THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT, TRANSFORMATIONAL LEADERSHIP, AND COMPENSATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstrak

Organizational Citizenship Behavior merupakan perilaku sukarela yang dilakukan oleh anggota organisasi di luar tanggung jawab mereka yang sebenarnya tetapi memberikan dampak positif pada kinerja organisasi. Tujuan dari penelitian ini adalah untuk mempelajari bagaimana persepsi dukungan organisasi, kepemimpinan transformasional, dan kompensasi berpengaruh terhadap *organizational citizenship behavior* studi pada Kampung Batik Giriloyo Kabupaten Bantul. Penelitian ini menggunakan pendekatan kuantitatif. Populasi penelitian ini berjumlah 60 pembatik di Kampung Batik Giriloyo Kabupaten Bantul. Teknik pengambilan sampel pada penelitian menggunakan sampel jenuh. Teknik analisis data pada penelitian menggunakan uji kualitas data, uji asumsi klasik, dan uji hipotesis. Hasil penelitian ini menunjukan bahwa variabel persepsi dukungan organisasi berpengaruh dan signifikan terhadap *organizational citizenship behavior*; variabel kepemimpinan transformasional berpengaruh dan signifikan terhadap *organizational citizenship behavior*; variabel kompensasi tidak berpengaruh dan tidak signifikan terhadap *organizational citizenship behavior*; dan persepsi dukungan organisasi, kepemimpinan transformasional, kompensasi berpengaruh secara simultan terhadap *organizational citizenship behavior*.

Kata Kunci: *Persepsi Dukungan Organisasi, Kepemimpinan Transformasional, Kompensasi, Organizational Citizenship Behavior*

Abstract

Organizational Citizenship Behavior is voluntary behavior carried out by members of an organization outside of their actual responsibilities but positively impacts organizational performance. This research aims to study how perceived organizational support, transformational leadership, and their influence on the Organizational Citizenship Behavior Study in Kampung Batik Giriloyo, Kabupaten Bantul. This study uses a quantitative approach. The population of this study was 60 batik people in Kampung Batik Giriloyo, Kabupaten Bantul. The sampling technique in research uses saturated samples. Data analysis techniques in research use data quality tests, classical assumptions, and hypothesis testing. The results of this research indicate that the variable perceived organizational support has a significant and influential effect on Organizational Citizenship Behavior; the transformational leadership variable has a significant and influential effect on Organizational Citizenship Behavior; the determining variables have no effect and are not significant on Organizational Citizenship Behavior; and perceived organizational support, transformational leadership, compensation simultaneously influence Organizational Citizenship Behavior.

Keywords: *Perceived Organizational Support, Transformational Leadership, Compensation,Organizational Citizenship Behavior*

A. Introduction

Batik industry in Indonesia is generally a small and medium-sized industry (SME) that is the source of livelihood of a number of people. Batik industries in Indonesia are spread in some regions of the island of Java which later became the names of these types of batik such as Pekalongan batik, Surakarta Batik, Jogja Batik Lasem Batik Cirebon Batik Sragen. Each batik of the area has its own pattern. There are three kinds of batics produced, namely batics written, batics printed, and printed batics. This is the case with Kampung Batik Giriloyo which is a place of Batik education and cultural tourism located in Jl. Giriloyo, Karang Kulon, Wukirsari, Kec. Imogiri, Bantul district. The organization created batik writing various designs such as batik sawat gringsing motif, batik revelation tumurun bledak, Batik reveal tumurun sogan background flower boyfriends, the batik motives of revelations tumurun. Therefore, complex manufacturing processes as well as specific designs require the support of skilled human resources (HR) in the field. Human resources are an important asset because they have the ability and skills to be more effective and efficient in optimizing the goals of the organization. Human resources move within the organization to common goals. To goals, human resources have a strategic impact in an organization, meaning that human beings act as planners, actors, and determinants of the realization of goals.

