive work environment.
3. Building Organizational Trust: Trust between employees and the organization should be maintained by ensuring that organizational policies are applied fairly, transparently, and consistently. Management should build a more open working relationship and be responsive to employee needs.

V. CONCLUSION

This study aims to examine the effect of organizational support, self-efficacy, and organizational trust on *Organizational Citizenship Behavior* (OCB) in employees of the Regional Inspectorate of East Kalimantan Province. The results of the analysis show that the three independent variables have a significant influence on OCB, with organizational trust as the variable that has the strongest impact. This finding confirms that a supportive work environment, high trust in the organization, and individual confidence in their own abilities play an important role in encouraging employees to perform extra behaviors that contribute to organizational effectiveness.

High organizational support makes employees feel valued and more engaged in their work, which encourages them to contribute beyond their formal duties. Self-efficacy also plays a role in increasing employees' confidence in their ability to complete tasks, which in turn increases their initiative and desire to help colleagues and support the organization. Meanwhile, organizational trust is the most influential factor in increasing OCB, suggesting that employees who believe in the integrity and fairness of the organization tend to be more motivated to actively participate in various organizational initiatives.

The results of this study provide important implications for organizations, especially in the formulation of policies aimed at improving extra-employee behavior. Organizations need to build a more supportive work environment through welfare programs, appreciation of employee performance, and transparent and consistent communication. In addition, increasing employee self-efficacy can be done through training and skill development, while building organizational trust requires commitment from management in implementing fair and ethical policies.

As a next step, further research can explore additional factors that can moderate or mediate the relationship between organizational support, self-efficacy, organizational trust, and OCB. Factors such as leadership, organizational culture, and work-life balance can be important aspects that enrich understanding of the dynamics of employee behavior in the context of the public sector and the private sector.

Recommendations for Further Research

This research can be expanded by considering moderator or mediator variables that can strengthen the relationship between organizational support, self-efficacy, organizational trust, and OCB. Factors such as leadership style, organizational culture, and work-life balance can provide deeper insights into the dynamics of employee behavior in organizations.

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