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The Role of Compensation and Work Culture on Perceived Organizational Support and Its Impact on Organizational Citizenship Behavior of PT. ARP Employees

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Abstract: This study examines the influence of compensation and work culture on Perceived Organizational Support (POS) and its impact on Organizational Citizenship Behavior (OCB) among employees of PT ARP. Using a quantitative approach with Structural Equation Modeling (SEM) and SmartPLS software, data were gathered from 92 employees through a questionnaire. The findings reveal that compensation and work culture positively and significantly influence POS. Furthermore, both variables also have a positive and significant direct effect on OCB. POS serves as a mediating variable, amplifying the impact of compensation and work culture on OCB. These results highlight the importance of fair compensation and a supportive work culture in enhancing POS, which fosters extra-role behaviors such as OCB. This study underscores the role of organizational policies in creating a work environment that promotes employee engagement and productivity through improved perceptions of support and citizenship behaviour.

Keyword: Compensation, Work Culture, Perceived Organizational Support (POS), & Organizational Citizenship Behavior (OCB)

INTRODUCTION

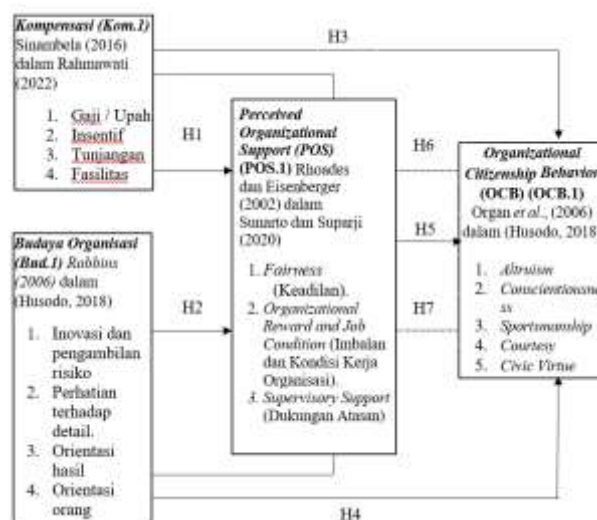
The rapid development of Indonesia's infrastructure sector has highlighted the critical role of organizations in attracting and retaining skilled talent. PT. ARP, a leading construction and infrastructure consulting firm, is facing challenges in maintaining employee engagement and motivation amidst competitive labour market dynamics. Compensation and work culture have emerged as pivotal elements that influence employee perceptions of organizational support (*Perceived Organizational Support* or POS) and foster discretionary behaviors beyond the official roles requirements, which is known as *Organizational Citizenship Behavior* (OCB).

In this context, employee satisfaction and motivation are critical. Compensation and work culture significantly affect employees perceptions of organizational support (*Perceived Organizational Support* or POS), which subsequently impacts their *Organizational Citizenship Behavior* (OCB). Understanding these dynamics is essential for PT. ARP to enhance employee engagement and performance, ensuring sustained organizational success.

From previous research, it was found that there were differences in results and inconsistencies in research on the impact of organizational culture on employee OCB (Organizational Citizenship Behavior). Likewise, what happens with research on the impact of compensation on employee OCB (Organizational Citizenship Behavior). For example, research from (Khoirul Mahmudi & Suryanti, 2020); (Hadi et al., 2023) which states that organizational culture has a positive and significant influence on OCB (Organizational Citizenship Behavior). Meanwhile, research conducted by (Sukarman et al., 2018) states the opposite, that organizational culture has no significant effect on OCB (Organizational Citizenship Behavior). As with the research conducted by (Hasanah et al., 2018); (Nafiudin et al., 2022); (Jannah & Rahman, 2022) related to the influence of compensation on OCB (Organizational Citizenship Behavior) which states that compensation has a significant effect on OCB. However, on the contrary according to (Rika Oktaviana et al., 2021) it states that compensation has no significant effect on OCB (Organizational Citizenship Behavior).

Compensation, as a tangible reward for employee contributions, impacts how valued and supported employees feel within an organization. Similarly, work culture, encompassing shared norms, values, and practices, creates an environment where employees can thrive. These two factors not only affect POS but also drive OCB, which includes behaviors like assisting colleagues, going beyond job expectations, and contributing to organizational goals. Despite its importance, preliminary observations at PT ARP reveal gaps in the perceived fairness of compensation and the implementation of a supportive work culture. These gaps hinder the development of POS and, in turn, limit the occurrence of OCB.

