

**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND SELF-EFFICACY
TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR EMPLOYEES AT SINTESA
PENINSULA MANADO HOTEL**

*PENGARUH PERSEPSI DUKUNGAN ORGANISASI DAN EFIKASI DIRI TERHADAP PERILAKU
KEWARGAAN ORGANISASI KARYAWAN PADA HOTEL SINTESA PENINSULA MANADO*

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Abstract: Organizational Citizenship Behavior (OCB), often an additional role, refers to how employees behave while carrying out company-provided tasks. This behavior is non-binding, voluntary, and unrelated to the formal reward system provided by the company. OCB has the potential to improve organizational efficiency. Therefore, this study aims to analyze the Influence of Perceived Organizational Support and Self-efficacy on Organizational Citizenship Behavior (OCB) among Sintesa Peninsula Manado Hotel employees. the research method used is quantitative. data collection was carried out through a questionnaire distributed to 43 hotel employees. the results of this study show that perceived organizational support has a positive and significant influence on OCB. Then, self-efficacy also has a positive and significant influence on OCB. In addition, perceived organizational support and self-efficacy have a significant influence on Organizational Citizenship Behavior, meaning that Perceived Organizational Support and Self-efficacy of employees, together (simultaneously) can influence the Organizational Citizenship Behavior of Sintesa Peninsula

Keywords: Organizational Citizenship Behavior, Perceived Organizational Support, Self-Efficacy

Abstrak: Perilaku kewargaan organisasi (OCB), sering dikenal sebagai peran tambahan, mengacu pada bagaimana karyawan berperilaku saat melaksanakan tugas diluar yang disediakan perusahaan. Perilaku ini tidak mengikat, sukarela, dan tidak terkait dengan sistem penghargaan formal yang disediakan oleh perusahaan. OCB memiliki potensi untuk meningkatkan efisiensi organisasi. Oleh karena itu, penelitian ini bertujuan untuk menganalisis pengaruh dukungan organisasi yang dirasakan (Perceived Organizational Support) dan efikasi diri (Self-efficacy) terhadap Perilaku Kewargaan Organisasi (Organizational Citizenship Behavior atau OCB) pada karyawan Hotel Sintesa Peninsula Manado. Metode penelitian yang digunakan adalah kuantitatif. Pengumpulan data dilakukan melalui kuesioner yang disebarluaskan kepada 43 karyawan hotel. Hasil penelitian ini menunjukkan bahwa dukungan organisasi yang dirasakan memiliki pengaruh positif dan signifikan terhadap OCB. Kemudian, efikasi diri juga memiliki pengaruh positif dan signifikan terhadap OCB. Selain itu, Perceived Organizational Support dan Self-efficacy berpengaruh signifikan terhadap perilaku Organizational Citizenship, artinya Perceived Organizational Support dan Self-efficacy karyawan, secara bersama-sama (simultan) dapat mempengaruhi Perilaku Kewarganegaraan Organisasi karyawan Hotel Sintesa Peninsula Manado.

Kata Kunci: Perilaku Kewargaan Organisasi, Persepsi Dukungan Organisasi, Efikasi Diri

INTRODUCTION

Research Background

Management is one of the most significant aspects of the organization since it is critical to the organization's effectiveness in carrying out its activities. One of the management components to evaluate is the company's human resources. Wright et al., in Muttaqin (2019) stated that human resources are organizational assets that are not easily replicated by competitors and are considered a source of competition. In order to function

efficiently, organizations need to expand the quantity and quality of human resources through a range of approaches. This will allow employees to acquire good 2 characteristics such as Organizational Citizenship activity (OCB), which is voluntary activity outside of specified activities (Ayu and Helmy, 2023).

Hospitality is one of the largest growth industries with a highly labor-intensive and service-based operating environment, where the attitude and well-being of hospitality's human resources are a major concern in the successful life of the organization (Teo, Law, and Koo, 2020). This research focuses on Sintesa Peninsula Manado Hotel employees. Sintesa Peninsula Manado Hotel has a vision to be the best service company in Indonesia in its efforts to serve the community. As a leading hotel company in Manado, profit targets cannot be ignored. Hotel occupancy rates depend on the quality of service. Workers can improve their service level with competent supervision from above. Attention to items that can affect employee behavior to be more efficient is crucial for the firm if it wants to give the finest service.

