The Effect of Perceived Organizational Support, Rewards, and Job Satisfaction on Organizational Citizenship Behavior: A Case Study at PT PP (Persero) Tbk

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ABSTRACT
Work behaviors that go beyond defined role descriptions within an organization are referred to as organizational citizenship behaviors. Therefore, companies must take special care to ensure that their employees demonstrate organizational citizenship behavior. This study aims to analyze the Effect of Perceived Organizational Support, Rewards, and Job Satisfaction on the Organizational Citizenship Behavior of employees at PT PP (Persero) Tbk. With quantitative methods and samples, as many as 325 were determined using the Slovin formula. Data collected by distributing questionnaires and analyzed using multiple regression analysis after data collection. In the results of the study, it is known that there is a partial and simultaneous influence of all variables X (Perceived Organizational Support (X1), Rewards (X2), and Job Satisfaction (X3) on Y (Organizational Citizenship Behavior) so that all hypotheses in this study are accepted. In this study, three factors that influence employees' organizational citizenship behavior are pointed out by variables X1, X2, and X3 62.1%, and other factors or variables influence 37.9%
INTRODUCTION

Humans are used as subjects and objects in human resource research to find new things that can be used to improve human abilities. One of the unique aspects revealed about humans is Organizational Citizenship Behavior (OCB) (Widarko & Anwarodin, 2022), where today, the human resource behavior demanded by organizations is not only doing what their job (intra-role behavior) but sometimes also doing other things outside their work (extra-role behavior) without relying on rewards, this prosocial behavior is known as Organizational Citizenship Behavior (Lidinnillah et al., 2019; Sukmana et al., 2022). Although in today's era, where people depend on technology, innovation, and heavy equipment, the employee aspect plays an important role in ensuring a productive and profitable organization. In summary, successful companies need employees who go above and beyond their normal duties and perform beyond expectations (Osman et al., 2015). Theoretically, organizational citizenship behavior can be said to be a personal effort by employees that does not require follow-up feedback from service recipients. Employees with good organizational citizenship behavior are generally willing to go above and beyond their formal responsibilities. Their heroic actions include a willingness to follow the rules even in the absence of supervision, a desire to think and act constructively for the betterment of the organization, a desire to help struggling colleagues, and even more so when the organization is in trouble, as evidenced by their desire to give of their time and energy. Requires additional power to achieve goals without additional reward (Ginting, 2022).

Organizations succeed when employees can perform their primary and secondary tasks, such as collaborating, assisting, advising, actively participating, providing additional services to customers, and making better use of their time. The emergence of organizational citizenship behavior is highly dependent on the willingness of various stakeholders to contribute actively, and organizational citizenship behavior is viewed as one of the factors influencing the emergence of such behavioral influences that cannot be separated from the concept of organizational and institutional support for employees (Claudia, 2018). For example, Organizational Citizenship Behavior will arise when employees feel comfortable and voluntarily perform tasks outside their responsibilities. Employees with high intrinsic motivation are willing to work harder than other employees as a kind of perspective on their responsibilities, which positively influences organizational citizenship behavior (Sumardjo & Supriadi, 2023). Subsequently, a comprehensive study of organizational citizenship behavior was conducted, which yielded some exciting developments. This is supported by the Scopus database, which uses the keyword “organizational citizenship behavior,” as shown in the following figure.
In figure 1 above, it is shown that the number of publications or research related to Organizational Citizenship Behavior is 1371 publications, of which in 2021 there are 408 publications, in 2022 there are 467 publications, and in 2023 with the highest number of publications for the last three years, which is 496 publications. Many publications indicate that research on Organizational Citizenship Behavior has increased in the last three years. Furthermore, in Figure 2, it is known that ten countries have contributed the most to publications related to Organizational Citizenship Behavior, where Indonesia still ranks fourth with a total contribution of 103 publications. With so many studies and countries that have contributed, it can be seen that Organizational Citizenship Behavior has experienced increased research. With the knowledge that the Indonesian state ranks fourth, we make it an opportunity to conduct research on Organizational Citizenship Behavior with case studies in Indonesia. This is also based on the fact that organizational citizenship behaviors can promote organizational competitiveness and survival. Several empirical studies have explained the impact of organizational citizenship behavior on reward. This is because organizational citizenship behavior influences rewards through performance.
evaluation, which influences organizational citizenship behavior (Zhao et al., 2022). Furthermore, employees who exhibit these behaviors will continue to perform their job duties and actively contribute to the organization by going above and beyond the call of duty (Arivani et al., 2023), organizational citizenship behavior is known to be influenced by organizational and individual factors themselves. (Heriyadi et al., 2020). Therefore, companies must pay extra attention to their employees so that they can have organizational citizenship behavior. This considers the importance of human resources in an organization or company (Erdianza et al., 2020).

