ICHES: International Conference on Humanity Education and Society

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT, JOB EMBEDDEDNESS, AUTHENTIC LEADERSHIP, AND PSYCHOLOGICAL OWNERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EMPLOYEES OF THE IT COMPANIES YOGYAKARTA

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Abstract

Organizational Citizenship Behavior (OCB) is a positive deviant behavior that plays an important role in the corporate social aspects such as teamwork, communication, and other interpersonal relationships that have an impact on company productivity. This research aims to examine and analyze the influence of perceived organizational support, job embeddedness, authentic leadership, and psychological ownership on OCB in employees at one of the IT companies Yogyakarta. 124 samples were collected using nonprobability sampling techniques, more precisely purposive sampling. This research method is quantitative by collecting data using a questionnaire. Data analysis using SmartPLS 4.0 version. The research results show that perceived organizational support and authentic leadership have no effect on OCB. However, job embeddedness and psychological ownership have a positive and significant effect on OCB.

Keywords : *Perceived Organizational Support, Job Embeddedness, Authentic Leadership, Psychological Ownership, OCB*

Abstrak

Organizational Citizenship Behavior (OCB) merupakan perilaku menyimpang positif yang berperan penting terhadap aspek sosial perusahaan seperti kerja sama tim, komunikasi serta hubungan interpersonal lain yang berdampak pada produktivitas perusahaan. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh dukungan organisasi, keterikatan kerja, kepemimpinan autentik, dan psychological ownership terhadap OCB pada karyawan di salah satu Perusahaan IT Yogyakarta. 124 sampel dikumpulkan dengan menggunakan teknik nonprobability sampling lebih tepatnya purposive sampling. Metode penelitian ini adalah kuantitatif dengan pengambilan data menggunakan kuesioner. Analisis data menggunakan SmartPLS versi 4.0. Hasil penelitian menunjukkan bahwa dukungan organisasi dan kepemimpinan autentik tidak berpengaruh terhadap OCB. Namun, keterikatan kerja dan psychological ownership berpengaruh positif dan signifikan terhadap OCB.

Kata Kunci : Dukungan Organisasi, Keterikatan Kerja, Kepemimpinan Autentik, Psychological Ownership, OCB

A. Introduction

Companies are required to have a competitive advantage. So that companies can survive in the face of current competition, companies need to improve the quality of Human Resources (HR). This is because human resources are an important driving component in achieving company goals and companies that have quality human resources will be able to survive in competition with other companies. Apart from that, good HR management will certainly make a positive contribution to the company (Wiguna, 2018).

Improving the quality of human resources cannot be separated from Organizational Citizenship Behavior (OCB) in the work of employees who have an important role in the company's social aspects such as teamwork, communication and other interpersonal relationships. Within the company, Ozyilmaz et al. (2018) emphasize that support between workers is a good system for achieving company effectiveness, including in carrying out work outside of duties, main tasks, job status functions, this is called discretionary behavior or extra roles. When company employees behave OCB it will have an impact on increasing company productivity. OCB behavior is reflected through behaviors like helping others, volunteering for additional tasks, obeying workplace rules and procedures. If employees in a company have the enthusiasm to help each other and are selfless in achieving company goals, then this will automatically increase OCB in the company. These behaviors provide added value for employees, namely in the form of positive deviant behavior (Hidayati et al., 2022). Research on OCB has been conducted by Agustiani (2021), Rajab (2021), and Tumiwa & Pandowo (2020).

The discussion regarding OCB is related to perceived organizational support provided to employees, as one of the factors that influences the formation of this behavior. So adequate perceived organizational support is needed for each individual employee to foster good OCB behavior or extra role behavior within the company. According to Pangestuti (2018) perceived organizational support is employees' belief that the company cares about and appreciates their contribution to the company's success. This means that the perceived organizational support provided shows the extent to which the company is considered to appreciate the value of the contribution of the employees who work in it and how much it cares about employee welfare. Therefore, perceived organizational support is an important factor that can influence the formation of employee attitudes and behavior (Liu & Liu, 2021).