This study aims to explore how compensation and work culture influence POS and their subsequent impact on OCB, with POS acting as a mediating variable (Figure 1). The purpose of this study is to provide practical understanding for PT. ARP to improve employee engagement and organizational performance through a deeper understanding of the relationship between compensation, work culture, Perceived Organizational Support (POS), and Organizational Citizenship Behavior (OCB), particularly to identify how fair and competitive compensation, as well as a supportive work culture, can strengthen employees' perceptions of the organization's care and appreciation for their contributions and examine the role of POS in encouraging employees to engage in discretionary behaviors, such as supporting colleagues, going beyond their official roles, and contributing to the success of the organization, as well as addressing existing gaps in compensation and work culture to reduce employee turnover and increase workplace satisfaction, especially for employees in key roles.



Source: Research Result
Figure 1. Conceptual Framework

METHOD

This research employs a quantitative methodology to analyse the impact of compensation and work culture on Perceived Organizational Support (POS) and its impact on Organizational Citizenship Behaviour (OCB) among employees of PT. ARP. The study's methodology encompasses the components where the study uses a correlational design to verify the relation among the variables of compensation, work culture, POS, and OCB. Structural Equation Modelling (SEM) with SmartPLS software version 3.0 is utilized to explore these relationships and test hypotheses.

The population of this study includes all 92 employees of PT. ARP, representing various disciplines within the organization. The research employs total sampling, where the entire population serves as the sample, ensuring comprehensive and representative insights into employee perceptions. The research was conducted at PT. ARP's corporate office, a leading construction and infrastructure consulting firm in Indonesia. Data collection took place over a defined period in 2024, aligning with the company's operational calendar.

Hypothesis Development

The Role of Compensation on Perceived Organizational Support (POS)

Compensation is any forms of reward or compensation given by the company to employees as a reward for their contribution. According to (Dessler, 2017: 221) compensation is something in the form of pay given to employees and matters related to employees. (Sedarmayanti, 2019: 263) also states that compensation is everything that employees will receive as a form of reward for their work.

H1: Compensation has a positive and significant impact on Perceived Organizational Support (POS).

The Role of Work Culture on Perceived Organizational Support (POS)

Work culture includes aspects of Innovation, risk-taking, meticulousness, results-drivenness, teamwork, aggression, and stability. According to (Robbins & Judge, 2014) in (Husodo & Siwalankerto, n.d., 2018) organizational culture is a shared system of meaning shared by its members and which distinguishes one organization from another.

H2: Work culture has a positive and significant impact on Perceived Organizational Support (POS).

The Role of Compensation on Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is employee behavior that exceeds the demands of their formal roles at work and helps the organization function more effectively overall. According to (Organ, 1988) in (Husodo, 2018) OCB is individual behavior that is voluntary, not directly or explicitly recognized by the formal reward system, and overall improves organizational function.

H3: Compensation has a positive and significant impact on Organizational Citizenship Behavior (OCB).

The Role of Work Culture on Organizational Citizenship Behavior (OCB)

A positive and supportive work culture creates an environment where employees feel motivated to involved in discretionary efforts beyond their official role requirements. Norms, values, and practices embedded in the organizational culture can encourage collaboration, trust, and a sense of belonging among employees, which are essential for the emergence of OCB. (Khoirul Mahmudi dan Jun Surjanti, 2020)

H4: Work culture has a positive and significant impact on Organizational Citizenship Behavior (OCB).

The Role of Perceived Organizational Support (POS) on Organizational Behavior (OCB)

POS encompasses employee perceptions of the support, attention, and recognition provided by the organization. (Rhoades and Eisenberger, 2002) in (Sunarto & Suparji, 2020) explain that POS is an employee's belief that the organization values their contributions and cares about their well-being, which can increase employee commitment and performance.

H5: Perceived Organizational Support (POS) has a positive and significant impact on Organizational Citizenship Behavior (OCB).

The Role of Compensation on Perceived Organizational Support (POS) and Its Impact on Organizational Citizenship Behavior (OCB).