Organizations also need employees who demonstrate good Organizational Citizenship Behavior (OCB) because this can make employees adapt to changes in the organization. Organizational Citizenship Behavior (OCB) is a personal contribution that goes beyond role demands in the workplace and is rewarded based on individual performance results. Khairuddin (2018) explains that the behavior required by companies today is not only in-role behavior but also extra-role behavior. Sandhika & Sobandi, (2018) that organizational citizenship behavior is individual behavior that is not regulated by the organization and is not taken into account in the formal compensation system, but this behavior contributes to the effectiveness and efficiency of the organization's functioning as a whole. One of the factors that influences Organizational Citizenship Behavior (OCB) is the perception of organizational support.

Perceived Organizational Support is a perception that is formed or emerges within employees as a result of evaluation of their organization, the extent to which the organization rewards employees for their contribution and performance. Nur et al., (2021) support needs and seeing the benefits of overall job improvement, and employees form a general perception of how much the organization cares about their contribution or involvement in their well-being. This is the perceived organizational support. Muhdiyanto (2020) Perceived organizational support is an

employee's overall perception of an organization that values their contributions and cares about their well-being. Apart from organizational support, there are other factors that can influence Organizational Citizenship Behavior (OCB), namely transformational leadership.

Transformational Leadership is a form of values, beliefs and needs that involves change as a new form of success. Surya (2018) states that in transformational leadership the leader has trust, loyalty and respect from subordinates and subordinates will be motivated to do more than expected. Wu & Santoso (2018) Transformational leadership can be described as leadership that can arouse or motivate employees, thereby enabling employees to develop and achieve their performance at a higher level than they imagined. Apart from perceptions of organizational support and transformational leadership, there are other factors that can influence Organizational Citizenship Behavior (OCB), namely compensation.

Compensation is everything received in both physical and non-physical form. According to Sulastri et al., (2018) Compensation is all types of rewards that an organization receives from its employees, which must be reasonable, fair, acceptable, satisfying, motivating, useful and necessary in accordance with needs. Suhardi (2019) Compensation is a fair and reasonable reward or reward, direct or indirect, financial or non-financial, to employees as a reward for their contribution or services to work performance to achieve organizational goals.

Research conducted by Aryaningtyas & Th, (2019) stated that perceptions of organizational support had a positive and significant effect on OCB, while research conducted by (Hayati, 2020) stated that perceived organizational support was not significant to OCB. Elmi et al., (2020) stated that transformational leadership influenced OCB during the research (Arifiani et al., 2020) states that transformational leadership has no effect on OCB. Susilowati & Rozak, (2022) stated that compensation had a positive effect on OCB during the research (Suhardi, 2019) states that compensation is not significant to OCB. The purpose of this research is to find out whether perceptions of organizational support, transformational leadership, compensation influence Organizational Citizenship Behavior. And whether organizational support, transformational leadership, compensation simultaneously influence Organizational Citizenship Behavior.

Perceived Organizational Support reflects the quality of the relationship between employees and the organization by measuring how much employees believe that their organization values their contributions and cares about their well-being. According to Pandey et al., (2019) states that perceptions of organizational support are employees' perceptions of the environment and working conditions set by the organization as a form of awareness of the organization, appreciation and

efforts to facilitate employee contributions. According to Puspita, (2022) Perceived Organizational Support is a key concept in organizational support theory, indicating that employees have a strong belief that the organization has a general positive or negative orientation toward employees, reflecting recognition of the organization's contributions and concern for employee well-being. Indicators of perceived organizational support according to Nur et al., (2021) among others: 1) *Fairness*, 2) *Supervisor support*, 3) *Organizational reward and job conditions*. Research conducted by Aryaningtyas & Th, (2019) states that work involvement and perceptions of organizational support have a positive and significant effect on OCB. The results of research conducted by Andriyanti & Supartha, (2021) *show that Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior.* Based on these findings, hypothesis 1 of this research is:

H1: Perceived organizational support influences organizational citizenship behavior.

