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## The role of organizational support and psychological empowerment towards organizational citizenship behavior and its impact on employee performance at the sabang business agency

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### Abstract

The objective of this study is to find out the determinant factors of employee performance and how they affect employee performance variables at the institution. In addition, to find out whether there is a mediating role of citizenship behavior on employee performance in this organization. The population is a group of people who meet the requirements to serve as respondents. In this case, the operations included are all existing BPKS employees, as many as 160 people, both those who work at the BPKS head office in Sabang, as well as those in the representative offices of Banda Aceh, Jakarta, and the island of Aceh. Due to the time limitations of the researchers, not all of the population were used as respondents, but the researchers limited the number of samples to 115 respondents who were obtained using the Slovin formula. Primary data collection was carried out using a questionnaire plus interviews. While data processing was carried out using SPSS software and Amos using the structural equation model (SEM) technique. Of the five direct hypotheses tested, all show a significant effect. The significance that occurs in this direct test indicates that there is a match between the research model developed and the facts at the Sabang Area Concession Agency Office where this research was conducted. Based on the results or findings presented in the previous section, the variables of Organizational Support, Psychological Empowerment, and OCB are indeed the determinant variables of improving employee performance. So that the management can use these three variables as tools or tools to improve the performance of employees at the BPKS Sabang office. To support the strongest increase in employee performance, it can be done through the Psychological Empowerment variable, because this variable has the largest magnitude number compared to the other three variables.

**Keywords:** High work performance practices on hospital employee performance in Banda Aceh, the mediation role of employee engagement and the moderating role of employee extra role

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### 1. Introduction

#### 1.1. Background

The Sabang Free Trade Area and Free Port Concession Agency (BPKS) was established to develop a free trade area and port of Sabang, including the Pulo Aceh sub-district in Aceh Besar. Sabang Area as a Free Trade Area and Free Port (UU No. 37 of 2000). The role of employee performance is very crucial in supporting the achievement of the organization's vision and mission. For this reason, organizations such as BPKS feel the need to give serious attention to improving the capabilities of the employees in their organizations so that the organizational goals to be achieved can be realized as they should be. BPKS in Sabang needs management attention to improve the performance of its employees such as paying attention to organizational support and their psychological empowerment. Without special attention, employees can become lazy to work, and their performance will decrease.

The fact is that many issues related to employee performance are not carried out properly. The impact, of course, on the final result, which may not be achieved. From the results of the initial observations that the author made, several things can be noted related to the low performance of employees at this institution.

For example, related to the discipline problem of some employees against various policies and regulations that have been outlined by the organization, the lack of active participation of some employees in solving problems related to their duties, and internal communication that is not smooth and ineffective. All of these indications will certainly have an impact on the achievement of organizational goals.

At BPKS for evaluating employee performance using the e-performance application. E-Kinerja is a program to measure and evaluate employee performance from an electronic system-based organizational performance. In the evaluation carried out every month, it can be seen that there is still a lack of employee performance, both seen from the lack of directed performance input from the employees themselves and evaluations from their direct superiors. From internal data sources, it shows that the work behavior of employees, namely: discipline, responsibility, and leadership is classified as lacking because the coefficient number is still below the target, and only cooperation has sufficient value. While the results of work consisting of work quality and quantity of work are quite adequate and work skills are classified as good.

From previous research, it was revealed that several variables cause low employee performance, including organizational citizenship behavior (Bommer *et al* 2007; Sugianingrat *et al*, 2019; Tan & Mansor, 2014) <sup>[2, 22, 24]</sup>, organizational support (Chen, *et al* 2020; Ridwan *et al*. al, 2020; Nica, E. 2016) <sup>[3, 17, 14]</sup> and psychological empowerment (Iqbal, *et al* 2020; Malik, M., Sarwar, S., & Orr, S. 2020; Sun, X. 2016) <sup>[6, 12, 23]</sup>. Organizational support and psychological empowerment of employees are believed to shape OCB and can improve employee performance. Then researchers in the field of organizational psychology have shown that behavior in the workplace can increase organizational effectiveness. Organizations cannot survive or prosper without their members behaving as good citizens of the organization by engaging in all kinds of positive behavior. OCB has become a major construct in psychology and management and has received much attention.