Organizational Citizenship Behavior (OCB), often known as additional roles. This behavior is non-binding, voluntary, and unrelated to the formal reward system provided by the company. Helping colleagues, complying with company rules and policies, and performing additional tasks assigned by the company are OCB behaviors (Lukito, 2020). In today's flexible and ever-changing workplace, where tasks are being performed in teams and require high adaptability, companies require employees with OCB habits. Companies must identify the elements that contribute to enhanced Organizational Citizenship Behavior (OCB). Several variables can impact employees' OCB, including Perceived Organizational Support (Fatmasari and Rozaq, 2023) and Self-efficacy (Salsabila, 2024).

Perceived Organizational Support (POS) arises when companies can appreciate the hard work and loyalty of their employees. POS is a behavior when valued and concerned about the well-being of employees so that their actions are in line with the business's objectives, and they perform individual tasks in exchange for compensation. When an employee feels fully supported by the company, they will happily do more than what their job should be (OCB) (Azhar, Sari, and Anam, 2019). Based on researcher interviews with two employees, it can be concluded that there are still injustices felt at work. However, they feel that this is still within reasonable limits, and they can still accept it. Another thing, organizational involvement has also been seen through providing more compensation when working overtime (extra off).

Another component that might influence OCB is Self-efficacy. Self-efficacy is the belief in one's abilities to carry out tasks, reach objectives, and produce desired outcomes (Baron and Bryne, 2004). According to Khumairoh (2016), workers who score high on the self-efficacy scale demonstrate high self-confidence and competence in their ability to perform their job responsibilities. Individuals with high Self-efficacy will contribute more to the company and can motivate them to have OCB because employees will have a sense of responsibility and voluntarily engage (Salsabila, 2024). The researcher also interviewed whether Self-efficacy behavior has been seen in each employee. They revealed that their level of self-confidence was still low when they started working because they had not yet mastered it, but now they feel confident at work.

According to the results of the researcher's pre-survey, organizational citizenship behavior (OCB) has not been fully demonstrated since employees have differing opinions on the matter. Perceived Organizational Support is also still lacking, while Self-efficacy has been seen because they feel confident in doing work, it's just that they have obstacles when they start work. Organizational Citizenship Behavior will emerge when Perceived Organizational Support and Self-efficacy are maximized. Thus, firms must continue to develop employee participation in order to implement OCB. The researcher wants to talk about how Perceived Organizational Support and Self-efficacy influence Organizational Citizenship Behavior. With that, the researcher gave the research title "The Influence of Perceived Organizational Support and Self-efficacy Towards Organizational Citizenship Behavior Employees at Sintesa Peninsula Manado Hotel".

Research Objectives

The objectives of this research are:

1. To know whether Perceived Organizational Support influences Organizational Citizenship Behavior (OCB).
2. To know whether Self-efficacy influences Organizational Citizenship Behavior (OCB).
3. To know whether Perceived Organizational Support and Self-efficacy influence Organizational Citizenship Behavior (OCB).

Human Resource Management

Human resource management is a type of general management that encompasses organization, control, planning, and implementation. Human resource management has two main meanings: management and human resources. Management is derived from the word “to manage” which means to take care of, do, organize, and manage. Meanwhile, human resources are one of an organization’s resources, and they include all of the people who carry out its activities. In simple terms, the concept of human resources refers to the activities and procedures for managing, organizing, and managing human resources (Prasodjo, 2022).

Organizational Citizenship Behavior

According to Robbins (2009), Organizational Citizenship Behavior is extra conduct that benefits the organization. There is no formal work obligation for this behavior for employees. William and Anderson (1991) divide OCB into two categories, namely OCB-O (Conscientiousness, Sportsmanship, and Civic Virtue) and OCB-I (Altruism and Courtesy). OCB-O of Organizational Citizenship Behavior-Organizations are behaviors that provide benefits to organizations in general. OCB-I or Organizational Citizenship Behavior-Individuals are behaviors that provide benefits to individuals and indirectly also contribute to the organization.