Compensation refers to financial and non-financial rewards provided by an organization to its employees in recognition of their contributions. It significantly influences employees' perceptions of organizational support (*Perceived Organizational Support* or POS). POS plays a critical mediating role in linking compensation to OCB. Employees who perceive high organizational support tend to exhibit discretionary behavior's that go beyond their formal job descriptions. (Lee, S. M., & Kim, H. J., 2022).

H6: Compensation has a positive and significant impact on Perceived Organizational Support (POS) and its impact on Organizational Citizenship Behavior (OCB).

The Role of Work Culture on Perceived Organizational Support (POS) and Its Impact on Organizational Citizenship Behavior (OCB).

A positive and supportive work culture significantly enhances *Perceived Organizational Support* (POS), as it fosters an atmosphere where employees feel more valued and appreciated by the organization. POS serves as a mediating variable that links work culture to OCB. Employees who perceive high organizational support are more likely to engage in *Organizational Citizenship Behavior* (OCB), which includes discretionary actions that benefit the organization. (Alfiana D., 2020)

H7: Work culture has a positive and significant impact on Perceived Organizational Support (POS) and its impact on Organizational Citizenship Behavior (OCB).

RESULTS AND DISCUSSION

The survey included 92 employees of PT. ARP, covering various demographic categories. The demographic breakdown provides insights into the respondents' characteristics and helps in interpreting their responses effectively. This distribution indicates a balanced gender representation, with a slightly higher proportion of male respondents which indicate 55%, reflecting PT. ARP's workforce structure. Most responders are classified within the age range of 20–40 years range of 76%, which aligns with a younger, active workforce predominantly involved in construction and consulting roles. 15% in the age of range 41-50 years and 9% over the age of 50 years. The data suggests that PT. ARP employs a highly educated workforce, critical for its technical and consulting roles which is 58% from bachelor degrees and 42% are graduates of Master degrees. The majority of respondents have less than 4 years of experience, there are 40% of employees who have worked for less than 2 years, 38% of employees have worked between 2 to 4 years, 16% of employees have worked between 4 to 6 years, 2% of employees have worked between 6 to 10 years, and 3% of employees have worked more than 10 years.

All the indicators have a loading factor > 0.7 , indicating a significant contribution to variable measurement. Cronbach's Alpha and Composite Reliability values > 0.7 confirm very high internal consistency and reliability. The AVE value > 0.5 indicates that more than 50% of the indicator variance is explained by the OCB variable, proving good convergent validity, this is in line with what was conveyed by (Hair *et al.*, 2019). Therefore, the entire model is expressed as valid and reliable.

Table 1. Convergent Validity & Reliability

| Variable | Items | Indicator | Loading Factor | Cronbach's Alpha | Composite Reliability | AVE |
|--------------|-------|--|----------------|------------------|-----------------------|-------|
| Compensation | Kom1 | Appropriate compensation | 0,949 | 0,950 | 0,959 | 0,745 |
| | Kom2 | Compensation may motivate | 0,887 | | | |
| | Kom3 | Incentives that support performance | 0,930 | | | |
| | Kom4 | Appropriate incentives | 0,885 | | | |
| | Kom5 | Appropriate allowances | 0,852 | | | |
| | Kom6 | Benefits that support performance | 0,852 | | | |
| | Kom7 | Convenient facilities | 0,779 | | | |
| | Kom8 | Adequate facilities | 0,753 | | | |
| Work Culture | Bud1 | Innovative | 0,835 | 0,969 | 0,972 | 0,684 |
| | Bud2 | Ability to take risks | 0,863 | | | |
| | Bud3 | Ability to work in detail | 0,866 | | | |
| | Bud4 | Level of accuracy and timeliness | 0,848 | | | |
| | Bud5 | Analytical skills | 0,828 | | | |
| | Bud6 | Focus on results | 0,796 | | | |
| | Bud7 | Employee productivity | 0,864 | | | |
| | Bud8 | Development of HR potential | 0,886 | | | |
| | Bud9 | Rewarding employees who excel | 0,712 | | | |
| | Bud10 | Providing suggestions and criticism for improvement | 0,816 | | | |
| | Bud11 | Organization of work | 0,748 | | | |
| | Bud12 | Teamwork | 0,785 | | | |
| | Bud13 | Aggressive in action | 0,842 | | | |
| | Bud14 | Competitive at work | 0,778 | | | |
| | Bud15 | Conducive work environment | 0,874 | | | |
| | Bud16 | Feel calm at work | 0,869 | | | |
| POS | POS1 | The company provides fair treatment to all employees. | 0,866 | 0,973 | 0,975 | 0,726 |
| | POS2 | The performance appraisal process is transparent and fair. | 0,862 | | | |
| | POS3 | Employees feel treated with respect and fairness by the company. | 0,865 | | | |
| | POS4 | The company provides compensation in accordance with employee contributions. | 0,879 | | | |
| | POS5 | The company makes fair decisions regarding policies and procedures. | 0,807 | | | |