There have been many previous studies that discussed improving employee performance such as that conducted by Prhan, RK, & Jena, LK (2017) <sup>[15]</sup> which discussed the conceptual model of employee performance in the workplace. Likewise, Guerrero, S., *et al* (2018) <sup>[5]</sup> discuss the relationship between employees' psychological empowerment and employee performance. Unlike previous studies which focused on the direct effect of psychological empowerment on employee performance, this study tries to place organization citizenship behavior as mediation to strengthen the influence between psychological empowerment and employee performance. This is important because the research conducted by Tan, YH, & Mansor, NNA (2014) <sup>[24]</sup>, found a significant effect between OCB on employee performance.

## 1.2 Research Problem

The problem of this research is the performance of BPKS Sabang employees. What is the influence of organizational support, psychological empowerment, and OCB on the performance of this BPKS employee?

## 1.3 Research Objectives

To find out the determinant factors of employee performance and how they affect employee performance variables at this

BPKS institution. In addition, to find out whether there is a mediating role of citizenship behavior on employee performance in this organization.

## 2. Literature Review

### 2.1. Organizational Support

In Yohana's research, C. (2017) found that the results of the correlational analysis showed that the perception of organizational support was positive and significantly correlated with OCB. The results of the correlation between the dimensions of perceived organizational support and OCB showed that emotional support, real support, and information support were significantly positively correlated with OCB. Several previous studies also support a positive relationship between perceived support and OCB. Kamal, S., & Sajjad-UI-Hassan, F. (2016) <sup>[8]</sup> argue that organizational support creates a sense of trust that the organization will fulfill its obligations by acknowledging and efforts to benefit the organization and trust will also be followed by an increase in OCB (OCB). Kerdpitak, C., & Jermstittiparsert, K. (2020) <sup>[9]</sup> noted that employees' positive attitudes towards the organization, such as the organizational support provided, were more likely to be related to the extra-role behaviors the organization provided. He says that employees seem to seek balance in their relationships with the organization by exhibiting attitudes and behaviors that are commensurate with the amount of commitment their managers place on them. The effect of Organizational Support on Employee Performance has been widely studied by previous researchers such as Jibrin-Bida, M., Abdul-Majid, AH, & Ismail, A. (2017) <sup>[7]</sup> and Na-Nan, K., Joungtrakul, J., & Dhienhirun, A. (2018) <sup>[13]</sup>. Jibrin-Bida *et al* (2017) <sup>[7]</sup> have shown the effect of positive support organization on employee performance, although several other studies are showing the opposite. Thus, the research of Jibrin-Bida *et al* (2017) <sup>[7]</sup> not only investigates the effect of organizational support on employee performance but also looks at other aspects such as work appraisal compensation and also succession planning related to employee careers in an organization. This implies that effective HR practices improve employee performance and thus organizations must implement these HR practices effectively, especially organizational support for their employees.

**H1:** The effect of organizational support on OCB in BPKS Sabang Employees.

**H3:** The effect of organizational support on employee performance at BPKS Sabang employees.

### 2.2. Psychological Empowerment

The study by Shapira-Lishchinsky, O., & Benoliel, P. (2019) who conducted research among health nurses, showed a positive relationship between psychological empowerment and OCB in some employees at the research site. Previous research has also shown the influence of Psychological Empowerment on OCB. This research was conducted by Shahab, A., Sobari, A., & Udin, U. (2018) <sup>[20]</sup>. In his research entitled Empowering leadership and OCB: the mediating roles of psychological empowerment and emotional intelligence in the medical service industry? The research conducted by Sun, X. (2016) <sup>[23]</sup> mainly explores the relationship between psychological empowerment and job performance as well as their internal mechanisms of employee psychological empowerment and discusses job satisfaction and organizational justice as some of the

mediating effects between psychological empowerment and job performance. This study mainly adopted a questionnaire method, including a web questionnaire survey and a field questionnaire survey. The conclusions are as follows: Conclusion 1: Psychological empowerment, work meaning, competence, impact and self-determination, and work performance are significantly related. Conclusion 2: Psychological empowerment has a significant effect on job performance Conclusion 3: Regression analysis shows that job satisfaction acts as a mediator between psychological empowerment and job performance.

