

Effects of Fulfilling Psychological Contracts and Job Characteristics towards Organizational Citizenship Behavior Mediated by Perceived Organizational Support at the SMEs Culinary in Yogyakarta

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Keywords: Psychological Contract Fulfillment, Job Characteristics, Organizational Citizenship Behavior, Perceived Organizational Support.

Abstract: This study aims to examine and analyse the direct influence of fulfilment of Psychological Contracts on OCB (Organizational Citizenship Behavior), the direct influence of Job Characteristics on OCB, the indirect effect of Fulfillment of Psychological Contracts on OCB through POS, and the indirect effect of Job Characteristics on OCB through POS 68 employees from SMEs culinary in Yogyakarta. The method used in sampling is a census, with a population of 68 employees. The analytical method used is Path Analysis. The results found that: 1) There is a direct and significant effect of fulfilling Psychological Contracts on OCB; 2) There is a direct and significant influence of Job characteristics on OCB; 3) There is an indirect and significant effect on fulfilling Psychological Contracts on OCB mediated by POS; 4) There is an indirect and significant influence of Job Characteristics on OCB mediated by POS.

1 INTRODUCTION

In the development of human resource management, many companies currently focus not only on roles but also on the extra role of employees, including Organizational Citizenship Behavior (OCB). Organ (1988) defines OCB as an individual's free behavior that is explicitly or indirectly recognized by the formal system, and in the aggregate of functioning effectively and efficiently in an organization.

Kreitner and Kinicki (2014) stated that one of the factors affecting OCB employees is the Psychological Contract. In their research, Ahmad and Zafar (2018) show that Psychological Contract Fulfillment leads to increased organizational identification, employee involvement, reduction in turn over the intention, increased commitment, innovative work behavior, employee performance, and Organizational Citizenship Behavior. In the assessment conducted, Organizational Citizenship Behavior also runs in parallel with Job Characteristics. In the Ajgaonkar study (in MajdAzar, 2018) conducted on a sample of employees in the Indian industrial sector, and

examining the relationship between job characteristics and OCB,

this study found that when providing greater opportunities for employees to use many different skills, reflected by showing higher OCB level. In addition to Psychological Contracts, Job Characteristics, and OCB, another variable examined in this study is Perceived Organizational Support. Defined as employees' overall beliefs about the extent to which organizations assess their well-being (Eisenberger et al., 1986).

This research takes the object at the SMEs culinary in Yogyakarta, which is one of the many companies engaged in the culinary industry. Referring to the theory about OCB, one of the indicators in OCB is Conscientiousness, which is a behavior that goes beyond the requirements of the organization's minimum role in terms of attendance, and timeliness. Judging from the problems that have occurred at SMEs culinary in Yogyakarta, its employees have not fulfilled the Conscientiousness by arriving late and not on time. Based on the results of interviews with employees of the SMEs in Yogyakarta head office in Sleman, it can be seen that

the company is considered to have not provided sufficient space for employees to develop their skills and abilities so that employees have high. Competitiveness in the industry. This is indicated by the rarely held training and development for employees. This can be related to the psychological contract fulfillment theory, in which one of the indicators is the Development of External Work.

Some employees are also quite difficult with the work rhythm that is in the company. This is due to many employees who are placed in divisions that are not following their educational background so that employees are less able to maximize the use of knowledge and skills gained from formal education. This phenomenon can be related to the Job Characteristics theory proposed by Hackman and Oldham (in Mas'ud 2004), where two of the indicators are the use of knowledge and the use of employee skills. The low level of Organizational Citizenship Behavior is also caused by the low level of Perceived Organizational Support. Based on the results of the interview, it can be seen that the company is considered not able to respond to employee complaints properly.

2 LITERATURE REVIEW

2.1 Fulfillment of Psychological Contracts

Rousseau (1995) defines psychological contracts as individual beliefs formed by organizations and relates to the provisions and agreements of exchange between individuals and their organizations.

H1: Fulfillment of Psychological Contracts has a direct and significant effect on Organizational Citizenship Behavior at SMEs culinary in Yogyakarta

2.2 Job Characteristics

Hackman and Oldham (1975), as the originators of the theory of job characteristics, in their journal, define job characteristics as a set of environmental variables that are widely regarded as important causes of employee influence and behavior.

H2: Job Characteristics have a direct and significant effect on Organizational Citizenship Behavior at the SMEs culinary in Yogyakarta.