Transformational leadership is a leadership style that focuses on inspiring, motivating, and changing individuals and organizations to achieve higher goals. This leadership style focuses not just on ordinary actions or tasks, but rather on encouraging others to actively participate in change, improve their performance, and build a shared vision. According to Perdana & Putra, (2019) Transformational leadership can be categorized as democratic leadership, because of its relationship to personal power and employee involvement in the problem solving and decision making process. The transformational leadership style focuses on meeting employees' basic and general needs by inspiring them to achieve desired goals (I Nyoman Adi Wisnawa & Dewi, 2020). Indicators of transformational leadership according to Elmi et al., (2020) among others: 1) *Idealized influence*, 2) *Inspirational motivation*, 3) *intellectual stimulation*. Research conducted by Laksana & Surya, (2018) Transformational leadership has a positive and significant influence on OCB. Research findings conducted by Tian et al., (2020) revealed a positive and significant relationship between transformational leadership and OCB. Based on these findings, hypothesis 2 of this research is:

H2: Transformational leadership influences organizational citizenship behavior.

Compensation includes direct cash payments, indirect compensation in the form of benefits and services as well as incentives to motivate employees, so that higher productivity becomes a very determining factor in employment relations. According to Yuniar et al., (2020) Compensation is the payment of all benefits that employees receive from their company as a result of the services or energy they

have provided to the company. Compensation is a form of reciprocity that must be received by an employee for his work performance and aims to improve employee performance in order to achieve company goals Utami et al., (2022). Compensation indicators according to Suhardi, (2019) among others: 1) Salary, 2) Allowance, 3) Incentive, 4) Work Colleague. Research conducted by Rahman & Chowdhuri, (2018) This research found that Employee Compensation practices have a significant positive relationship with OCB dimensions. Research conducted by Susilowati & Rozak, (2022) The research results show that Person Organization Fit and Compensation have a significant positive effect on Organizational Citizenship Behavior. Based on these findings, hypothesis 3 of this research is:

H3: Compensation influences organizational citizenship behavior.

Organizational Citizenship Behavior (OCB) is a deep individual contribution that goes above/beyond role demands in the workplace and is appreciated to achieve task performance. Organizational Citizenship Behavior (OCB) is critical to effective organizations because it includes behaviors that are not directly related to task performance but are important to overall organizational effectiveness (Pangestuti, 2018). Puspita, (2022) defines OCB as independent, independent individual behavior that is not directly or explicitly related to the reward system and can increase the efficiency of organizational functioning. Indicators of organizational citizenship behavior according to Nur et al., (2021) among others: 1) *Altruism*, 2) *Conscientiousness*, 3) *Sportsmanship*, 4) *Courtesy*, 5) *Civic virtue*. Based on the theoretical studies that have been explained by these findings, the 4 hypothesis of this research is:

H4: Perceived of organizational support, transformational leadership, compensation simultaneously influence Organizational Citizenship Behavior.

