
Self-Efficacy, Perceived Organizational Support, and Organizational Citizenship Behavior: The Mediating Effect of Organizational Culture

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Abstract:

The Village Office is required to have employees who have extra roles, good personalities, and have a high commitment to the agency so that the company's goals can be achieved. One of the factors that influence organizational citizenship behavior is self-efficacy and perceived organizational support. This study aims to provide comprehensive insight into the factors that influence organizational citizenship behavior with a focus on aspects of self-efficacy and perceived organizational support, and how organizational culture can mediate these influences. The research design used in this study is a quantitative approach. The results of the study indicate that self-efficacy and perceived organizational support have a positive and significant effect on organizational culture at the Bongan Tabanan Village Office. Self-efficacy, perceived organizational support, and organizational culture have a positive and significant effect on Organizational Citizenship Behavior at the Bongan Tabanan Village Office. Organizational culture is able to mediate the influence of self-efficacy and perceived organizational support on Organizational Citizenship Behavior at the Bongan Tabanan Village Office. This means that an increase in self-efficacy and perceived organizational support will improve organizational culture and will also improve Organizational Citizenship Behavior at the Bongan Tabanan Village Office.

Keywords: *Self Efficacy, Perceived Organizational Support, Organizational Culture, Organizational Citizenship Behavior*

Submitted: July 3, 2025, Accepted: October 2, 2025, Published: October 26, 2025

1. Introduction

Human resources (HR) are one of the most valuable assets within any organization because they are the only resources capable of mobilizing other resources. The role of HR becomes increasingly critical in navigating the complexities of modern organizational change. Organizations expect employees to perform beyond their formal job descriptions, engaging in discretionary behaviors that enhance organizational effectiveness. This behavior, known as *Organizational Citizenship*

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Behavior (OCB), contributes significantly to improving organizational performance (Chen et al., 2021; Aprianti, 2019). Empirical evidence has demonstrated that organizations with high levels of OCB tend to achieve superior productivity and service quality (Chen, Hui, & Sego, 2021). Such expectations are also present in public institutions like the Bongan Village Office in Tabanan, Bali, where employees are expected to exhibit extra-role behavior, responsibility, and high commitment to public service.

However, the current reality at the Bongan Village Office indicates challenges in achieving these behavioral standards. The office, located on Jl. Kebo Iwa, Bongan, Tabanan Regency, Bali, still experiences issues such as low compliance with agency regulations and limited service quality to the community. These challenges are reflected in frequent complaints from residents regarding slow administrative processes and lack of responsiveness. Based on field observations, many employees fail to demonstrate proactive attitudes or voluntary assistance to colleagues, signaling low levels of OCB. Such conditions underscore the urgent need to strengthen organizational citizenship behavior among village employees to ensure efficient, responsive, and high-quality public service delivery.

Organizational Citizenship Behavior (OCB) refers to voluntary, extra-role behavior that supports the social and psychological environment of the workplace (Eisenberger et al., 1986; Chiang & Hsieh, 2019). Individuals who engage in OCB are often described as “good organizational citizens,” as they willingly contribute beyond their formal duties for the collective good (Chen et al., 2021). Based on initial observations at the Bongan Village Office, employees frequently face heavy workloads, especially during peak administrative periods such as ID card and social assistance processing. The need to work extra hours without additional manpower or compensation contributes to stress and fatigue, reducing intrinsic motivation to engage in OCB. As a result, strengthening factors that influence OCB becomes critical to improving employee attitudes and organizational performance.

One of the key factors influencing OCB is self-efficacy, which refers to an individual’s belief in their capacity to execute tasks effectively (Budiastuti & Susanti, 2018; Bandura, 1997). Employees with high self-efficacy are generally more confident, persistent, and resilient when facing challenges, which in turn encourages them to contribute more proactively to their organizations (Azhari, Rahmawati, & Nugroho, 2022; Badrun, 2022). Previous studies have shown that self-efficacy positively affects OCB (Ferdiansyah, 2023; Didik, 2023), as confident employees tend to go beyond formal expectations. However, observations at the Bongan Village Office reveal that many employees exhibit low confidence and hesitation when facing complex tasks, indicating low self-efficacy levels. Interestingly, other research such as Candra (2019) and Budiastuti & Susanti (2018) found no significant relationship between self-efficacy and OCB, suggesting inconsistent findings that require further investigation.