| Variable | Items | Indicator | Loading Factor | Cronbach's Alpha | Composite Reliability | AVE |
|----------|-------|--|----------------|------------------|-----------------------|-------|
| | POS6 | The company rewards excellent performance. | 0,744 | 0,986 | 0,987 | 0,747 |
| | POS7 | Working conditions provided by the company support employee performance. | 0,880 | | | |
| | POS8 | The company provides facilities and tools needed to work properly. | 0,879 | | | |
| | POS9 | The company provides opportunities for career development and training. | 0,745 | | | |
| | POS10 | Employees are satisfied with the compensation package provided by the company. | 0,809 | | | |
| | POS11 | Supervisors provide support and guidance at work. | 0,922 | | | |
| | POS12 | Employers listen to and consider feedback from employees. | 0,887 | | | |
| | POS13 | Employers value employees' contributions and efforts. | 0,851 | | | |
| | POS14 | Supervisor provides constructive and constructive feedback. | 0,875 | | | |
| | POS15 | Supervisor shows concern for employee welfare. | 0,884 | | | |
| | OCB1 | Inform coworkers who have excessive workloads. | 0,883 | | | |
| | OCB2 | Assist absent coworkers. | 0,756 | | | |
| | OCB3 | Providing assistance to coworkers in needs. | 0,888 | | | |
| | OCB4 | Showing interest in helping colleagues in difficulty. | 0,721 | | | |
| | OCB5 | Sharing useful knowledge and information with coworkers. | 0,856 | | | |
| OCB | OCB6 | Attend the office on time | 0,764 | 0,986 | 0,987 | 0,747 |
| | OCB7 | Complete tasks carefully and responsibly. | 0,918 | | | |
| | OCB8 | Attend meetings or gatherings that are held. | 0,877 | | | |
| | OCB9 | Follow company policies and procedures without reminders. | 0,829 | | | |
| | OCB10 | Maintain cleanliness and order in the workplace. | 0,885 | | | |
| | OCB11 | Not complaining when facing problems at work. | 0,826 | | | |
| | OCB12 | Not making a problem out of small or trivial things. | 0,860 | | | |
| | OCB13 | Accept company decisions and policies well. | 0,842 | | | |

| Variable | Items | Indicator | Loading Factor | Cronbach's Alpha | Composite Reliability | AVE |
|----------|-------|--|----------------|------------------|-----------------------|-----|
| | OCB14 | Stay optimistic and positive even in difficult situations. | 0,767 | | | |
| | OCB15 | Keep working hard even under unfavorable conditions. | 0,889 | | | |
| | OCB16 | Maintain good relations with all colleagues | 0,917 | | | |
| | OCB17 | Provide required information to coworkers. | 0,921 | | | |
| | OCB18 | Assist coworkers in understanding their duties | 0,852 | | | |
| | OCB19 | Provide support to coworkers who are facing problems. | 0,945 | | | |
| | OCB20 | Maintain good manners in communicating with coworkers. | 0,907 | | | |
| | OCB21 | Maintain updated information about the company | 0,904 | | | |
| | OCB22 | Attend company activities and events voluntarily. | 0,792 | | | |
| | OCB23 | Maintain the good name of the company | 0,898 | | | |
| | OCB24 | Comply with company regulations. | 0,920 | | | |
| | OCB25 | Maintain the company's reputation outside the workplace. | 0,938 | | | |

Source: Output SEM PLS

Furthermore, discriminant validity through the Fornell-Lacker criterion by looking at the correlation between latent constructs. This method helps ensure that the constructs in the model represent unique and non-overlapping concepts where it can be seen that the pattern of square root of average variance extracted (AVE) values for each construct has a greater correlation value in the model compared to other constructs. In other words, the discriminant validity test below results are valid.