**H2:** The effect of psychological empowerment on OCB in BPKS Sabang employees.

**H4:** The effect of psychological empowerment on employee performance at BPKS Sabang high and employee performance.

### 2.3 Organizational Citizenship Behavior (OCB)

Conceptually, OCB is the attitude shown by employees in helping the organization achieve its goals, either in the form of work assistance to coworkers or even giving something more than the work demands imposed by the organization on them. This concept is known as OCB ((Robbins 2016) <sup>[18]</sup>. OCB is an attitude of willingness from employees to work beyond what should be done without expecting a reward or reward. In other words, employees do not mind carrying out work that is outside their main duties and responsibilities because of their love for the organization. (Bommer 2007) <sup>[2]</sup>.

Sugianingrat (2009) <sup>[22]</sup> Explaining this attitude is a positive attitude that is expected by the organization toward its employees. But in fact, not all employees have this attitude. So there needs to be encouragement from management to increase the love and willingness of employees to work more even though it is not their responsibility.

**H5:** The influence of OCB on the performance of BPKS Sabang employees

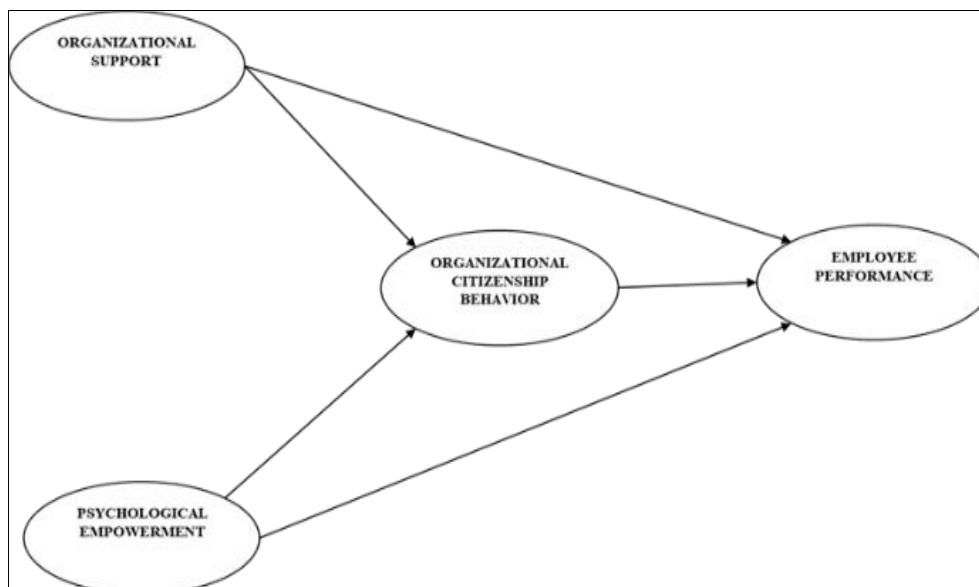
### 2.4 Employee Performance

Performance is the output shown by employees of the work done following what was ordered by the company to do it. Performance can be said to be a function of the employee's ability to do his job plus the motivation shown by the employee as long as he dedicates his time and mind to completing the job. On the other hand, how much motivation is shown by employees who do work without being supported by adequate skills and clear directions on how to complete the work, then the results are certainly not as expected.

Employee performance is a combination of achievements related to the number of expected results as well as their quality. This is still coupled with the time required to do the work by the given deadline (Djat Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X. (2020) <sup>[3]</sup>.

### 2.5 Research Model

The model in this study is shown in Figure 1 below.



**Fig 1:** Research Framework

### 3. Research Method

A population is a group of people who meet the requirements to serve as respondents. In this case, the operations included are all existing BPKS employees, as many as 160 people, both those who work at the BPKS head office in Sabang, as well as those in the representative offices of Banda Aceh, Jakarta, and the island of Aceh.