Apart from perceived organizational support, another factor that can influence OCB is job embeddedness. Several studies show that job embeddedness has a positive impact on OCB, such as research shown by Haryati et al. (2022)

stated that job embeddedness built by employees can form good work behavior and guarantee employees to continue working at their workplace. According to Sharma & Mishra (2023), the higher the job embeddedness, the higher the employee's OCB behavior.

Leadership is also a factor in increasing OCB. Therefore, this research uses leadership theory, namely authentic leadership which is a predictor of OCB. According to Afsar et al. (2020) when followers observe and realize that their leaders is behave appropriately (act authentically), they tend to show higher levels of commitment, company practices, and achievement of OCB behavior. That is, employees perform extra role activities when they feel comfortable with their leaders.

Meanwhile, Psychological Ownership (PO) is at the company level, where employees feel that the company is 'theirs'. The closer the alignment of individual values and company values, the more likely it is that ownership behavior can be transferred throughout the company. Ownership emphasizes the feeling that one is part of an enterprise, the feeling of 'belonging somewhere' where one's psychological needs are met. Research findings show that OCB is positively influenced by PO. The lower the PO, the higher the employee's OCB. PO in a company psychologically influences employees in their job description to be willing to do extra work outside their formal duties (Dewi et al., 2021).

The results of the review conducted showed that some literature had inconsistent results, such as research by Pelealu (2022); Asgari et al. (2020); Tumiwa & Pandowo (2020); Saputra & Supartha (2019); and Indrawiani et al. (2018) found that perceived organizational support has a positive and significant relationship with OCB. However, this is different from the results of research conducted by Ansori & Wulansari (2021) which stated that there was no influence of perceived organizational support on OCB. So, it does not rule out the possibility that there are other variables that can increase OCB in companies such as additional variables: (1) job embeddedness according to Sakinah et al. (2023), Bonaiuto et al. (2022), Haryati et al. (2022), Tumiwa & Pandowo (2020); (2) authentic leadership by Shaikh et al. (2022), Wahyuni & Rahyuda (2021), Iqbal et al. (2018), and Wei et al. (2018); psychological ownership by Dewi et al. (2021). So this research focuses on exploring the relationship between perceived organizational support, job embeddeness, authentic leadership, and psychological ownership on OCB to provide additional empirical evidence about the antecedents of OCB and there has been no similar research that uses a similar research framework in an IT company in Yogyakarta.

This research was conducted at one of the IT companies Yogyakarta which is a private company that operates in the digital sector and applies current technological trends by working a lot in the field of data communications and IT solutions directly to end consumers, especially for internet access and multimedia communication services. In this case, companies certainly need to be supported with OCB behavior to improve quality and service, as well as improvisation and innovation in the company's IT network because basically employees sometimes apply OCB behavior at work without realizing it. However, there is still a lack of employee OCB behavior in one of the IT companies Yogyakarta. It can be seen that most employees are not willing to work beyond their responsibilities except when there are certain events or projects. Thus, with perceived organizational support, job embeddedness, authentic leadership, and psychological ownership it is possible to encourage employees to engage in OCB behavior at work.