In addition to self-efficacy, Perceived Organizational Support (POS) has been identified as another critical determinant of OCB. POS reflects employees' perceptions of how much the organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Demir, 2024). Employees who feel supported by their organizations tend to reciprocate through greater commitment, loyalty, and discretionary behaviors such as OCB (Badir, 2019; Agustian & Fitria, 2020). At the Bongan Village Office, varying levels of perceived support among employees have influenced work morale and cooperative behavior. Those who perceive strong support from management tend to show more initiative, collaboration, and dedication, whereas employees who feel undervalued display lower enthusiasm for extra-role behaviors. Prior studies, including Aini et al. (2022), Fajardika et al. (2022), and Brown & Roloff (2024), confirm that high POS strengthens OCB, although other findings (Asmara, 2024; Didik, 2023) highlight that the relationship can vary depending on organizational context and culture.

This inconsistency in previous findings regarding self-efficacy and perceived organizational support as predictors of OCB suggests the presence of mediating variables that could clarify their indirect effects. Several scholars recommend exploring organizational culture as a potential mediator (Asmara, 2024; Candra, 2019). Organizational culture refers to shared values, beliefs, and norms that guide employee behavior and decision-making (Schein, 2010). A strong and cohesive culture fosters a sense of belonging and shared purpose, which in turn promotes citizenship behaviors (Batool, 2023; Chen et al., 2021). Conversely, weak organizational culture can lead to reduced morale, role ambiguity, and minimal OCB engagement. Therefore, it is crucial to examine how organizational culture mediates the relationships between self-efficacy, perceived organizational support, and OCB.

The novelty of this research lies in its focus on a public-sector organization at the village administrative level, where empirical studies on OCB are still limited. Most previous studies (e.g., Badir, 2019; Chiang & Hsieh, 2019; Brown & Roloff, 2024) have concentrated on private or corporate sectors, leaving a gap in understanding how psychological and cultural factors affect citizenship behavior in government institutions. Furthermore, integrating self-efficacy and perceived organizational support with organizational culture as a mediating variable provides a more comprehensive model to explain variations in OCB. This approach advances theoretical development in organizational behavior, especially within public administration contexts in developing countries.

Based on the discussion above, this study aims to analyze the influence of self-efficacy and perceived organizational support on organizational citizenship behavior, with organizational culture as a mediating variable, using the Bongan Village Office as a case study. The study is expected to provide both theoretical and practical contributions. Theoretically, it enriches the literature on organizational behavior by testing a comprehensive model that integrates psychological, cultural, and behavioral

variables. Practically, it offers strategic insights for public organizations to strengthen employee commitment and service quality through the enhancement of self-efficacy, perceived support, and organizational culture.

2. Theoretical Background

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary actions that go beyond an employee's formal job requirements and contribute to the effective functioning of the organization (Podsakoff, MacKenzie, & Podsakoff, 2022; Chen, Hui, & Sego, 2021). Employees who demonstrate OCB willingly help others, show initiative, and display loyalty and conscientiousness that support overall organizational performance (Chen, X., Hui, & Sego, 2021). These behaviors enhance the social and psychological environment in the workplace, leading to improved cooperation, reduced turnover, and higher productivity (Fitriasmi, 2020; Maesaroh, 2022). According to Chiang and Hsieh (2019), OCB also mediates the link between supportive organizational environments and individual job performance. In public-sector contexts such as village offices, OCB becomes especially important because employees must often exceed their formal duties to ensure responsive service to citizens.