Due to the time limitations of the researchers, not all of the population were used as respondents, but the researchers limited the number of samples to 115 respondents who were obtained using the Slovin formula. Primary data collection was carried out using a questionnaire plus interviews. While

data processing was carried out using SPSS software and Amos using the structural equation model (SEM) technique. Measurement of Organizational Support variables using Indicators adopted from (Kerdipitak & Jermsttiparsert, 2020) <sup>[10]</sup>. Psychological Empowerment is measured by five indicators (Khusanova *et al.*, 2019) <sup>[11]</sup>. OCB is measured using five indicators adapted from (Vipraprastha *et al.*, 2018) <sup>[25]</sup>. Finally, the Employee Performance variable was analyzed using five measurement scales adopted (Robbins & Coulter, 2017) <sup>[19]</sup>. Measurement Descriptive hypothesis testing was carried out using the average value of the respondents' perceptions of each variable. While testing the

causalities hypothesis was carried out using a structural equation model with criteria  $CR > 1.960$  and  $P < 0.05$

**4. Research Results**

**4.1 Characteristics of Respondents**

Respondents who are male are 67.5% or 108 people while 32.5% or 52 are female. In terms of age, the majority of respondents were between 40 and 49 years old, 59.4% or 95 people, and 21.3% or 34 people aged 30 to 39 years. In terms of education, the majority of respondents had undergraduate education, namely 59.4% or 95 people, then 19.4% or 31 postgraduates, and 15% or 24 people with high school education. From the aspect of marriage, the majority of

respondents, namely 86.9% or 139 people are married. Meanwhile, when viewed from the length of their work, the majority of respondents have served between 11 to 15 years, namely 30% or 48 people, and 16 to 20 years by 26.9% or 43 people.

**4.2 Research Instrument Tests**

**a. Validity test**

A validity test is conducted to measure how valid each indicator is in representing each variable. If it turns out that there are indicators that are not valid, they will be eliminated and only valid indicators will be maintained. Validity testing was carried out using construct validity techniques.

**Table 1:** Constructive Validity Results

			Estimate	SE	CR	P
a23	<---	Support Organization	1,000			
a24	<---	Support Organization	,911	,061	14,902	***
a25	<---	Support Organization	,997	,072	13,799	***
a26	<---	Support Organization	,840	,067	12,505	***
a30	<---	Psychology	1,000			
a29	<---	Psychology	1.015	,100	10,165	***
a28	<---	Psychology	1.090	0.099	11.003	***
a27	<---	Psychology	,916	,129	7,111	***
a31	<---	OCB	1,000			
a32	<---	OCB	,938	,119	7,904	***
a33	<---	OCB	1,115	,112	9,917	***
a34	<---	OCB	1,257	,115	10,892	***
a35	<---	OCB	1,286	,115	11.165	***
a36	<---	Employee performance	1,000			
a37	<---	Employee performance	,949	,086	10,997	***
a38	<---	Employee performance	,901	,096	9,425	***
a39	<---	Employee performance	,961	0.090	10,682	***
a40	<---	Employee performance	,799	,113	7,104	***

From the results of the validity tests that have been carried out, it turns out that all existing indicators meet the requirements, namely the P-value is less than 0.05. Thus, all the indicators involved in this study deserve to be maintained.

**4.3 Confirmatory Factor Analysis (CFA)**

CFA is part of the Structural Equation Modeling (SEM) analysis. SEM is a complete model analysis intended to test the models and hypotheses developed in this study. This

analysis was carried out after the analysis of the measurement model through the Confirmatory Factor Analysis (CFA) test. From the results of the CFA test, it is known that there is one indicator in the variable of job competence, namely the X2.4 indicator has a loading factor value of 0.5 so the indicator is not included in the next test. SEM analysis was carried out by testing the significance of causality through the regression cohesion test.