Literature Review

1. Perceived Organizational Support

The theory used in perceived organizational support is social exchange theory. Employees who develop a strong level of support from the company or their leaders can lead to effective work behavior such as providing more help to coworkers (Dewi & Dewi, 2018). Perceived organizational support is the company's way of treating employees according to what they have done, employees who receive company support are less likely to look for another job. Perceived organizational support is provided by providing respect, appreciation or compensation, access to information, promotions, and other forms of support that can make employees work better to achieve mutually determined goals (Murniasih & Sudarma, 2016; Ramanto, 2022). Perceived organizational support is an individual's general feelings and beliefs that the company values cooperation, supports its members, and cares about their welfare and future (Albalawi et al., 2019; Asgari et al., 2020). Good employee perceptions are due to perceived organizational support which ultimately gives employees a feeling of 'debt' to the company so that they feel they have an obligation to pay it. Factors that influence perceived organizational support are justice (structural justice and social justice), support from superiors/leaders, company awards and working conditions (Marfuatun & Muafi, 2021). Indicators of perceived organizational support include rewards, assessing the extent of employee perceptions regarding financial rewards such as salary, wages, incentives or benefits, and non-financial such as praise, acceptance, recognition, and so on; well-being, related to the extent to which employees perceive the company's concern for meaningful life goals; contribution,

is a donation or gift, participation, meaningful involvement which can be in the form of material or action; personal goals, objectives, or targets that a person wishes to achieve; self-development, something given to employees so that the company appreciates their abilities and provides promotion opportunities (Eisenberger et al., 2020).

2. Job Embeddedness

Job Embeddedness is a concept that describes the extent to which employees have a deep attachment to their work and the company where they work, influenced by various factors both originating from on the job and off the job (Sakinah et al., s2023). Job embeddedness is the overall or involvement of employees who are influenced psychologically, socially and financially by the company and community, including trust and solidarity, thereby influencing the individual's choice to stay or leave their job (Harahap et al., 2023; Haryati et al., 2022; Sholikhah & Christian Wiradendi Wolor, 2021; Syaefudin & Prayekti, 2020; Rarasanti & Suana, 2016; Mitchel et al., 2001). Factors that influence job embeddedness are fit organization which is defined as harmony between employees and the company such as individual values, career and future agendas in accordance with company culture and working conditions; fit community, the employee's view that there is suitability for the work environment, including culture and social relationships; link organization, revealing relationships between employees, employees and groups that have an impact on employees' desires to remain in the company or leave the company; link community, reflecting relationships between individuals and other groups, families and other companies to resolve obstacles and make decisions; sacrifice community, related to employees who have to change jobs (Harahap et al., 2023; Syaefudin & Prayekti, 2020; Tumiwa & Pandowo, 2020). Meanwhile, several other factors include belief in the company's goals and hopes; realizing the positions and boundaries within which each individual can work; there is consistent complete communication and explanation; stimulation in the form of a positive attitude, creativity and enthusiasm; there is mutual trust (Firmansyah et al., 2021; Opoku-Dakwa et al., 2018; Shuck et al., 2017). Indicators of job embeddedness include vigor, enthusiasm as an individual feeling including the level of energy and mental resilience in carrying out work, the employee's willingness to try hard to complete the work, and not getting tired easily even though they experience difficult things related to work; dedication, strong employee involvement in their work; absorption, the employee's full concentration in doing the work where the

employee has a feeling for what he is doing so that time passes quickly because the employee enjoys his work.

3. Authentic Leadership

Authentic leadership theories tend to treat authenticity, honesty, and sincerity as the same thing (Gardner et al., 2021). An authentic leader is a leader who has high self-awareness in thinking, acting and has moral values for himself and others, has good ethics so that his followers can follow him. Open leaders can create transparent working relationships with their followers (Safitri et al., 2023). Authentic leadership means being honest and transparent with others regarding beliefs, values, opinions, as well as building and maintaining positive relationships (Rukh et al., 2018). A good leader is an authentic leader, has integrity and moral goals so that he is able to raise the moral standards of his followers (Avolio and Walumbwa, 2014). Factors that influence authentic leadership include the main positive psychological traits, namely self-confidence, hope, optimism, tenacity; moral interpretation; important events in life (Safitri et al., 2023). Indicators of authentic leadership are self-awareness, understanding how a person obtains and creates goals that influence the way a person views themselves from time to time; balanced processing, refers to the quality of an authentic leader who is impartial and shows obtaining objectively accurate information and then analyzing all relevant data and facts both externally and referentially before making a collective decision; relational transparency, showing one's true self to others by openly expressing one's feelings and motives; an internalized moral perspective is able to show others the consistency of the basic values or beliefs held and can be seen through the leader's daily actions, attitudes and behavior (Rukh et al., 2018).