Related to the above, in this case, PT PP (Persero) Tbk is one of the largest construction and investment companies in Indonesia that works on construction projects in Indonesia and various countries. The success of PT PP cannot be separated from its efforts to continue improving capacity and competence to provide the best results for customers. PT PP has always been at the forefront of implementing the latest standards in the field of construction. PT PP continues to strive to make various breakthroughs and transformations of business lines consisting of infrastructure, energy, property, building, civil, EPC, specialist, plant, and equipment. PT PP also has a vision to become a superior, synergistic, and sustainable construction, EPC, and investment company in the Southeast Asia region and is committed to improving human resources' quality to optimize sustainable business and industrial growth with the Human Capital Management method. It is also known that the turnover rate in this company until Q3 (September) 2023 is only 1.6% (PT PP (Persero) Tbk, 2021). As mentioned earlier, PT PP is responsible for projects in Indonesia and other countries, and each employee is expected to make a maximum contribution depending on the number of projects carried out within the company. Given that the company is in the construction industry, employees often have to demonstrate above-average behavior toward the company. Companies need to support their employees, reward their performance, and care about employee job satisfaction, which is expected to positively impact the organizational citizenship behavior of employees in the construction company (Asadullah et al., 2021).

LITERATURE REVIEW
Organizational Citizenship Behavior (OCB)

According to George and Jones (2011) Organizational citizenship behavior (OCB) is behavior that goes beyond an organization's duties and is not required of organizational members but is necessary for the organization's survival and effectiveness. Then according to Scandura (2019) OCB is considered as performance beyond the expectations of a person's job description or called extrarole performance. Next, Robbins and Judge (2019) OCB defines discretionary behavior that contributes to the psychological and social environment of the workplace, even if it is not part of an employee's formal job requirements. Other definitions according to Luthans et al., (2021) OCB is a behavior that reflects an employee's tendency to be cooperative, kind, considerate, and honest in exchange for an organization's attitude and employee treatment. OCB has a positive relationship with individual, group, and organizational performance. Based on some of the definitions expressed,
organizational citizenship behavior (OCB) is when an employee goes above and beyond their job duties or leaves the organization in exchange for being treated the way the employee would like. It turns out that it's the employee's actions. Be cooperative, helpful, and helpful. They feel caring, loyal, and invested in the organization, which can ultimately influence employees and the organization’s performance.

Based on organ theory Podsakoff et al., (1990), well-known indicators of organizational citizenship behavior (OCB) are 1) altruism (prioritizing others), and 2) conscientiousness: ensuring that the organization's minimum standards are met in terms of attendance, compliance with rules and regulations, breaks, etc. Employee behavior that exceeds role requirements. 3) Sportsmanship (positive attitude): An employee's ability to endure less-than-ideal situations without complaint. 4) Courtesy: Employee behavior aimed at avoiding work-related troubles with others. 5) Citizenship: Employee behavior shows that an individual participates responsibly in company life or thinks responsibly about company life.