**Table 2:** Confirmatory Factor Analysis

			Estimate
a23	<---	Support_Organization	,833
a24	<---	Support_Organization	,882
a25	<---	Support_Organization	,833
a26	<---	Support_Organization	,777
a30	<---	Pemb._Psychology	,785
a29	<---	Psychology	,725
a28	<---	Psychology	,781
a27	<---	Psychology	,523
a31	<---	OCB	,710
a32	<---	OCB	,589
a33	<---	OCB	,742
a34	<---	OCB	,817
a35	<---	OCB	,839
a36	<---	Employee performance	,750
a37	<---	Employee performance	,783
a38	<---	Employee performance	,679
a39	<---	Employee performance	,762
a40	<---	Employee performance	,520

From the table above, it can be seen that none of them has a coefficient value below 0.5 or rounding up to 0.5. So by factor loading, all existing indicators are said to have had a loading factor that is more than the required requirements, so it is said to be valid to be included in structural testing.

**4.4 Goodness of Fit**

Based on the results of the SEM analysis, it is known that the goodness of fit index value has met the model suitability requirements. So that the SEM analysis in this study has also met the requirements for use in hypothesis testing. The goodness of fit value can be seen in Table 1 and the results of the structural equation modeling analysis can be seen in the following table.

**Table 3:** Evaluation of Criteria for Goodness of Fit Indices

No	Goodness of Fit Indices	Cut Off Value	Test results	Information
1	CMIN/DF	< 2.00	2.010	Marginal Fit
2	RMSEA	<0.080	.073	Fit
3	GFI	>0.90	.884	Marginal Fit
4	IFI	>0.90	.943	Fit
5	TLI	>0.90	0.928	Fit

Based on the table, it can be seen that the model is feasible to use because all goodness of fit values have two marginal fit conditions and the rest are all fit. In an empirical study, a researcher is not required to fulfill all the goodness of fit criteria, but depends on the judgment of each researcher. Marginal value is the condition of the suitability of the

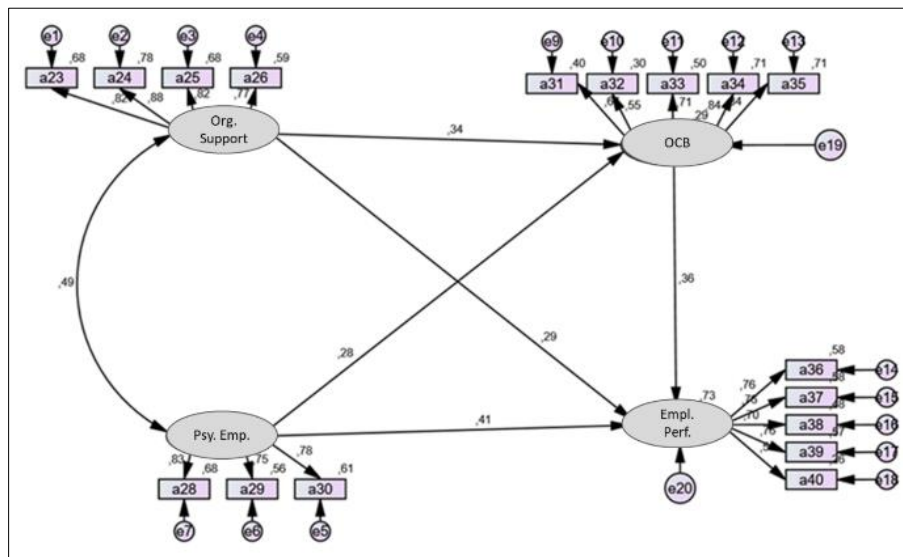
measurement model under the criteria of absolute fit and incremental fit. However, it can still be continued in further analysis because it is close to the goodness of fit criteria. Therefore, the model in this study as a whole can be analyzed further.

**4.5 Hypotheses Testing with Structural Model**

**Table 4:** Results of Structural Equation Modeling Analysis

			Estimate	SE	CR	P	Beta
OCB	<---	Support_Organization	,195	0.048	4.036	***	,342
OCB	<---	Psychology	,240	0.048	4,988	***	,278
Employee performance	<---	OCB	,523	,067	7,837	***	,358
Employee performance	<---	Support_Organization	,240	0.048	4,988	***	,289
Employee performance	<---	Psychology	,523	,067	7,837	***	,414

**4.6 Direct Hypothesis Testing**



**Fig 2:** Structural Model

**H1. The effect of organizational support on OCB on employees:** The test results of the influence of organizational support on OCB in BPKS Sabang employees show a CR value of 4,036 and a probability of \*\*\*. The two values obtained have met the requirements for the acceptance of Ha, namely the CR value greater than 1.96 and the probability less than 0.05. Thus, it can be stated that the effect of organizational support on the OCB of BPKS Sabang

employees is significant. The magnitude of the coefficient of the influence of organizational support on OCB in BPKS Sabang employees is 0.342 so the impact of the influence of organizational support on OCB on Sabang BPKS employees is significant at 34.2%.