4. Psychological Ownership

Psychological ownership is defined as a situation where someone feels as if the object of ownership is theirs. A sense of ownership can be felt towards non-physical targets such as thoughts and even company information assets. It has been illustrated that when employees have a sense of psychological ownership of the company, this can trigger active participation from employees (Yoo et al., 2018). Many studies show that possessive feelings are everywhere. Psychological ownership is the degree of attachment and psychological feelings regarding ownership of a tangible or intangible object (Zhao et al., 2016). Based on theory, psychological ownership is a feeling of possessiveness and psychological attachment to a target (material or immaterial) or part of the target, for example "it's mine". Factors that influence psychological ownership include sense of place

(having a place); efficacy and effectance; self-identity; controlling the ownership target; coming to intimately know the target; investing the self into the target (Kirana & Iqbal, 2017). The indicator of psychological ownership is self-identity, ownership is the core concept in psychological ownership and ownership functions as a symbolic expression of self, self-identity and individuality; accountability, the implicit or explicit expectation that one is required to justify one's beliefs, feelings, and actions to others; sense of belonging (belongingness), the feeling of being part of the company; self-efficacy relates to the belief that a person can successfully carry out actions and complete certain tasks (Zhao et al., 2016).

5. Organizational Citizenship Behavior (OCB)

OCB is individual choice and initiative behavior, not related to the company's formal reward system but in aggregate increasing the company's effectiveness and efficiency (Ali et al., 2022). OCB represents voluntary and pro-organizational behavior that makes a positive contribution to the well-being of the company without requiring explicit incentives or direction (Sakinah et al., 2023). OCB makes contributions to companies such as reducing the cost of paying employees to do something more than their duties, OCB increases the company's ability to retain the best employees, can increase productivity between employees, company management, good communication, responsibility and company stability (Aswin & Rahyuda, 2017). OCB as discretionary behavior is when employees make many individual contributions that go beyond the job description and are not recognized by their formal reward system. Examples include working longer hours, volunteering, or taking on more work assignments. This discretionary behavior is not explicitly required but is implicit, meaning that the behavior is acknowledged informally but not formally appreciated (Banwo & Du, 2020; Ozyilmaz et al., 2018; Kusumajati, 2014; Organ, 1988). Factors that influence OCB include company culture and climate; personality and mood; perceived organizational support; quality of interaction between superiors and subordinates; length of service and gender (Kusumajati, 2014). OCB indicators are altruism, namely the behavior of employees who contribute voluntarily to help colleagues; conscientiousness, namely the behavior of employees who try to work hard to exceed expectations or exceed targets/efficient use of time; sportsmanship, a sense of tolerance for work complications and problems with other employees or less than ideal company conditions that cannot be avoided without objection; courtesy, employee behavior that maintains peace or good relations in the work environment to avoid disputes or interpersonal problems; civic virtue, employee behavior that shows

responsibility for company life (following company changes, taking the initiative to recommend how company operations/procedures can be improved) (Ali et al., 2022).

Development Hypothesis

Research conducted by Pelealu (2022), Asgari et al. (2020), Tumiwa & Pandowo (2020), Saputra & Supartha (2019), and Indrawiani et al. (2018) shows that perceived organizational support has a positive and significant effect on OCB.

H1: Organizational support has a positive effect on OCB

The results of research conducted by Haryati et al. (2022) and Yin (2018) found that job embeddedness has a positive and significant effect on OCB. Research by Haryati et al. (2022) shows that the higher the individual employee's job embeddedness with the company, the more the employee's behavior will voluntarily carry out work that exceeds the set standards, this is included in OCB behavior.