2.3 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is included in extra-role behavior, that is, an individual's contribution exceeds the demands of a role at work, which Organ (1988) defines as individual free behavior that is explicitly or indirectly recognized by the formal system, and in the aggregate to function effectively and efficiently in an organization.

H3: Fulfillment of psychological contract indirectly and significantly influences Organizational Citizenship Behavior, which is mediated by Perceived Organizational Support at the Special Office of SMEs culinary in Yogyakarta.

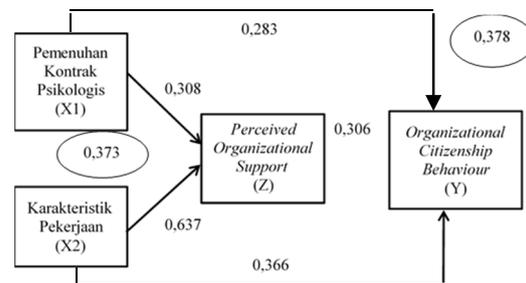
2.4 Perceived Organizational Support

Perceived Organizational Support (POS) can be in the form of appreciation for employee contributions, listening to complaints, feeling proud of employee performance or achievements, and meeting employee needs. With the POS provided by an organization to its employees can provide satisfaction for employees and increase commitment to work, Rhoades & Eisenberger (2002).

H4: Job Characteristics have an indirect and significant effect on Organizational Citizenship Behavior mediated by Perceived Organizational Support at SMEs culinary in Yogyakarta

3 RESEARCH DESIGN

The framework of thought proposed for this study is based on the independent and dependent variables described. To further facilitate understanding of the research framework, this can be seen as follows:



Picture 1: Research Model

4 RESEARCH METHOD

The research method used is a survey research method, with primary and secondary data types. The process of collecting data through interviews and questionnaires distributed to 68 employees of SMEs culinary in Yogyakarta Head Office in Sleman. The instrument test used is the validity test and the reliability test. Data analysis techniques used in this study are Descriptive and Quantitative Analysis. Quantitative Analysis in this study uses Path Analysis. To test the role of mediators in this study, the Sobel and Bootstrapping Test was used. The Sobel Test Formula is as follows.

$$Sat = \sqrt{b2Sa2 + a2Sb2 + Sa2Sb2}$$

$$t = \frac{ab}{Sat}$$

5 RESULTS AND DISCUSSION

5.1 Descriptive Analysis

In this study, primary data sourced from 68 respondents, then analyzed to determine its general characteristics, which are obtained from questions related to gender, last education, age, and length of work. Here is a table that shows the results of a descriptive analysis of research.

Table 1. Characteristics of respondents by sex

Sex	Number	Percentage
Male	29	43%
Female	39	57%
Total	68	100%

Source: Primary data is processed, 2019

Table 2 Characteristics of respondents by last education

Occupation	Number of	Percentage
SD	1	1.47%
SMP	0	0%
SMA	12	17.65%
DIPLOMA	6	8.82%
SI	49	72.06%
TOTAL	68	100%

Source: Primary data processed, 2019

Table 3 Characteristics of Respondents by Age

Age	Number of	Presentations
20 to 25 years	36	52, 94%
26 to 30 years	23	33.82%
31 to 35 years	7	10.29%
36 to 40 years	2	2.94%
Total	68	100%

Source: Primary data processed, 2019

Table 4 Characteristics of Respondents based on Work Period Work

Period	Number of	Presentation s
1 to 5 years	57	83.82%
6 to 10 years	10	14.71%
11 to 15 years	1	1.47%
Total	68	100%

Source: Primary data processed, 2019

5.2 Quantitative Analysis Model I Path Analysis

Model path I Analysis is used to analyze the effect of Fulfilling Psychological Contracts (X1) and Job Characteristics (X2) on Perceived Organizational Support (Z). The pathway equation model I is $Z = 0.308X1 + 0.637X2 + e1$

The coefficient value of the Psychological Contract Fulfillment path that can be seen in the beta coefficient is 0.308, from the statistical calculations the results of t count are 2.620 with a significance of 0.011, which is less than 0.05. This shows that the Fulfillment of Psychological Contracts (X1) has a direct and significant effect on Perceived Organizational Support (Z).

The path coefficient value of Job Characteristics that can be seen from the beta coefficient is 0.637; the statistical calculation shows that t arithmetic is 5.409 with a significance of 0.000, which is less than 0.05. This shows that Job Characteristics (X2) have a direct and significant effect on Perceived Organizational Support (Z).