**H2. The effect of psychological empowerment on OCB on employees:** The test results on the influence of psychological

empowerment on OCB in BPKS Sabang employees show a CR value of 4,988 and with a probability of \*\*\* Both values obtained have met the requirements for acceptance of Ha, namely the CR value is greater than 1.96 and the probability is higher. Smaller than 0.05. Thus, it can be stated that the effect of psychological empowerment on OCB on BPKS Sabang employees is significant. This means that if you want to increase your OCB, you have to improve your psychological empowerment. The magnitude of the influence of psychological empowerment on OCB in BPKS Sabang employees is 0.278 or 27.8%. So that OCB will increase if the psychological empowerment of employees is also increased

**H3. The effect of organizational support on employee performance on employees**

The test results of the influence of organizational support on employee performance at BPKS Sabang employees show a CR value of 4,988 and a probability of \*\*\*. The two values obtained have met the requirements for the acceptance of Ha, namely the CR value greater than 1.96 and the probability less than 0.05. Thus, it can be stated that the effect of organizational support on employee performance at BPKS Sabang employees is significant. The magnitude of the coefficient of the influence of organizational support on employee performance at BPKS employees of Sabang is 0.289. This shows that an increase in one unit of reward will increase employee performance by 28.9%.

**H4. The effect of psychological empowerment on employee performance**

Testing Hypothesis number 4, namely psychological empowerment and its relation to employee performance show positive and significant results because this hypothesis can meet the required requirements, namely CR and p values that exceed the threshold value. Thus, it can be stated that the effect of psychological empowerment on employee performance at BPKS of Sabang is significant. The magnitude of the coefficient of the influence of psychological empowerment on employee performance at BPKS Sabang is 0.414 or 41.4%. Thus, the impact it causes to increase the influence of psychological empowerment on employee performance at BPKS Sabang is quite significant in magnitude, although other variables have a greater influence than this variable.

**H5. The influence of OCB on employee performance**

The test results of the influence of OCB on the performance of BPKS Sabang employees show a CR value of 7.837 and a probability of \*\*\*\*. The two values obtained have met the requirements for the acceptance of Ha, which is greater than 1.96 and the probability is less than 0.05. Thus, it can be stated that the influence of OCB on the performance of BPKS Sabang employees is significant. The magnitude of the coefficient of the influence of OCB on the performance of BPKS Sabang employees is 0.358 or 35.8%. Thus, the impact it has on increasing the influence of OCB on the performance of BPKS Sabang employees is quite significant in magnitude.

**4.7 Indirect Hypothesis Testing**

**H6. The effect of organizational support on employee performance mediated by OCB on BPKS Sabang employees**

The results of indirect tests involving the effect of

organizational support on employee performance mediated by OCB also showed significant results. This happens because the indirect hypothesis number 6 can meet the required requirements, namely, the P-value obtained from the bootstrapping test results is smaller than 0.05. The magnitude of the coefficient of the influence of organizational support on employee performance mediated by OCB in BPKS Sabang employees is 0.122 or 12.2%. Thus, it can be seen that there is a mediating role in the OCB variable. The influence of organizational support on employee performance mediated by OCB in BPKS Sabang employees is significant, although only partially mediating.