H2: Job embeddedness has a positive effect on OCB

The results of research conducted by Wei et al. (2018), Wahyuni & Rahyuda (2021), and Shaikh et al. (2022) shows that authentic leadership has a positive and significant effect on OCB. In agreement with the research of Olckers et al. (2020) that authentic leaders have a positive correlation with OCB.

H3: Authentic leadership has a positive effect on OCB

The research results of Olckers et al. (2020) found that psychological ownership has a positive relationship with OCB.

H4: Psychological ownership has a positive effect on OCB

B. Method, Data, and Analysis

Data Collection

This research involved employees who worked at one of the IT companies Yogyakarta. Research data from 124 samples was collected through a questionnaire survey using non-probability sampling techniques, more precisely purposive sampling, where the sample was determined with certain considerations according to the desired criteria, such as permanent and non-permanent employees. Therefore, to be able to determine the number of samples to be studied, it was chosen using the slovin formula because the population was 180. The data analysis used was quantitative to test the hypothesis that had been determined. The time for data collection was October 16 - November 17 2023.

Reasearch Model and Measurement Variable

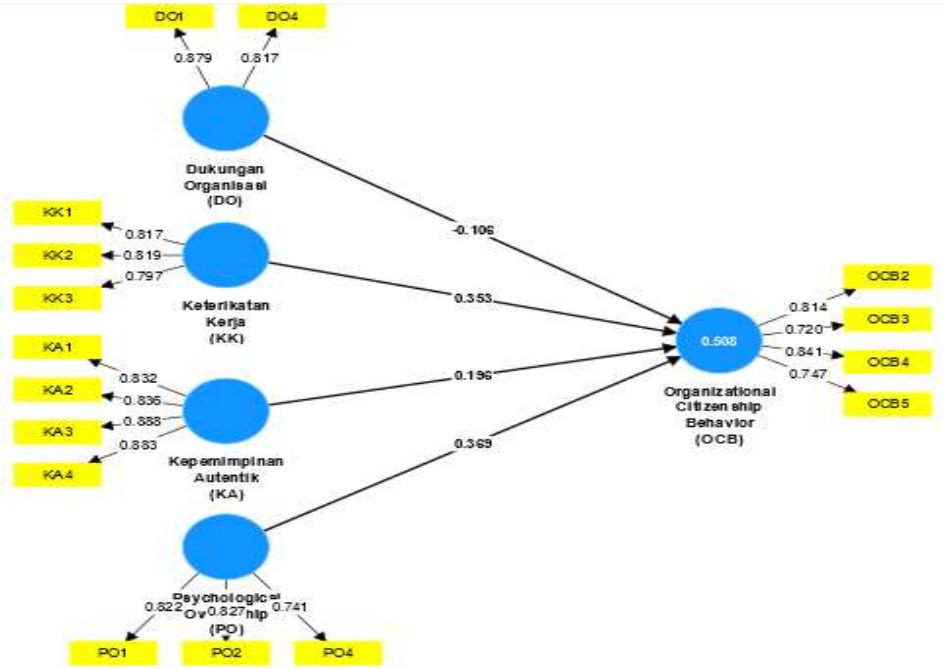
This research focuses on exploring the relationship between perceived organizational support, job embeddeness, authentic leadership, and psychological ownership on OCB to provide additional empirical evidence about the antecedents of OCB and there has been no similar research that uses a similar research framework in one of the IT companies Yogyakarta. Based on literature observations and proposed hypothesis, an initial research model was developed as shown in Figure 1. Variable measurement indicators were developed based on the literature. However, researchers modify each measurement item or statement to suit the respondent's condition. All items were disclosed to respondents. The questionnaire uses a Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Indicator variables and statement items are presented in Table 1.