**Perceived Organizational Support (POS)**

Perceived Organizational Support (POS) was first proposed by Eisenberger in 1986 based on social exchange theory. According to Eisenberger et al., (1986) POS Employees have a perception of how and to what extent their organization can value their contributions and care about their well-being, and that is what Perceived Organizational Support or POS is. The same is stated by Robbins and Judge (2022) and Kinicki (2021) that POS represents how employees believe the organization values their contributions and cares about their well-being. Based on these definitions, perceived organizational support is an individual's perception of how valued, supported, and concerned about their well-being is by the organization. Then according to Eisenberger et al., (2020) revealed that there are three POS indicators, namely: 1) Fairness, in the organization is the perception of fairness according to employees regarding how the organization treats it. 2) Employer support, can affect employee contributions. The boss has the responsibility to direct and evaluate employee performance, so employees will have the perception that the boss indicates organizational support. 3) Reward and working conditions, some forms of reward and working conditions related to Perceived Organizational Support namely: recognition, salary, and promotion, job security, autonomy, working conditions.

**Reward**

According to Byars and Rue (2011) a reward is anything an employee values, which can include not only salary, but also elements such as office location, allocation of specific equipment, assignment of preferred work duties, and informal recognition. The next definition according to Armstrong (2007) reward ensures that people's contributions to the organization are recognized in financial and non-financial ways. It rewards people fairly, equitably, and consistently according to their value to the organization and their performance and to advance strategy. They were defined as the strategies, policies, and processes required for organizational goals. Then according to Shields (2007) reward is a form of appreciation given in return for actions or behaviors that are
considered positive or beneficial. The other definition is according to Rose (2022) reward can be defined as any form of appreciation to an employee in exchange for their work. Based on some of the definitions expressed, it can be concluded that reward is recognition received for good performance or success in achieving something, and therefore, it can be divided into financial and non-financial. Then according to Byars and Rue (2011) reward indicators are categorized into intrinsic and extrinsic rewards. Intrinsic reward is a part of the job itself, as are the responsibilities, challenges, and feedback characteristics of the job. This reward is not material or financial. Then the extrinsic reward is financial, material, or social from the environment.

**Job Satisfaction**

According to Derlin and Schneider (1994) job satisfaction is a positive emotional or pleasant state that results from an individual's job and work experience evaluation. Robbins and Judge (2022) define job satisfaction as positive feelings at work that result from the influence/appreciation of various aspects of the job. More definitions by Griffin et al., (2020) job satisfaction is an attitude or feeling that reflects the work performed. Based on these definitions, it can be concluded that job satisfaction is an emotion felt as a result of the work performed and the positive attitude received. Next, there are five factors that determine job satisfaction, which are called the Job Descriptive Index (JDI) (Gruneberg, 1979): 1) Work itself: The work is the source of most job satisfaction. The degree to which a job provides tasks commensurate with the employee's skills, learning opportunities, and opportunities for responsibility. 2) Salary: Another critical factor in determining job satisfaction. Pay can be tailored to individual needs, creating individual satisfaction. 3) Promotional Opportunities: Opening promotional opportunities allows employees to develop and expand their professional experience. 4) Leadership: Measured by the leader's ability to provide help and support. Supervisors who have good relationships with their subordinates and try to understand their interests contribute positively to job satisfaction, and subordinates' participation in decision-making positively impacts job satisfaction. 5) Employees: The presence of employees who support employees satisfies a basic human need, namely the need to maintain social relationships.

**Research Hypothesis**

**Perceived Organizational Support and Organizational Citizenship Behavior**

Several studies have proven that there is an influence of Perceived Organizational Support on Organizational Citizenship Behavior, such as research conducted by Osman et al., (2015) which proves that Perceived Organizational Support has a correlation with Organizational Citizenship Behavior. Then research by Rezaei (2019) that the results of his research show that there is a significant positive relationship between Perceived Organizational Support and Organizational Citizenship Behavior. Further research by Alshaabani et al., (2021) which also reveals that Perceived Organizational Support is positively related to Organizational Citizenship Behavior. Based on several studies, it can be suspected that there is a direct influence of Perceived Organizational Support on Organizational Citizenship Behavior.
H1: There is a direct influence of perceived organizational support on organizational citizenship behavior.