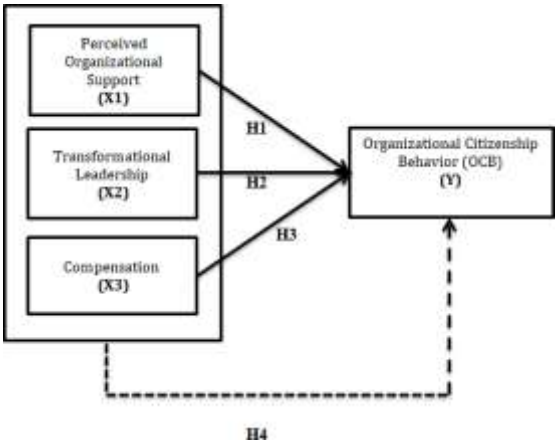


Figure 1. Research Framework

B. Research Methods

This study uses a quantitative approach. This research uses non-probability sampling/saturated sampling techniques. According to Sugiyono, (2018) Saturated sampling is a sampling technique in which all members of the population are sampled. This research aims to determine the influence of perceived organizational support, transformational leadership, compensation on Organizational Citizenship Behavior. And perceived organizational support, transformational leadership, compensation simultaneously influence Organizational Citizenship Behavior. In this study, the target population was all batik makers who were included in the sample, so the sample in this study was batik makers who worked in Kampung Batik Giriloyo, Kabupaten Bantul, totaling 60 batik makers. The data analysis technique in this research uses data quality testing, classical assumption testing, and hypothesis testing. The data collected in this research was obtained using a questionnaire. Questionnaires were distributed directly (hardfile) to the batik makers of Kampung Batik Giriloy and the data was processed using the SPSS version 26 data processing tool. The measurements carried out in this research used a Likert scale consisting of strongly agree, agree, neutral, disagree, strongly disagree.

C. Results

1. Test Data Quality

a. Validity Test

The validity test was carried out to compare the calculated r value (in the corrected item-total correlation column) to the degrees of freedom (df=n-2). In this study (df=60-2, df=58) the r table was 0.254 and the significance of Alpha (a) was 5% or > r table. Because the table's r value is greater than the calculated r of the statement items, 40 statement items are declared valid, according to the results of data processing.

b. Reliability Test

The Cronbach's Alpha statistical test was used to determine the reliability of measurements in this research. An instrument is reliable if it shows a Cronbach's Alpha value > 0.60. From the data reliability test results (Table 1), all statements used to measure the variables in this research are known to have a Cronbach's alpha value > 60, which means they are considered reliable because all the statements in this research questionnaire were delivered stably and consistently.

Table 1. Reliability Test

Variable	*Cronbach's Alpha on Standardizes Items*	Critical Value	Explanation
Perceived Organizational Support (X1)	0,731	0,60	Reliable
Transformational Leadership (X2)	0,888	0,60	Reliable
Compensation (X3)	0,847	0,60	Reliable
Organizational Citizenship Behavior (Y)	0,771	0,60	Reliable

Source: primary data processed with SPSS 26 2023

2. *Results of Respondent Characteristics*

Most respondents (96%) were women, and almost half of the survey participants were between 41 and 50 years old. Nearly 55% of respondents had completed high school/K education, 96% were married, 12% had worked for 6-10 years, and 83% had worked for more than 10 years.

Table 2. Results of Respondent Characteristics

Gender	**Frequency**	**Percentage**
Man	2	4%
Woman	58	96%
Status	**Frequency**	**Percentage**
Not married yet	2	4%
Married	58	96%
Age	**Frequency**	**Percentage**
20-30 years	4	8%
31-40 years old	12	20%
41-50 years old	25	41%
>51 years	19	31%
Last Education	**Frequency**	**Percentage**
SD	6	10%
SMP	18	30%
SMA/K	33	55%
D1/D2/D3/D4	2	4%
S1/S2/S3	1	1%
Lenght of Work	**Frequency**	**Percentage**
1-5 years	3	5%
6-10 years	7	12%
> 10 years	50	83%

Source: primary data processed with SPSS 26 2023

3. *Normality Test*

The data used in the regression model is normally distributed as seen in table 3 because the asymp sig value. of 0.200 which is greater than the significance value of 0.05.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters[a.b]	Mean	.0000000
	Std. Deviation	1.67662813
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.074
Test Statistic		.091
Asymp. Sig. (2-tailed)		.200[o]

a. Test distribution is Normal
b. Calculated from data
c. Lilliefors Significance Correction
Source: primary data processed with SPSS 26 2023