Table 2. Discriminant Validity

| Variable | Work Culture | Compensation | POS | OCB |
|--|--------------|--------------|-------|-------|
| Work Culture | 0.827 | | | |
| Compensation | 0.689 | 0.863 | | |
| Perceived Organizational Support (POS) | 0.674 | 0.648 | 0.852 | 0.810 |
| Organizational Citizenship Behavior (OCB) | 0.787 | 0.757 | | 0.864 |

Source: Output SEM PLS

The following coefficient of determination (R^2) and predictive relevance (Q^2) analysis where the R^2 value shows that 51.8% of the variation in the POS variable is explained by the independent variables in the model. Therefore, the model has a moderate ability to explain POS variability, because the R^2 value is above 0.5. Meanwhile, the Q^2 value shows that the predictive model for the POS variable has a fairly good predictive ability. $Q^2 > 0$ indicates that

the model has predictive relevance for POS variables.

Table 3. Coefficient of Determination (R-Square) and Predictive Relevance (Q-Square)

| Variable | R Square | Q Square |
|----------|----------|----------|
| POS | 0,518 | 0,269 |
| OCB | 0,794 | 0,631 |

Source: Output SEM PLS

The R^2 value on OCB indicates that 79.4% of the variation in the OCB variable is explained by the independent variables in the model. The model has a very good ability to explain OCB variability, because the R^2 value is close to 1. while the Q^2 value on OCB indicates that the predictive model for the OCB variable has very good predictive ability. The high Q^2 value (more than 0.5) indicates that the model is highly predictively relevant for the OCB variable.

$$GoF = \sqrt{\frac{0.745 + 0.684 + 0.726 + 0.747}{4} \times \frac{0.518 + 0.794}{2}}$$

$$GoF = \sqrt{0.726 \times 0.656} = 0.690$$

Based on the calculation of the GoF value above, $GoF = 0.690$ is well above the minimum limit of 0.36, so the model has a very good fit. This indicates that the overall model has a very good fit to describe the relationship between the constructs in the data used. Therefore, it can be concluded that the model has excellent overall quality, both in terms of measurement validity and predictive relevance.

Hypothesis Testing

The path coefficient in SEM-PLS is a standardized value which measures how strongly and in which direction two model constructs are related. It is one of the most important outputs in structural equation modelling, as it helps to test hypotheses and evaluate the relationships within the proposed framework.

Table 4. Direct Effect Hypothesis

| Variable | | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Description |
|------------------|----|---------------------|-----------------|----------------------------|--------------------------|----------|-----------------------------|
| Compensation POS | -> | 0.348 | 0.353 | 0.118 | 2.949 | 0.003 | Significant positive impact |
| Work Culture POS | -> | 0.434 | 0.435 | 0.128 | 3.388 | 0.001 | Significant positive impact |
| Compensation OCB | -> | 0.260 | 0.258 | 0.084 | 3.104 | 0.002 | Significant positive impact |
| Compensation OCB | -> | 0.321 | 0.320 | 0.104 | 3.086 | 0.002 | Significant positive impact |
| POS -> OCB | | 0,425 | 0,428 | 0,102 | 4,154 | 0,000 | Significant positive impact |

Source: Output SEM PLS

In SEM-PLS (Structural Equation Modelling-Partial Least Squares), direct effect hypotheses assess the relationship between independent variables (predictors) and dependent variables (outcomes) without involving mediating variables. This research evaluates the direct relationships between compensation, work culture, Perceived Organizational Support (POS), and Organizational Citizenship Behavior (OCB). The direct effect table presented can be explained systematically by interpreting each relationship between variables based on the

path coefficient, the T-statistics for all relationships are greater than 1.96, and all P-values are less than 0.05. This confirms that the relationships are statistically significant at a 95% confidence level.