Self-Efficacy and Organizational Citizenship Behavior

Self-efficacy refers to an individual's belief in their ability to accomplish specific tasks and handle work challenges effectively (Kartika, Wulandari, & Prasetyo, 2018). Employees with high self-efficacy tend to demonstrate confidence, persistence, and creativity in completing their duties, which enhances their willingness to engage in extra-role behaviors such as OCB (Budiastuti & Susanti, 2018; Ferdiansyah, 2023). Empirical evidence supports that self-efficacy positively influences OCB by fostering initiative and resilience (Rivaldi, 2022; Haj, 2023). Employees who believe in their competence are more likely to assist coworkers, voluntarily take on extra assignments, and demonstrate strong commitment to organizational success. However, some studies show inconsistent findings. For example, Budiastuti and Susanti (2018) found a positive effect of self-efficacy on OCB, whereas other research reported weaker or insignificant effects when situational or cultural factors were considered (Candra, 2019). These discrepancies suggest that contextual moderators such as organizational culture may shape the extent to which self-efficacy influences OCB. Gontor (2021) confirmed that when organizational culture supports trust and collaboration, self-efficacy more strongly predicts OCB. Therefore, the first hypothesis is proposed:

H1: Self-efficacy has a positive and significant effect on organizational citizenship behavior.

Perceived Organizational Support and Organizational Citizenship Behavior

Perceived Organizational Support (POS) describes employees' perceptions of how much the organization values their contributions and cares for their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Employees who feel

supported by their organizations are more likely to reciprocate through positive attitudes, higher engagement, and voluntary behaviors like OCB (Brown & Roloff, 2024; Herington & Weaven, 2019). Studies by Chiang and Hsieh (2019) and Demir (2024) found that POS significantly increases OCB because supportive environments foster trust and organizational identification. Similarly, research by Fajardika, Suryani, and Hartono (2022) and Metria and Riana (2018) demonstrated that POS enhances motivation, which in turn encourages extra-role contributions. In the Indonesian public sector, Didik (2023) and Agustian and Fitria (2020) revealed that employees with higher perceived organizational support report greater satisfaction and stronger OCB. However, Ridho (2023) and Rizkika and Abadiyah (2022) found that POS alone may not always directly translate into OCB, as mediating factors such as job satisfaction, commitment, or organizational culture can alter the relationship. Thus, the second hypothesis is proposed:

H2: Perceived organizational support has a positive and significant effect on organizational citizenship behavior.

Self-Efficacy and Organizational Culture

Organizational culture represents shared values, beliefs, and norms that guide employee behavior within the organization (Hari, 2019; Pasla, 2023). Self-efficacy can influence how employees interact with and adapt to organizational culture because confident individuals are more likely to align with organizational values and proactively participate in shaping the culture (Candra, 2019). Research by Gontor (2021) and Rivaldi (2022) showed that employees with high self-efficacy tend to internalize organizational norms and become role models for others. Similarly, Haj (2023) found that self-efficacious employees demonstrate adaptive and participative behaviors that reinforce a positive work culture. Therefore, the third hypothesis is proposed:

H3: Self-efficacy has a positive and significant effect on organizational culture.

Perceived Organizational Support and Organizational Culture

Perceived organizational support also plays a crucial role in shaping and strengthening organizational culture. When employees feel supported by management, they are more likely to adopt and maintain shared organizational values, promoting collaboration and mutual respect (Guchait, Cho, & Meurs, 2024; Demir, 2024). Brown and Roloff (2024) emphasized that consistent organizational support fosters a culture of trust and fairness, which in turn reinforces OCB. Studies in Indonesian contexts (Asmara, 2024; Rizkika & Abadiyah, 2022) found that perceived support strengthens cultural cohesion, aligning individual and organizational goals. Conversely, a lack of perceived support may lead to a fragmented culture and reduced collective motivation. Thus, the fourth hypothesis is proposed:

H4: Perceived organizational support has a positive and significant effect on organizational culture.