4. Hypothesis Testing

a. Multiple Linier Regression Analysis Test

Table 4. Multiple Linier Regression Analysis Test

Model				Standardized Coefficients Beta	t	Sig.
1	(Contants)	22,015	7,284		3,023	,004
	Perceived Organizational Support (X1)	,229	,113	,232	2,016	,049
	Transformational Leadership (X2)	,263	,067	,471	3,935	,000
	Compensation (X3)	-,063	,115	-,066	-,552	,583

a. Dependent Variable: Organizational Citizenship Behavior
Source: primary data processed with SPSS 26 2023

Y = 22,015 + 0,229 (X1) + 0,263 (X2) - 0,063 (X3) + e

Therefore, from this equation, it can be concluded that:

With a constant value of 22.015, it states that if the variables of perception of organizational support, transformational leadership, and compensation are included in the research, then Organizational Citizenship Behavior will increase by 22.015. Therefore, it is not only perceptions of organizational support, transformational leadership, and compensation, but some variables can influence other factors. The variable perceived organizational support (X1) has a regression coefficient of 0.229 indicating positive results. So if the perception of organizational support from Kampung Batik Giriloyo increases by 1, the level of Organizational Citizenship Behavior will increase by 0.229%, with other factors considered constant. The

transformational leadership variable (X2) has a regression coefficient of 0.263, indicating positive results. So, if transformational leadership Kampung Batik Giriloyo increases by 1, then Organizational Citizenship Behavior will increase by 0.263%, with other factors considered constant. The compensation variable (X3) has a regression coefficient of -0.063, indicating a negative result. So if the compensation for Kampung Batik Giriloyo does not increase by 1, then Organizational Citizenship Behavior will not increase by -0.063%. So if the compensation for Kampung Batik Giriloyo does not increase by 1, then Organizational Citizenship Behavior will not increase by -0.063%.

b. T Test

Perceived organizational support (X1) has an influence on Organizational Citizenship Behavior. The table of hypothesis testing results shows the T value obtained is 2.016. Meanwhile, the calculated t value from the table has a significance level of 0.05 and df = 55 is 2.004, meaning that t calculated > t table (2.016 > 2.004). Therefore, hypothesis 1 states that perceived organizational support influences organizational citizenship behavior.

Transformational Leadership (X2) has an influence on Organizational Citizenship Behavior. The table of hypothesis testing results shows that the T value obtained is 3.935. Meanwhile, the calculated t value from the table has a significance level of 0.05, and df = 55 is 2.004, meaning that t calculated > t table (3.935 > 2.004). Therefore, hypothesis 2 states that transformational leadership influences organizational citizenship behavior.

Compensation (X3) has no effect on Organizational Citizenship Behavior. The table of hypothesis testing results shows that the T value obtained is -0.552. Meanwhile, the t-calculated value from the table has a significance level of 0.05, and df = 55 is 2.004, meaning t calculated > t table (-0.552 < 2.004). Therefore, hypothesis 3 states that compensation has no effect on Organizational Citizenship Behavior.

c. F Test

Table 5. F Test

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61,396	3	20,465	6,910	.000[b]
	Residual	165,854	56	2,962		
	Total	227,250	59			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Compensation, Perceived Organizational Support, Transformational Leadership

Source: primary data processed with SPSS 26 2023

The calculated F value is 6.910 with a significance level of 0.000 <0.05 seen in table 5 of the F test results. So it can be concluded that perceived organizational support, transformational leadership, and compensation simultaneously influence Organizational Citizenship Behavior.

D. Discussion

The research results show that perceived organizational support has a significant and influential effect on Organizational Citizenship Behavior in Batik Giriloyo Village. Therefore, H1, which states that perceived organizational support has a significant and influential influence on organizational citizenship behavior, is accepted. The t-test results for the perception of the organizational support variable obtained a sig value of 0.049 or <0.05. If there is a perception of organizational support in Kampung Batik Giriloyo, a supportive work environment can be created so that batik makers feel more accepted by the organization. Research conducted by (Nur et al., 2021) also supports this by stating that perceptions of organizational support have a significant and influential influence on Organizational Citizenship Behavior in Satuan Polisi Pamong Praja kota Yogyakarta.