Perceived Organizational Support

Perceived Organizational Support (POS) is an employee perception that focuses on the belief of how far the organization or company assesses performance, provides support, and pays attention to employee welfare (Caesens and Stinglhamber, 2014).

Self-Efficacy

Self-efficacy is the conviction that people have in their ability to finish tasks or solve problems at work. A person who believes in their own abilities will be more driven to give their best effort. Believing in oneself and the success that is always attained inspires one to work harder and consistently deliver their best work (Lunenburg, 2011).

Previous Research

Ramadhan and Riyanto (2024) analyzed Leader Member Exchange and Perceived Organizational Support towards Organizational Citizenship Behavior mediated by Employee Engagement at the BPJS Health Head Office. Methodology/approach –Using quantitative methods and conducting surveys on employees, after that SEM analysis is used to model causal relationships between complex variables and test existing theories or hypotheses. Results found that Leader Member Exchange had a significant positive effect on Employee Engagement and Organizational Citizenship Behavior. Perceived Organizational Support has a significant positive effect on Employee Engagement and Organizational Citizenship Behavior. Leader Member Exchange and Perceived Organizational Support also have a significant effect on Organizational Citizenship Behavior through Employee Engagement as a Mediating Variable.

Sumardjo and Supriadi (2023) determine the extent to which the role of perceived organizational commitment mediates the influence between perceived organizational support and organizational culture on organizational citizenship behavior. Quantitative methods are used in this study. The sample used by respondents was 195 employees at a security company in Jakarta, Indonesia, with a random sampling technique. The analysis used is path analysis. The results of the research on the perception of organizational support do not affect employee organizational citizenship behavior, while organizational culture affects employee organizational citizenship behavior, the results of testing organizational support are felt to affect organizational commitment, as well as organizational culture, affects employee organizational commitment while organizational commitment has a significant effect on citizenship organizational.

Almahdali et al (2021) analyzed the effect of servant leadership, emotional intelligence, and self-efficacy on organizational citizenship behavior and employee performance of state-owned banks in Palu City. The research sample was 178 respondents who were employees of state-owned banks in Palu City with proportional random sampling technique consisting of Bank BNI 46, Bank Mandiri, Bank Rakyat Indonesia, Bank Tabungan Negara, as well as BNI Sharia, BTN Sharia, BRI Sharia and Bank Mandiri Sharia in the city. Hammer. Data were analyzed using structural equation modeling (SEM). The results indicated that servant leadership, emotional intelligence. Self-efficacy had a significant effect on the organizational citizenship behavior of state-owned bank employees

in Palu City. Further, servant leadership, self-efficacy, organizational citizenship behavior had a significant effect on the performance of state-owned bank employees in Palu City had a significant effect on the performance of state-owned bank employees in Palu City.

Conceptual Framework

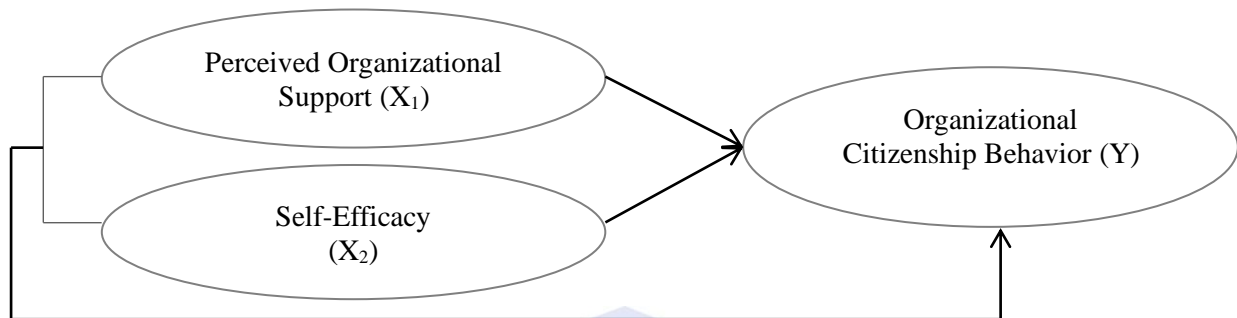


Figure 1. Research Model

Source: Literature Review

Research Hypothesis

H₁: Perceived Organizational Support Influences Organizational Citizenship Behavior