Organizational Culture and Organizational Citizenship Behavior

A strong organizational culture has been consistently associated with higher levels of OCB. Culture acts as a social control mechanism that motivates employees to behave in ways that benefit the organization (Sylvia, 2021; Hari, 2019). Employees working in organizations with supportive, participative, and trust-based cultures tend to exhibit higher cooperation and willingness to help others (Maesaroh, 2022; Pasla, 2023). Chen et al. (2021) demonstrated that strong organizational culture enhances collective performance through improved OCB levels. Similarly, Gontor (2021) found that organizational culture mediates the effect of self-efficacy on OCB, highlighting its central role in promoting citizenship behaviors. Therefore, the fifth hypothesis is proposed:

H5: Organizational culture has a positive and significant effect on organizational citizenship behavior.

The Mediating Role of Organizational Culture

The interplay between self-efficacy, perceived organizational support, and OCB may not be direct but mediated by organizational culture. A supportive culture can strengthen the positive influence of both self-efficacy and POS on OCB (Asmara, 2024; Rizkika & Abadiyah, 2022). Gontor (2021) demonstrated that culture enhances the translation of psychological and environmental resources into behavioral outcomes. Similarly, Sylvia (2021) and Chen et al. (2021) emphasized that employees in strong cultures internalize organizational goals, resulting in greater willingness to engage in OCB. Therefore, organizational culture can serve as a psychological mechanism that channels employees' beliefs and perceptions into voluntary, prosocial behaviors.

Thus, the final hypotheses are proposed:

H6: Organizational culture mediates the relationship between self-efficacy and organizational citizenship behavior.

H7: Organizational culture mediates the relationship between perceived organizational support and organizational citizenship behavior.

3. Methodology

This study uses quantitative research methods. The sample used in this study is the entire population, namely all employees at the Bongan Village Office, which is 35 people. In this study, the data used consists of two types of data, namely quantitative and qualitative data. Data sources consist of primary data and secondary data. Primary data in this study include answers to questionnaire items distributed to employees at the Bongan Village Office, Tabanan. Secondary data in this study are data regarding the general description of the company, a brief history of the company, company profile, company vision and mission, organizational structure, and number of employees. To obtain the data needed in this study, several data collection techniques were used, namely interviews, questionnaires and documentation. Data were analyzed using descriptive analysis, descriptive analysis of respondent answers, SEM (Structural Equation Model), mediation tests, and hypothesis tests.

4. Empirical Findings/Result

Convergent Validity

Tabel 1.
AVE (Average Variance Extraction)

		Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational culture		0.983	0.984	0.985	0.847
Organizational Behavior	Citizenship	0.943	0.946	0.955	0.780
Perceived Support	Organizational	0.910	0.913	0.931	0.692

The table above shows the Average Variance Extracted (Ave) value above 0.5 for all constructs contained in the research model. Thus, it can be concluded that the three variables used in the study are Valid.

Discriminant Validity

Tabel 2.
Discriminant Reliability Test Result

		Organizational culture	Organizational Citizenship Behavior	Perceived Organizational Support
Organizational culture				
Organizational Behavior	Citizenship	0.895		
Perceived Support	Organizational	0.827	0.878	

The Heterotrait-Monotrait values in the table show that the value of each construct is not more than 0.9, which means that each construct is declared valid in terms of discriminant validity.

Reliability Test

Tabel 3.
Hasil Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational culture	0.983	0.984	0.985
Organizational Citizenship Behavior	0.943	0.946	0.955

Perceived Organizational Support	0.910	0.913	0.931
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The Composite Reliability table above shows that the Composite Reliability value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the discriminant validity criteria.

Structural Model Testing (*Inner Model*)

Tabel 4.
Nilai R Square

	R-square	R-square adjusted
Organizational culture	0.822	0.811
<i>Organizational Citizenship Behavior</i>	0.938	0.933

Based on Table 4, the R Square value of the organizational culture variable is 0.822. This value shows that 82.2% of the organizational culture variable can be explained by the self-efficacy and Perceived Organizational Support variables.