Table 5. Indirect Effect Hypothesis

| Variable | | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Description |
|-------------------------|----|---------------------|-----------------|----------------------------|--------------------------|----------|-----------------------------|
| Compensation POS -> OCB | -> | 0.148 | 0.155 | 0.072 | 2.070 | 0.039 | Significant positive impact |
| Work Culture POS -> OCB | -> | 0.185 | 0.181 | 0.058 | 3.184 | 0.002 | Significant positive impact |

Source: Output SEM PLS

The result shows that compensation indirectly contributes to OCB through POS, highlighting the importance of perceived organizational support as a mediator. with The T-statistic 2.070 exceeds the threshold of 1.96, confirming the effect is statistically significant at a 95% confidence level and P-value is less than 0.05, indicating that the mediation effect of POS between compensation and OCB is significant. Meanwhile The indirect effect of work culture on OCB through POS is stronger compared to the compensation pathway, suggesting that a supportive work culture plays a significant role in enhancing POS, which subsequently drives OCB. T-statistic value 3.184 much higher than the threshold (1.96) confirms a highly significant mediation effect and the P-value below 0.05 reaffirms the significance of POS as a mediator in the relationship between work culture and OCB.

The analysis of Hypothesis 1 (H1) confirms that compensation has a positive and significant impact on Perceived Organizational Support (POS). Both financial and non-financial compensation act as recognition of employees' contributions, enhancing their perception that the organization values their well-being. The dimension "Incentives that support performance" (Kom3) emerged as the most significant factor, showing that well-structured incentives, such as financial bonuses or non-financial rewards, greatly influence POS. Conversely, the dimension "adequate facilities" (Kom8) recorded the lowest bootstrapping value, highlighting its importance in shaping employee perceptions. Employees at PT. ARP perceive the existing facilities as insufficient and misaligned with their needs, which may hinder optimal performance. Enhancing facilities should be prioritized to boost employee satisfaction and productivity.

The analysis of Hypothesis 2 (H2) shows that work culture has a positive and significant influence on Perceived Organizational Support (POS). A positive work culture that is defined by customs, values, and behaviors that support employees-increases their perception that the company values and supports them. Organizations can strengthen POS by fostering a work culture that encourages collaboration, fairness, and employee recognition. The dimension "Encourages risk-taking" (Bud2) recorded the highest factor loading, suggesting that a culture that supports innovation and takes risks into account strongly influences employees' perceptions of organizational support. In contrast, the dimension "Recognizing high-performing employees" (Bud9) shows a lower factor loading but remains statistically significant. Recognizing and rewarding employee achievements has a positive effect on POS by making employees feel valued and recognized. However, at PT ARP, the lack of adequate recognition for high-performing employees has led to the perception that their contributions are underappreciated, which undermines POS. This shortcoming contributes to higher employee turnover, as employees feel less committed to the organization.

The analysis of Hypothesis 3 (H3) confirms that compensation has a positive and significant effect on Organizational Citizenship Behavior (OCB). The dimension "I feel that the incentives I receive support my performance" (Kom3) recorded the highest loading factor,

indicating that fair and well-structured incentives contribute significantly to fostering OCB. Properly provided incentives encourage employees to voluntarily involved in behaviors exceed their core responsibilities, like helping colleagues, maintaining a positive work environment, and supporting organizational goals. At PT. ARP, while the incentives are perceived as fair and adequate, the lack of sufficient facilities affects employees' willingness to exhibit extra-role behaviors. Some employees feel no obligation to exceed their job responsibilities or assist colleagues, reflecting lower loyalty and limited support for the organization. This highlights the need for PT. ARP to address facility improvements to align employee engagement with organizational expectations and enhance overall OCB.

The analysis of Hypothesis 4 (H4) confirms that work culture has a positive and significant influence on Organizational Citizenship Behavior (OCB). The dimension "courage to take risks" (Bud2) demonstrated the highest loading factor, indicating that a supportive and encouraging work culture fosters voluntary behaviors, such as assisting colleagues, supporting organizational goals, and exceeding formal job descriptions. A strong work culture promotes team cohesion, mutual respect, and a positive work environment, driving employees to engage in extra-role behaviors. However, at PT. ARP, the dimension "providing recognition to high-performing employees" (Bud9) showed a lower loading factor, suggesting that recognition remains insufficient despite being statistically significant. The lack of organizational support at PT. ARP has resulted in weak emotional attachment among employees, particularly younger ones, who tend to leave the company instead of striving to improve performance. This has led to high employee turnover, negatively impacting the company's goals and performance. Strengthening work culture and recognition practices can improve employee retention and foster higher OCB.