**Reward and Organizational Citizenship Behavior**

In the presence of the reward of employees, it can have an impact on Organizational Citizenship Behavior, as evidenced by several studies such as those conducted by Lidinnillah et al., (2019) his research revealed that there is a direct positive effect of Reward on Organizational Citizenship Behavior. Other research by Zhao et al., (2022) which also proves that Reward is positively correlated with Organizational Citizenship Behavior. Based on several studies, it can be suspected that there is a direct influence of Reward on Organizational Citizenship Behavior.

H2: There is a direct effect of reward on organizational citizenship behavior.

**Job Satisfaction and Organizational Citizenship Behavior**

Some studies that have proven such as: Fitrio et al., (2019) where the results of the study show that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. Then research by Purwanto et al., (2021) which proves that Job Satisfaction affects Organizational Citizenship Behavior. Furthermore, research has been conducted by Nafiudin et al., (2022) which also proves that there is an influence of Job Satisfaction on Organizational Citizenship Behavior. Based on several studies, it can be suspected that there is a direct influence of Job Satisfaction on Organizational Citizenship Behavior.

H3: There is a direct influence of job satisfaction on organizational citizenship behavior.

**Perceived Organizational Support, Reward, Job Satisfaction, and Organizational Citizenship Behavior**

Several previous studies have proven that there is a partial influence between Perceived Organizational Support, Reward, and Job Satisfaction on Organizational Citizenship Behavior. Based on this, it can be suspected that there is a simultaneous influence of Perceived Organizational Support, Reward, and Job Satisfaction on Organizational Citizenship Behavior.

H4: There is an influence of perceived organizational support, reward, and job satisfaction together on organizational citizenship behavior.

[Picture of Conceptual Framework]

**METHODODOLOGY**
Quantitative research is a method of explaining and describing phenomena using numbers obtained from observations. It is also a quantitative method for answering rational questions by considering the research variables (Taherdoost, 2022). This study aims to analyze the influence of perceived organizational support, rewards, and job satisfaction on employees' organizational citizenship behavior in PT PP (Persero) Tbk. This study's population consists of all PT PP (Persero) Tbk employees. The determination of the selected sample is a probability sample using a random sampling method. The number of samples used in this study was determined using the Slovin method.

\[
n = \frac{N}{1 + N \cdot d^2}
\]

Information;
\(n\) = Number of samples
\(N\) = Number of population
\(d\) = degree of error (5%)

Based on this formula, it is known that the population in this study is 1746, and the number of samples used is 325.4426 if rounded to 325 respondents. In addition, data collection will be carried out by distributing a questionnaire using Google Forms with accounting items based on existing variable indicators and a Likert scale of 1 to 5. Multiple regression analysis was then used in data analysis using Statistical Package for Social Sciences (SPSS) version 26.

RESULTS
Result
1. Normality Test (Standard Residual Value)

If the significance of the significance result is greater than 0.05, the standard residual values are normally distributed. However, if the significance is less than 0.05, the standard residuals are not normally distributed. Below is the output of the normality test, which is the result of the analysis using SPSS.
Table 1. Normality Test

<table>
<thead>
<tr>
<th>Normal Parameters</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>325</td>
<td></td>
</tr>
<tr>
<td>Unstandardized Residual</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Most Extreme Differences</th>
<th>Absolute</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.043</td>
<td>.025</td>
<td>-.043</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Test Statistic</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.043</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>.200*c,d</td>
</tr>
</tbody>
</table>

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on the table above, we can see that the significant values are 0.200 > 0.05. Therefore, the standard residual values are normally distributed.

2. Multicollinearity Test

In the multicollinearity test, the criteria is that multicollinearity does not occur if the tolerance is greater than 0.100 and the VIF is less than 10.00.