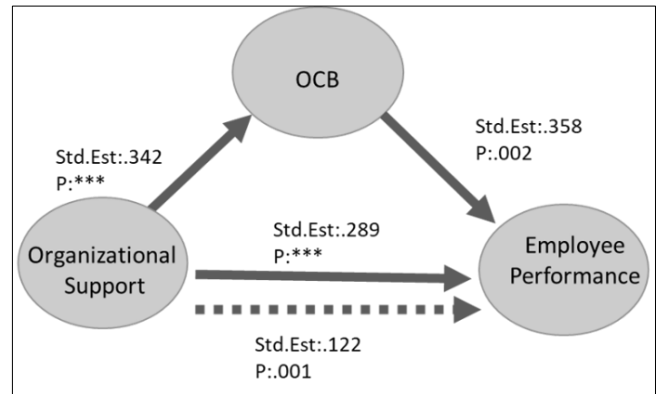


Fig 3

**4.8 The effect of psychological empowerment on employee performance mediated by OCB in BPKS Sabang employees**

Testing the next hypothesis related to the indirect effect is to place psychological empowerment as the independent variable. Using the bootstrapping test, the results also meet the significant requirements, namely the P-value which is smaller than 0.05. Thus, it can be stated that the effect of psychological empowerment on employee performance mediated by OCB on BPKS Sabang employees is significant. The magnitude of the coefficient of the influence of psychological empowerment on employee performance mediated by OCB in BPKS Sabang employees is .100 or 10.0%.

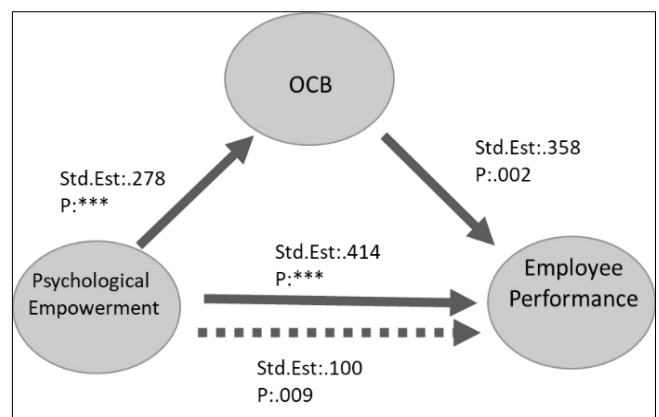


Fig 4

**4.9 Discussion**

Of the five direct hypotheses tested, namely the influence of organizational support on OCB in BPKS Sabang employees, the effect of psychological empowerment on OCB in Sabang

BPKS employees, the effect of organizational support on employee performance in Sabang BPKS employees, and the effect of psychological empowerment on the performance of employees at BPKS, The influence of OCB on the performance of employees of BPKS, all show a significant effect. The significance that occurs in this direct test indicates that there is a match between the research model developed and the facts at the Sabang Area Concession Agency Office where this research was conducted. Based on the results or findings presented in the previous section, it means that the variables of Organizational Support, Psychological Empowerment, and OCB are indeed the determinant variables of improving employee performance. So that the management can use these three variables as tools or tools to improve the performance of employees at the BPKS Sabang office. To support the strongest increase in employee performance, it can be done through the Psychological Empowerment variable, because this variable has the largest magnitude number compared to the other three variables, namely 35.8% compared to Organizational Support of 28.9% and OCB which is only 35.8%.

On the indirect effect, of the two hypotheses tested, although both showed significant results, the role of OCB in mediating the effect of organizational support on employee performance was still better than the psychological empowerment variable. The path of the influence of organizational support on employee performance mediated by OCB has a larger coefficient of 12.2%, compared to the indirect effect of Psychological Empowerment on employee performance which only has a coefficient of 10.0%.

For further research development, variable synthesis can also be added to create new variables from the results of the synthesis of two or more variables in this study. The synthesis of these variables must of course be done based on the existing field facts combined with theoretical concepts related to the variables to be synthesized.

## 5. Conclusion

Based on the results or findings presented in the previous section, it means that the variables of Organizational Support, Psychological Empowerment, and OCB are indeed the determinant variables of improving employee performance. So that the management can use these three variables as tools or tools to improve the performance of employees at the Sabang BPKS Office. To support the strongest increase in employee performance, it can be done through the Psychological Empowerment variable, because this variable has the largest magnitude number compared to the other three variables, namely 35.8% compared to Organizational Support of 28.9% and OCB which is only 35.8%.

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