The research analysis of Hypothesis 5 (H5) indicates that Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB). Thus, the support employees feel from the organization encourages them to involved in behaviors exceed their formal job responsibilities, like helping colleagues or supporting organizational goals without being asked. The analysis showed a high loading factor in "POS11," which refers to the support and guidance from supervisors in the workplace. This suggests that PT. ARP provides guidance, solutions for work challenges, and career development support, significantly contributing to employees' perception that the company values about and supports them. As a result, employee trust and loyalty increase, making them more likely to involved in extra-role behaviors (OCB). However, "POS9," which refers to fair decision-making regarding policies and procedures, showed lower results. This indicates that employees do not perceive PT. ARP's policies and procedures as a primary factor in feeling supported by the company. If employees feel that the organization's policies are not fair, they may be less motivated to contribute beyond their formal roles, leading to decreased loyalty and higher turnover. Therefore, the hypothesis that POS influences OCB positively is supported.

The research analysis of Hypothesis 6 (H6) shows that compensation has a positive and significant impact on Perceived Organizational Support (POS), which in turn influences Organizational Citizenship Behavior (OCB). This means that better compensation can enhance employees' perception of organizational support, which encourages OCB. However, while PT. ARP provides appropriate incentives, the facilities offered to employees are still lacking, leading to a decrease in employee performance. This suggests that the support from supervisors is not fully effective, particularly in ensuring that employees receive fair and adequate facilities. As a result, employee loyalty to the company declines, making it difficult for PT. ARP to retain employees and attract skilled workers for projects due to the perceived inadequacy of facilities. Therefore, the support from supervisors leads a mediating role in the relation between compensation and employee loyalty and OCB. In conclusion, Hypothesis 6 is supported, with compensation being mediated by supervisor support.

The research analysis of Hypothesis 7 (H7) indicates that workplace culture has a positive and significant impact on Perceived Organizational Support (POS), which in turn influences Organizational Citizenship Behavior (OCB). This means that a good work culture can enhance the perceived support from the organization, which subsequently encourages OCB. From the results of Hypotheses H2 and H4, it is evident that although employees are generally willing to take risks in their work, a lack of recognition and support from supervisors negatively affects OCB. This leads to employees feeling emotionally detached from their work, which results in decreased performance. Supervisor support, in the form of recognition for employee performance, plays a significant mediating role in employee commitment, which directly affects how PT. ARP is perceived by the public. The company's reputation as an attractive workplace (employer branding) heavily relies on the support and recognition employees feel. In conclusion, Hypothesis 7 is supported, with supervisor support and recognition mediating the relationship between work culture and employee commitment, impacting OCB.

CONCLUSION

The study reveals that compensation and work culture play vital roles in shaping Perceived Organizational Support (POS) and influencing Organizational Citizenship Behavior (OCB) among employees at PT. ARP. Fair and competitive compensation enhances employees' perceptions of being supported and valued by the organization. Incentives, both financial and non-financial, directly motivate employees to exceed their official responsibilities, fostering a proactive and more involved staff. However, gaps in the adequacy of workplace facilities and procedural fairness in implementing sanctions diminish the potential positive effects of compensation on employee morale and behavior. Work culture also significantly impacts POS and OCB. A supportive and strong culture which encourages risk-taking, collaboration, and innovation improves employees' emotional commitment to the company and their level of trust. However, a lack of consistent recognition for high-performing employees reduces motivation and can undermine their commitment to the organization. Employees who do not feel adequately appreciated are less likely to demonstrate loyalty or engage in extra-role behaviors, which can contribute to higher turnover rates. Perceived Organizational Support (POS) serves as a critical mediating variable, amplifying the positive effects of compensation and work culture on OCB. Employees who feel supported and valued by their company are more likely to exhibit behaviors such as helping colleagues, maintaining a positive work environment, and showing commitment to organizational goals. Despite PT. ARP's efforts to provide incentives and foster innovation, the absence of equitable recognition systems and the perceived lack of procedural fairness weaken these efforts. To maximize the benefits of compensation and work culture, PT. ARP should focus on addressing gaps in employee recognition, improving workplace facilities, and ensuring procedural fairness. Strengthening these areas will enhance POS, foster a supportive work environment, and drive employees to engage in OCB, ultimately improving organizational performance and employee satisfaction.

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