Table 1. Statement Items

Perceived Organizational Support (Eisenberger et al., 2020)	
Award	The company gave me an award for my work performance.
Well-being	I am satisfied with the income receive from the company.
Contribution	The company always encourages the contribution of every employee in achieving company goals.
Personal Goals	The company really cares about my goals and values.
Self-development	The company provides support in developing the capacity of each employee.
Job Embeddedness (Bonaiuto et al., 2022)	
Vigor	I feel strong or enthusiastic mentally and physically at work.
Dedication	I am enthusiastic and proud of my work.
Absorption	I can enjoy every job seriously.
Authentic Leadership (Rukh et al., 2018)	
Self-awareness	My leader is aware of his abilities.
Balance Processing	My leader analyzes information objectively before making decisions.
Relational Transparency	My leader is open about his thoughts to his employees.
Internalized Moral Perspective	My leader makes decisions by considering the moral values of his beliefs.
***Psychological Ownership* (Zhao et al., 2016)**	
Self-identity	I am able to contribute to the company's success.
Accountability	I do not hesitate to tell the company if what is done is wrong.
Belongingness	I feel this company is mine.
Self-efficacy	I feel closely involved in the success or failure of the company.
***Organizational Citizenship Behavior* (OCB) (Ali et al., 2022)**	
Altruism	I want to help my colleagues who are having difficulties at work.
Conscientiousness	I still obey the rules even though no one is watching.
Sportsmanship	I don't complain when have to work overtime.
Courtesy	I reprimand politely if someone makes a mistake while working.
Civic Virtue	I want to make suggestions to colleagues for the good of the company.

We performed descriptive, inferential, and Structural Equation Model (SEM) to test the data. The analytical tool used is Partial Least Square (PLS), namely SEM-based variance using SmartPLS software. SEM is a powerful statistical tool for directly examining indicator variables, measurement error, and latent variables. Apart from that, it also shows the direct and indirect impacts of recursive and non-recursive complex variables simultaneously to obtain a comprehensive model overview (Wiyono, 2020).

Figure 1. Research Model



C. Result

Validity and Reliability

1. *Convergent Validity Test*

It can be said to be valid if the factor loading value for each indicator is > 0,7 (Hair et al., 2019).

Table 2. Outer Loadings

Items	Perceived Organizational Support	Authentic Leadership	Job Embeddedness	Organizational Citizenship Behavior (OCB)	*Psychological Ownership*	Explanation
DO1	0,879					Valid
DO4	0,817					Valid
KA1		0,832				Valid
KA2		0,836				Valid

KA3		0,888				**Valid**
KA4		0,883				**Valid**
KK1			0,817			**Valid**
KK2			0,819			**Valid**
KK3			0,797			**Valid**
OCB2				0,814		**Valid**
OCB3				0,720		**Valid**
OCB4				0,841		**Valid**
OCB5				0,747		**Valid**
PO1					0,822	**Valid**
PO2					0,827	**Valid**
PO4					0,741	**Valid**

2. Discriminant Validity Test

The discriminant validity test refers to the discrimination of an instrument when measuring different constructs which is measured from √AVE with a value > latent variable correlation and cross loadings must be > 0,7 (Hair et al., 2019).

Table 3. Result of Discriminant Validity

Items	Perceived Organizational Support	Authentic Leadership	Job Embeddedness	Organizational Citizenship Behavior (OCB)	*Psychological Ownership*
DO1	**0,879**	0,495	0,470	0,350	0,371
DO4	**0,817**	0,540	0,494	0,290	0,403
KA1	0,430	**0,832**	0,407	0,398	0,437
KA2	0,660	**0,836**	0,453	0,376	0,322
KA3	0,540	**0,888**	0,414	0,386	0,348
KA4	0,468	**0,883**	0,392	0,441	0,421
KK1	0,591	0,407	**0,817**	0,486	0,526
KK2	0,412	0,398	**0,819**	0,564	0,628
KK3	0,377	0,368	**0,797**	0,468	0,410
OCB2	0,323	0,432	0,564	**0,814**	0,541
OCB3	0,386	0,298	0,447	**0,720**	0,386
OCB4	0,221	0,341	0,457	**0,841**	0,574
OCB5	0,279	0,375	0,487	**0,747**	0,472
PO1	0,172	0,310	0,492	0,537	**0,822**
PO2	0,492	0,390	0,550	0,522	**0,827**
PO4	0,434	0,373	0,517	0,465	**0,741**