Hypothesis Testing

Tabel 5.
Path coefficient (mean, STDEV, T- Values, p values)

Connection	Influence of Each Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Connection	Self Efficacy -> Organizational Citizenship Behavior	0.234	0.239	0.101	2.314	0.023
	Perceived Organizational Support -> Organizational Citizenship Behavior	0.133	0.114	0.064	2.079	0.040
	Organizational culture-> Organizational Citizenship Behavior	0.645	0.656	0.115	5.589	0.000
	Self Efficacy -> Organizational culture	0.677	0.727	0.088	7.664	0.000
	Perceived Organizational Support -> Organizational culture	0.282	0.227	0.098	2.883	0.005

Connection	Influence of Each Variable		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Indirect Influence	Self Efficacy Organizational culture	->	0.437	0.478	0.109	4.018	0.000
	Organizational Citizenship Behavior	->					
	Perceived Organizational Support	->	0.182	0.147	0.067	2.698	0.008
	Organizational culture	->					
	Organizational Citizenship Behavior						

The results of testing each hypothesis based on the results of t-statistics and path coefficients in Table 5 are explained as follows:

1. Self Efficacy To Organizational Citizenship Behavior
The original sample value is 0.234 with a T-statistic of 2.314, greater than 1.960. So it is concluded that the Self Efficacy variable has a significant effect on Organizational Citizenship Behavior. This means that H1 is accepted.
2. Perceived Organizational Support To Organizational Citizenship Behavior
The original sample value is 0.133 with a T-statistic of 2.079, greater than 1.960. So it can be concluded that the Perceived Organizational Support variable has a significant effect on Organizational Citizenship Behavior. This means that H2 is accepted.
3. Organizational culture To Organizational Citizenship Behavior
The original sample value is 0.645 with a T-statistic of 5.589, greater than 1.960. So it is concluded that the Organizational Culture variable has a significant effect on Organizational Citizenship Behavior. This means that H3 is accepted.
4. Self Efficacy To Organizational culture
The original sample value is 0.677 with a T-statistic of 7.664, greater than 1.960. So it can be concluded that the Self Efficacy variable has a significant effect on Organizational Culture. This means that H4 is accepted.
5. Perceived Organizational Support To Organizational Citizenship Behavior
The original sample value is 0.282 with a T-statistic of 2.883, greater than 1.960. So it can be concluded that the Perceived Organizational Support variable has a significant effect on Organizational Culture. This means that H5 is accepted.
6. Self Efficacy influences Organizational Citizenship Behavior through organizational culture
The original sample value is 0.437 with a T-statistic of 4.018, greater than 1.960. So it can be concluded that there is a significant indirect effect. This means that H6 is accepted.

7. Perceived Organizational Support influences Organizational Citizenship Behavior through organizational culture.

The original sample value is 0.182 with a T-statistic of 2.698, greater than 1.960. So it can be concluded that there is a significant indirect effect. This means that H7 is accepted.

5. Discussion

Self-Efficacy and Organizational Citizenship Behavior (OCB)

The findings indicate that self-efficacy has a significant positive influence on Organizational Citizenship Behavior (OCB). This suggests that employees who possess high confidence in their abilities tend to engage more frequently in voluntary behaviors that exceed their formal job requirements. Self-efficacy reflects an individual's belief in their capacity to perform tasks successfully and overcome challenges. Employees with high self-efficacy usually demonstrate greater persistence, intrinsic motivation, and proactive behavior, which encourages them to contribute beyond the expectations of their roles. These behaviors align closely with the characteristics of OCB, such as helping others, showing initiative, and maintaining a positive attitude toward organizational goals. Previous studies have also emphasized that high self-efficacy enhances an individual's willingness to display OCB because they feel competent and empowered to make meaningful contributions within the organization.

Perceived Organizational Support and Organizational Citizenship Behavior

The results also confirm that Perceived Organizational Support (POS) positively affects OCB. Employees who feel valued and supported by their organization tend to reciprocate with behaviors that benefit the organization. POS fosters a sense of belonging and emotional attachment, which motivates employees to go beyond their formal duties. According to Social Exchange Theory, when organizations provide care, fairness, and recognition, employees feel obligated to respond through discretionary behaviors that enhance organizational functioning. Prior research consistently supports this relationship, showing that employees who perceive strong organizational support are more likely to exhibit OCB, driven by mutual trust and affective commitment.