The coefficient of determination (R2) by looking at the Adjusted R Square is 0.857, which means that 85.7% of the Perceived Organizational Support

variable can be explained by the variable Psychological Contract Fulfillment and Job Characteristics, while 14.3% is influenced by other variables not included in the model this. The error value in the path of model I (e1) is $\sqrt{(1-R^2)} = \sqrt{(1-0,861)} = 0.373$.

5.3 Model II Path Analysis

Model II Path analysis is used to analyze the effect of Psychological Contract Fulfillment (X1), Job Characteristics (X2), and Perceived Organizational Support (Z) on Organizational Citizenship Behavior (Y). The pathway equation model II is as follows:

$$Y = 0.283X1 + 0.366X2 + 0.306Z + e^2$$

The coefficient value of the Psychological Contract Fulfillment path that can be seen in the beta coefficient is 0.283. From the statistical calculation, the result of t count is 2,237 with a significance of 0.029, which is less than 0.05. This shows that the Fulfillment of Psychological Contracts (X1) has a direct and significant effect on Organizational Citizenship Behavior (Y).

The path coefficient value Job Characteristics that can be seen from the beta coefficient is 0.366. The results of statistical calculations show that the t value is 2.524, with a significance of 0.014, which is less than 0.05. This shows that Job Characteristics (X2) have a direct and significant effect on Organizational Citizenship Behavior (Y).

The path coefficient value of the Perceived Organizational Support (Z) that can be seen from the beta coefficient is 0.306. The results of statistical calculations show that the t value is 2,410 with a significance of 0.019, which is less than 0.05. This shows that Perceived Organizational Support (Z) has a direct and significant effect on Organizational Citizenship Behavior (Y).

The coefficient of determination (R²) by looking at Adjusted R Square is 0.851, which means that 85.1% of the variable Organizational Citizenship Behavior can be explained by the variables of Psychological Contract Fulfillment, Job Characteristics, and Perceived Organizational Support while 14.9% is influenced by other variables not included in this model. The error value in the path of model I (e2) is equal to $\sqrt{(1-R^2)} = \sqrt{(1-0,857)} = 0,378$.

By using the Sobel Test and Bootstrapping to test the indirect effect of the X1 variable on the Y variable via the Z variable, the following results are obtained. $t = 0.4116 / 0.0911 = 4.518112$. Based on the results of these calculations, the obtained value of t

arithmetic of $4,518112 > t$ table (1.9966), which means significant at the 0.05 significance level.

To test the indirect effect of the X2 variable on the Y variable through the Z variable, also used the Sobel Test and bootstrapping, and the following results were obtained. $t = 0.3633 / 0.063 = 3.772586$. Based on these calculations, the obtained value of t counts equal to $3.772586 > t$ table (1.9966) which means significant at the 0.05 significance level

6 CONCLUSIONS

Based on the analysis and discussion described in the previous chapter, it can be concluded from this study that :

- A. Fulfillment of Psychological Contracts has a direct and significant effect on Organizational Citizenship Behavior at the SMEs culinary in Yogyakarta, so the first hypothesis is supported.
- B. Job characteristics directly and significantly influence Organizational Citizenship Behavior at SMEs culinary in Yogyakarta, so that the second hypothesis is supported.
- C. Psychological contracts have an indirect and significant effect on Organizational Citizenship Behavior mediated by Perceived Organizational Support at the SMEs culinary in Yogyakarta, so the third hypothesis supported.
- D. Job Characteristics have an indirect and significant effect on Organizational Citizenship Behavior mediated by Perceived Organizational Support at SMEs culinary in Yogyakarta Headquarters in Sleman, so the hypothesis is fourth supported.

7 SUGGESTIONS

Because job characteristics have the greatest influence on Organizational Citizenship Behavior, in order to maintain and even increase the level of Organizational Citizenship Behavior at SMEs culinary in Yogyakarta, company management needs to further analyze the characteristics, standards, and requirements of the work, so that the employee can work more optimally or even give more effort than the company is targeting. Because Perceived Organizational Support has a mediating role in this research, the improvement of this indicator can be made with the company assigning tasks according to the expertise and interests of its employees, and the

company can also hold recreational events outbound every six months. It is expected that with the increase in job characteristics as the variable that has the most influence, as well as the Perceived Organizational Support, which has a mediating role, the will also increase Organizational Citizenship Behavior.

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