The research results show that transformational leadership significantly influences Organizational Citizenship Behavior in Kampung Batik Giriloyo. Therefore, H2, which states that transformational leadership has a significant and influential influence on organizational citizenship behavior, is accepted. The t-test results for the transformational leadership variable obtained a sig value of 0.000 or <0.05. This creates a workplace where batik makers feel directed, supported, and inspired to do their best in their work. Research conducted by (Laksana & Surya, 2018) also supports this by stating that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior Teacher SMA Negeri 1 Blahbatuh.

Studies show that compensation has no effect and is not significant on Organizational Citizenship Behavior Kampung Batik Giriloyo. Therefore, H3, which states that compensation has no effect and is not significant on Organizational Citizenship Behavior, is not accepted. The t-test results for the perception of the organizational support variable obtained a sig value of 0.583 or > 0.05. An organization's internal and external conditions can be essential in determining whether employee compensation will increase. Financial Compensation does not positively and significantly affect Organizational Citizenship Behavior (OCB) in employees PT Kilang Gunung Lima (Sulastri et al., 2018). Compensation has no significant effect on employee Organizational Citizenship Behavior (OCB) PT Asuransi Jiwa di Kota Batam and has a negative value (Suhardi, 2019).

The influence of perceived organizational support, transformational leadership, and compensation simultaneously influences organizational citizenship behavior. Based on the F value test results, the calculated F value is 6.910 or > 0.05 with a sig value of 0.000 or < 0.05. Therefore, perceptions of organizational support, transformational leadership, and compensation simultaneously influence Organizational Citizenship Behavior.

E. Conclusion

The conclusions that can be drawn from this research are as follows:

1. The research results show that perceived organizational support has a significant and influential effect on Organizational Citizenship Behavior in Kampung Batik Giriloyo. Therefore, H1, which states that perceived organizational support has a significant and influential influence on organizational citizenship behavior, is accepted. The t-test results for the perception of the organizational support variable obtained a sig value of 0.049 or <0.05. If there is a perception of organizational support in Giriloyo Batik Village, a supportive work environment can be created so that batik makers feel more accepted.
2. The research results show that transformational leadership significantly influences Organizational Citizenship Behavior in Kampung Batik Giriloyo. Therefore, H2, which states that transformational leadership has a significant and influential effect on Organizational Citizenship Behavior, is accepted. The t-test results of the perception of the organizational support variable obtained a sig value of 0.000 or <0.05. This creates a workplace where batik makers feel directed, supported, and inspired to do their best in their work.
3. The research results show that compensation has no effect and is not significant on Organizational Citizenship Behavior in Kampung Batik Giriloyo. Therefore, H3, which states that compensation has no effect and is not significant on Organizational Citizenship Behavior, is not accepted. The t-test results for the perception of the organizational support variable obtained a sig value of 0.583 or > 0.05. An organization's internal and external conditions can be essential in determining whether employee compensation will increase.
4. The influence of perceived organizational support, transformational leadership, and compensation simultaneously influences organizational citizenship behavior. Based on the F value test results, the calculated F value is 6.910 or > 0.05 with a sig value of 0.000 or < 0.05. Therefore, it can be concluded that perceptions of organizational support, transformational leadership, and compensation simultaneously influence Organizational Citizenship Behavior.

F. Suggestion

Suggestions from this research are as follows:

1. It is hoped that it can be an additional source of information for Management Study Program students, especially those interested in Human Resources Management who wish to research and learn more deeply about perceptions of organizational support, transformational leadership, and compensation for organizations. citizenship behavior.
2. It is also hoped that the findings of this research can become a reference for other researchers who wish to conduct further research using different research models, objects, and numbers of respondents.

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