Table 2. Multicollinearity Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B (Constant)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>52.610</td>
<td>2.091</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Perceived Organizational Support</td>
<td>.167</td>
<td>.040</td>
</tr>
<tr>
<td></td>
<td>Reward</td>
<td>.432</td>
<td>.060</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction</td>
<td>.089</td>
<td>.043</td>
</tr>
</tbody>
</table>

Based on the table above, it is known that:

a. The Perceived Organizational Support variable with a tolerance value of 0.882 and a VIF value of 1.134 does not occur multicollinearity
b. Reward variable with a tolerance value of 0.626 and a VIF value of 1.598 then multicollinearity does not occur
c. Variable Job Satisfaction with a tolerance value of 0.670 and a VIF value of 1.493 then there is no multicollinearity
3. **Heteroscedasticity Test**

Heteroscedasticity tests base decisions on the significance of a significance result greater than 0.05. No heteroscedasticity occurs. However, if the significance is less than 0.05, heteroskedasticity exists.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>4.409</td>
<td>1.275</td>
<td>3.457</td>
<td>.001</td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td>.039</td>
<td>.024</td>
<td>.096</td>
<td>1.615</td>
</tr>
<tr>
<td>Reward</td>
<td>.006</td>
<td>.036</td>
<td>.011</td>
<td>.162</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.007</td>
<td>.026</td>
<td>.019</td>
<td>.281</td>
</tr>
</tbody>
</table>

*Dependent Variable: ABS_RES*

Based on Table 3, it can be seen that the significant value of “Perceived organizational support” variable is 0.107 > 0.05, then the “Reward” variable is 0.871 > 0.05, and “Job satisfaction” variable is 0.779 > 0.05. We can conclude that there are no symptoms of heteroscedasticity.

4. **Hypothesis Test First (H1), Second (H2), and Third (H3) Hypothesis Test**

The results of the hypothesis test used multiple linear regression analysis using SPSS version 26. The following are the results of the hypothesis test in this study:

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>52.610</td>
<td>2.091</td>
<td>25.162</td>
<td>.000</td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td>.167</td>
<td>.040</td>
<td>.218</td>
<td>4.227</td>
</tr>
<tr>
<td>Reward</td>
<td>.432</td>
<td>.060</td>
<td>.442</td>
<td>7.224</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.089</td>
<td>.043</td>
<td>.122</td>
<td>2.066</td>
</tr>
</tbody>
</table>

*Dependent Variable: Organizational Citizenship Behavior*

A significance value of <0.05 means that the independent variable partially influences the dependent variable. Based on the table above, it can be seen that the significance value of the perceived organizational support variable is 0.000 < 0.05, and the significance value of the reward variable is 0.000 > 0.05. In this case, the significance value of the job satisfaction variable is 0.040 < 0.05. The following is a partial hypothesis test on variable X.
a. **First Hypothesis Testing** (H1): It is known that the significance value for the influence of X1 on Y is 0.000 < 0.05, so it can be concluded that H1 is accepted, which means there is an influence of Perceived Organizational Support (X1) on Organizational Citizenship Behavior (Y).

b. **Second Hypothesis Testing** (H2): It is known that the significance value for the effect of X2 on Y is 0.000 < 0.05, so it can be concluded that H2 is accepted, which means there is an effect of Reward (X2) on Organizational Citizenship Behavior (Y).

c. **Third Hypothesis Testing** (H3): It is known that the significance value for the effect of X3 on Y is 0.040 < 0.05, so it can be concluded that H3 is accepted, which means there is an influence of Job Satisfaction (X3) on Organizational Citizenship Behavior (Y).

5. **Test the Fourth Hypothesis** (H4)

To find out how the variables X1, X2, and X3 together (simultaneously) affect the variable Y. To find out this, it must be based on the following assessment:

a. If the significance value < 0.05 (5%) then variables X1, X2, X3 have a simultaneous influence on variable Y

b. If the significance value > 0.05 (5%) then there is no simultaneous influence of variables X1, X2, and X3 on variable Y

Table 5. Test Hypotheses Simultaneously

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1234.983</td>
<td>3</td>
<td>411.661</td>
<td>35.446</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>3728.044</td>
<td>321</td>
<td>11.614</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4963.028</td>
<td>324</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Reward

Based on the table above, we can see that the significance value for the influence of variables X1, X2, and X3 together (simultaneously) on variable Y is 0.000 < 0.05, it can be concluded that H4 is accepted which means there is an influence of Perceived Organizational Support (X1), Reward (X2), and Job Satisfaction (X3) together on Organizational Citizenship Behavior (Y).