3. Composite Reliability and Average Variance Extracted

It can be said to be valid if the AVE value for each variable is > 0,5. Based on table 4, it can be seen that the test results for the AVE value of each variable are > 0,5. It can be said to be reliable if the cronbach's alpha value for each variable is > 0,6. Table 4 shows that the cronbach's alpha value for all variables is > 0,6, so it is stated that all measurement indicators for each variable from the questionnaire are reliable. It can be said to be reliable if the composite reliability value for each variable is > 0,7. Based on table 4, the results of the reliability test show that the composite reliability value for each variable is > 0,7, meaning it can be concluded that all research instruments are declared reliable.

Table 4. Result of Discriminant Validity

Variables	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)	Explanation
Perceived Organizational Support	0,615	0,837	0,720	Reliable
Authentic Leadership	0,882	0,919	0,740	Reliable
Job Embeddedness	0,741	0,852	0,658	Reliable
Organizational Citizenship Behavior (OCB)	0,788	0,863	0,612	Reliable
Psychological Ownership	0,713	0,840	0,636	Reliable

4. Hypothesis Testing

The influence between variables can be said to be significant if the significance value (p-value) of that influence is ≤ 0,05. Meanwhile, the influence between variables is said to be insignificant if the significance value (p-value) of the influence is > 0,05, at an alpha level of 5% (Hair et al., 2019).

Table 5. Hypothesis Testing

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Explanation
Perceived Organizational Support -> OCB	-0,106	-0,079	0,116	0,911	0,362	H1 Rejected
Job Embeddedness -> OCB	0,353	0,350	0,093	3,800	0,000	H2 Accepted
Authentic Leadership -> OCB	0,196	0,180	0,109	1,796	0,073	H3 Rejected
Psychological Ownership -> OCB	0,369	0,371	0,079	4,659	0,000	H4 Accepted

5. R^2 (R-square) Test

Based on table 6, it is known that the R-square value for the OCB variable is 0,508 or 50,8%. From this data it can be concluded that the ability of the independent variable to influence or explain the dependent variable is 50,8%, meaning that the remainder is influenced by other variables of 49,2% which the researchers did not carefully examine in this study.

Table 6. Output R-square

	R-square	R-square adjusted
Organizational Citizenship Behavior (OCB)	**0,508**	0,492

D. Discussion

1. Perceived Organizational Support on OCB

The results of this research prove that perceived organizational support has no effect and is not significant on OCB in employees of one of the IT companies Yogyakarta. So, H1 which states that perceived organizational support has a positive effect on OCB is rejected. This can be proven by testing the path coefficient by looking at the p-value which states that perceived organizational support has a sig value 0,362 means > 0,05. The results of this research are strengthened by research conducted by Ansori & Wulansari (2021). The results of this study indicate that there is no influence of perceived organizational support on OCB. Lack of perceived organizational support ultimately makes employees' perceptions less good, this can also result in employees lacking a sense of responsibility towards the company so they do not show OCB behavior at work and if the lack of perceived organizational support is ignored then the future will be bad and will have a negative impact on employee OCB in the workplace.