Organizational Culture and Organizational Citizenship Behavior

Organizational culture is found to play a crucial role in shaping OCB. A positive, collaborative, and supportive culture fosters mutual respect and shared values among employees, encouraging them to participate actively in behaviors that support organizational effectiveness. In line with Social Exchange Theory, a constructive culture creates an environment of reciprocity, where employees feel appreciated and are thus motivated to give back through voluntary actions that benefit the organization. Several previous studies have shown that when organizations cultivate a strong culture of cooperation and appreciation, employees naturally display higher levels of OCB, such as altruism, conscientiousness, and civic virtue.

Self-Efficacy and Organizational Culture

The findings reveal that self-efficacy significantly influences organizational culture. Employees who believe in their own abilities contribute more effectively to creating and sustaining a positive work culture. Confident individuals are more inclined to share ideas, take initiatives, and engage in behaviors that strengthen collaboration and mutual respect. This relationship aligns with Social Exchange Theory, which posits that employees who feel capable and recognized by their organization are motivated to maintain a supportive and participative environment. Research has also shown that employees with higher self-efficacy are instrumental in fostering a culture of innovation and continuous improvement within the workplace.

Perceived Organizational Support and Organizational Culture

Perceived Organizational Support also plays a pivotal role in shaping organizational culture. When employees perceive that their organization values their contributions and cares for their well-being, they develop a stronger commitment to maintaining a positive and collaborative work environment. This reciprocal relationship strengthens the cultural foundation of the organization. Studies have demonstrated that supportive organizational practices—such as fair treatment, recognition, and development opportunities—enhance employees' sense of belonging, which contributes to building a culture that promotes engagement, teamwork, and mutual support.

The Mediating Role of Organizational Culture

The mediating effect of organizational culture between self-efficacy and OCB, as well as between POS and OCB, is also confirmed. Organizational culture acts as a conduit through which individual and organizational factors interact to influence employee behavior. Employees with high self-efficacy are more likely to thrive in a culture that values initiative and collaboration, which, in turn, encourages them to engage in OCB. Similarly, when employees perceive strong organizational support, a positive culture amplifies their motivation to reciprocate through voluntary behaviors that benefit the organization. This finding reinforces the Social Exchange perspective, emphasizing that both self-efficacy and perceived organizational support contribute to the development of a constructive culture, which subsequently enhances OCB. Previous research has also highlighted that a strong and supportive culture mediates the impact of psychological and organizational factors on OCB, ultimately improving overall organizational performance.

6. Conclusions

This study concludes that self-efficacy and perceived organizational support significantly influence Organizational Citizenship Behavior (OCB), both directly and indirectly through organizational culture. Employees with high self-efficacy demonstrate confidence and motivation that lead them to engage in extra-role behaviors, while those who perceive strong organizational support feel valued and reciprocate through actions that contribute positively to the organization.

Organizational culture plays a crucial mediating role, acting as the foundation that reinforces positive behavioral patterns and strengthens the relationship between psychological and organizational factors. These findings collectively support the Social Exchange Theory, emphasizing that reciprocal relationships between employees and the organization enhance individual performance and overall organizational effectiveness.

Despite these significant findings, this study has several limitations. The research was conducted within a single institutional context—the Bongan Tabanan Village Office—which may limit the generalizability of the results to other organizational settings or industries. The use of self-reported questionnaires could also introduce response bias, as participants may provide socially desirable answers rather than fully accurate reflections of their behavior. Additionally, the cross-sectional research design limits the ability to establish causal relationships over time between self-efficacy, perceived organizational support, organizational culture, and OCB.

Future research should expand the scope by including diverse organizational contexts, such as private and non-profit sectors, to enhance the generalizability of the findings. Longitudinal studies are recommended to capture the dynamic interactions between these variables over time and to better understand how organizational culture evolves as both a mediator and an outcome of employee behavior. Moreover, future studies could incorporate additional moderating factors—such as leadership style, job satisfaction, or employee engagement—to provide a more comprehensive understanding of the mechanisms that drive OCB and the role of organizational culture in sustaining it.

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