H₂: Self-efficacy Influences Organizational Citizenship Behavior

H₃: Perceived Organizational Support and Self-efficacy Influence Organizational Citizenship Behavior

RESEARCH METHOD

Research Approach

This investigation will employ associative research, a kind of quantitative research that centers on causal links. Quantitative approaches include studying certain populations or samples, gathering data with research devices, and interpreting quantitative data. Associative research, in the words of Sugiyono (2019:65), is the formulation of research problems that inquire about the relationship between two or more variables. Associative quantitative research is employed in this study to determine the degree to which perceived organizational support (X1) and self-efficacy (X2), two influencing variables, have an influence on organizational citizenship behavior (Y), the dependent variable.

Population, Sample Size, and Sampling Technique

The entire component that will be used for generalization is the population. The entire subject to be measured, or the study unit, is the population element. All the study's participants will be staff members of the Sintesa Peninsula Manado Hotel. The total population in Sintesa Peninsula Manado Hotel is less than 100, which is 43 employees. Therefore, the number of samples used will be the same as the total population. Saturation sampling will be used in this study, which is one type of sampling technique in non-probability sampling.

Type of Data and Data Source

For research purposes, the types of data sources that will be used in this research are primary and secondary data types. The Sintesa Peninsula Manado Hotel researcher served as the study's primary data source; the respondents were chosen randomly from a pool of people considered representative of the whole research population. Bibliographies and scholarly articles were consulted as secondary sources for this research.

Data Collection Method

The method of collecting data for this study will be a questionnaire. A series of written statements or questions are given to participants as part of the questionnaire, which is a data collection tool (Sugiyono, 2019:199). The responses have been calibrated to the Likert scale. The Likert scale helps assess how people feel about specific social issues and how they perceive them (Sugiyono, 2019:146)

Operational Definition and Measurements of Research Variables

The variable in this research divided into variables, as follows:

Table 1. Operational Definition and Indicator of Research Variables

| Variable | Definition | Indicators |
|--|---|--|
| Perceived Organizational Support (X ₁) | Employee perceptions of how much Sintesa Peninsula Manado Hotel values their contributions, pays attention to their welfare, and treats them fairly | 1. There is appreciation given by the organization for work results 2. There is the attention given by the organization to employee welfare 3. There is the attention given by the organization to the perspective of its members 4. There is help provided by the organization when employees need it (Syahputra, Yundianto, and Indrawardhana, 2022) |
| Self-efficacy (X ₂) | The degree of assurance that Sintesa Peninsula Manado Hotel workers have in their capacity to perform and finish their tasks. | 1. Level/magnitude 2. Strength 3. Generality (Diawati, Komariah, and Norisanti, 2019) |
| Organizational Citizenship Behavior (Y) | The attitude of initiative in Sintesa Peninsula Manado Hotel employees by doing work outside of what should be. | 1. OCB-O 2. OCB-I (Organ, Podsakoff, and MacKenzie, 2006) |

Source: Data Processed, 2024

Testing of Research Instruments**Validity and Reliability Test**

The term "validity" describes how well a measurement tool works. Sugiyono (2019) defines a valid instrument as one that can measure what needs to be measured or generate valid data. To evaluate the validity of the questionnaire testing criteria, the measuring instrument is declared valid with a 0.05 level of significance and $df = n-2$, if $r_{count} > r_{table}$. In contrast, the question item is not legitimate if the r_{count} is less than the r_{table} . No further data processing will be done in invalid queries (Hamid et al., 2019).

Reliability testing, according to Hamid et al. (2019), is carried out to determine whether the measuring instrument used is reliable and consistent during repeated measurements. Each item or question used in this study will be tested for reliability using Cronbach's Alpha formula, which is considered reliable in general if the α value is > 0.6 .