2. Job Embeddedness on OCB

Based on the research results, it is proven that job embeddedness has a positive and significant effect on OCB in employees of one of the IT companies Yogyakarta. So, H2 which states that job embeddedness has a positive effect on OCB, is accepted. This is proven by testing the path coefficient by looking at the p value which states that job embeddedness has a sig. 0,000 means ≤ 0,05. Therefore, job embeddedness refers to the positive behavior of an employee in his work which is characterized by enthusiasm, dedication and high absorption at work. This positive behavior is also considered capable of stimulating employees to carry out several positive discretionary behaviors such as OCB. The results of this research are strengthened by research conducted by Yin (2018) showing that job

embeddedness has a positive and significant effect on OCB. Research by Haryati et al. (2022) also shows that the higher the individual employee's job embeddedness with the company, the more the employee's behavior in voluntarily carrying out work exceeds the set standards. The tasks given to employees to help the company continue to achieve its goals are increasing. In agreement with research conducted by Sharma & Mishra (2023) that OCB represents an important dimension of employee job embeddedness where individuals voluntarily engage in behavior that goes beyond the formal job description to provide benefits to the overall company.

3. Authentic Leadership on OCB

Based on the research results, it is proven that authentic leadership has no effect and is not significant on OCB in employees of one of the IT companies Yogyakarta. So, H3 which states that authentic leadership has a positive effect on OCB is rejected. This is proven by testing the path coefficient by looking at the p-value which states that authentic leadership has a sig. 0,073 means > 0,05. The results of this research are strengthened by research conducted by Christian & Setiawan (2018) showing that partially authentic leadership has no effect on OCB. This explains that authentic leadership does not influence the increase in employee OCB behavior.

4. Psychological Ownership on OCB

Based on research results, it is proven that psychological ownership has a positive and significant effect on OCB in employees of one of the IT companies Yogyakarta. So, H4 which states that psychological ownership has a positive effect on OCB is accepted. This is proven by testing the path coefficient by looking at the p-value which states that psychological ownership has a sig. 0,000 means ≤ 0,05. Therefore, when employees feel ownership of the company, it can trigger their sense of responsibility and commitment which will most likely motivate engagement in positive behavior, namely OCB (Olckers et al., 2020). Their sense of ownership in the company, including creating OCB, has a beneficial influence on the company (Dewi et al., 2021). The results of this research are strengthened by research conducted by Dewi et al. (2021) and Riana (2023) which show that psychological ownership has a significant effect on OCB. The feeling of ownership of an object, including a company, can motivate an employee to act positively towards what he or she owns, foster a sense of self-efficacy, and strengthen a sense of responsibility towards the company. Psychological ownership is a manifestation of feelings of psychological ownership of the company. The feeling of psychological ownership of an object does not depend on the subject considering himself to be

the legal owner of the object but can be claimed by employees who do not have ownership even in the form of shares. A sense of belonging to the company has a positive impact on the company, one of which includes the formation of OCB in the workplace.

E. Conclution and Suggestion

Perceived organizational support has no influence on the OCB of employees of one of the IT companies Yogyakarta. Job embeddedness has a positive and significant effect on the OCB of employees of one of the IT companies Yogyakarta. This means that the higher the employee's individual job embeddedness with the company, the positive employee behavior is considered capable of stimulating positive discretionary behavior such as OCB, namely voluntarily carrying out work that exceeds the set standards. Authentic leadership has no influence on the OCB of employees of one of the IT companies Yogyakarta. Psychological ownership has a positive and significant effect on the OCB of employees at an IT company in Yogyakarta. This means that the higher the 'sense of belonging' or psychological ownership of the company, the positive impact it will have on the company, one of which includes the formation of OCB in the workplace.

Based on the research that has been conducted, this can be used as material for consideration by the leadership of one of the IT companies Yogyakarta in increasing perceived organizational support for employees and furthermore implementing authentic leadership in the spirit of leadership when working to achieve common goals. If this is improved, it will result in increasing the OCB behavior of employees at one of the IT companies Yogyakarta. It is recommended to research by adding the influence of other related variables which can be used as intervening in the author's framework that will be used further and can expand the scope of the research which is not only limited to employees of one of the IT companies Yogyakarta or can also replace this research. Future researchers can also examine more sources and references related to the research title and add theories that further strengthen the stated hypothesis or add other related indicators so that testing can be maximized.

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CATATAN

TIDAK SESUAI TEMPLET