6. **Coefficient of Determination Test**

Table 6. Coefficient of Determination Test

<table>
<thead>
<tr>
<th>Mode</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.788a</td>
<td>.621</td>
<td>.617</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Job Satisfaction, Perceived Organizational Support, Reward
The above table describes the magnitude of the influence of the independent variable on the dependent variable, which is called the coefficient of determination (R-square) 0.621. This includes the assumption that the combined influence of variables X1, X2, and X3 on variable Y is 62.1%, with 37.9% determined by other factors. Then to see the closeness of the relationship, there are guidelines for the degree of the relationship as follows:

a. Pearson correlation value 0.00 to 0.20 means there is no correlation
b. Pearson correlation values of 0.21 to 0.40 mean weak correlation
c. Pearson correlation values of 0.41 to 0.60 mean medium correlation
d. Pearson correlation values of 0.61 to 0.80 mean a strong correlation
e. Pearson correlation values of 0.81 to 1.00 mean perfect correlation

Based on the table, it is known that the value of R (correlation coefficient) is 0.788, so it can be concluded that the degree of relationship between variables X1, X2, and X3 together with variable Y is strong.

**DISCUSSION**

The Perceived Organizational Support variable has a significance value of 0.000 < 0.05, so the hypothesis (H1) is accepted, the results of this study are relevant to the research that has been conducted by Claudia (2018) that Perceived Organizational Support affects Organizational Citizenship Behavior, the results of other relevant research also obtained the same results as research by Aida and Abadiyah (2022). Thus proving that if there is Perceived Organizational Support, it can affect Organizational Citizenship Behavior. Furthermore, the Reward variable has a significance value of 0.000 > 0.05 so that the hypothesis (H2) is accepted, and there is relevant research, namely research by Tufail et al., (2017) which reveals that there is a significant positive influence between intrinsic and extrinsic rewards on Organizational Citizenship Behavior. Then, the Job Satisfaction variable has a significance value of 0.040 < 0.05 which means that the hypothesis (H3) is accepted, this research is relevant to the research that has been done by Haji et al., (2021) which in his research shows that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. Further research by Soelton et al., (2020) which also revealed that Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior. The results of a study jointly examining the influence of perceived organizational support (X1), reward (X2), and job satisfaction (X3) on organizational citizenship behavior (Y) yielded a significance value of 0.000 < 0.05. You can see that With the conclusion that this hypothesis (H4) is accepted, the variables that can influence the organizational citizenship behavior of employees in PT PP (Persero) Tbk are perceived organizational support, rewards, and job satisfaction.
CONCLUSIONS AND RECOMMENDATIONS

The results of the analysis have been carried out and show that all hypotheses (H1, H2, H3, and H4) are accepted. This is based on the significance value of each test that has been carried out on each hypothesis in this study, starting from the value of the first hypothesis with a significance value of 0.000 < 0.05, the second hypothesis with a significance of 0.000 < 0.05, the third hypothesis a significance value of 0.040 < 0.05, and in the fourth hypothesis the significance value is 0.000 < 0.05. Thus, all variables Perceived Organizational Support (X1), Reward (X2), and Job Satisfaction (X3) have an effect both partially and simultaneously on Organizational Citizenship Behavior (Y). Furthermore, of the three variables, X affects variable Y by 62.1% and has a strong degree of relationship; thus there are 37.9% determined by other factors.

FURTHER STUDY

This study helps employees recognize that they are exhibiting organizational citizenship behaviors. Of course, in this case, companies need to pay attention to how they support and reward their employees and their job satisfaction. Future research may also examine other factors that may influence employees' organizational citizenship behaviors, and research may be conducted in fields other than construction.

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