Data Analysis**Test of Classical Assumption****Normality Test**

The normality test determines whether the two data sets are typically distributed by comparing them. Statistical testing and visual analysis must meet specific criteria for a regression model to work (Sahir, 2021).

Heteroscedasticity Test

To find out whether there are any variations from the classic assumptions, the heteroscedasticity test is employed. The existence of differences in the residual variance for each observation in a regression model is known as heteroscedasticity. One of the requirements of a regression model is that symptoms of heteroscedasticity are absent (Sahir, 2021).

Multicollinearity Test

A multicollinearity test is run on the regression model to see if the independent variables show a high or perfect correlation. The findings point to multicollinearity in the study because of the strong correlation between the independent variables.

Multiple Linear Regression Analysis

The two main purposes of multiple linear regression are to determine the effect of several independent variables on a single dependent variable or to make predictions about the dependent variable using multiple independent variables (Rochaety, Tresnati, and Latief, 2019).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

- Y : Organizational Citizenship Behavior
 α : Constant
 $\beta_1 \beta_2$: Regression Coefficient (value of increase or decrease)
 X_1 : Perceived Organizational Support
 X_2 : Self-efficacy
 e : Error

Hypothesis Testing

T-Test

The partial test, sometimes referred to as the t-test, is a statistical tool for determining the impact of one or more independent variables on the dependent variable (Sahir, 2021).

F-Test

Using the F test, we can see if the independent factors affect the dependent variable all at once. At a 5% confidence level and degrees of freedom $df = (n-k-1)$, where n is the number of participants and k is the number of variables, the proof is validated by equating F_{count} with F_{table} (Sahir, 2021).

Coefficient of Determination (R^2)

The R^2 value indicates how well the model explains the observed changes in the dependent variable. When the R^2 number is near 1, the independent variable tells us everything we need to know to predict changes in the dependent variable. Alternatively, if the value is tiny, the independent variable cannot account for the $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$ Y = Dependent variable (Organizational Citizenship Behavior) α = Constant $\beta_1 \beta_2$ = regression coefficient (value of increase or decrease) X_1 = Perceived Organizational Support X_2 = Self-efficacy E = Error 46 variability in the dependent variable. The possible values of R^2 are 0 and 1 (Ghozali, 2021).

RESULT AND DISCUSSION

Result

Validity and Reliability Test

Table 2. Validity Test Result

| Variable | Indicator | Pearson Correlation | Description |
|--|-----------|---------------------|-------------|
| Perceived Organizational Support (X_1) | X1.1 | 0,782 | Valid |
| | X1.2 | 0,880 | Valid |
| | X1.3 | 0,799 | Valid |
| | X1.4 | 0,886 | Valid |
| | X1.5 | 0,801 | Valid |
| | X1.6 | 0,735 | Valid |
| Self-Efficacy (X_2) | X2.1 | 0,757 | Valid |
| | X2.2 | 0,822 | Valid |
| | X2.3 | 0,780 | Valid |
| | X2.4 | 0,846 | Valid |
| | X2.5 | 0,901 | Valid |
| | X2.6 | 0,850 | Valid |
| | X2.7 | 0,712 | Valid |
| | X2.8 | 0,733 | Valid |
| | X2.9 | 0,879 | Valid |
| | X2.10 | 0,903 | Valid |
| | Y.1 | 0,735 | Valid |

| | | | |
|---|------|-------|-------|
| Organizational Citizenship Behavior (Y) | Y.2 | 0,849 | Valid |
| | Y.3 | 0,746 | Valid |
| | Y.4 | 0,790 | Valid |
| | Y.5 | 0,823 | Valid |
| | Y.6 | 0,594 | Valid |
| | Y.7 | 0,709 | Valid |
| | Y.8 | 0,596 | Valid |
| | Y.9 | 0,323 | Valid |
| | Y.10 | 0,395 | Valid |
| | Y.11 | 0,593 | Valid |
| | Y.12 | 0,540 | Valid |

Source: Data Processed, SPSS 26 (2024)

Based on table 2, it shows that all indicator statement items from the Perceived Organizational Support (X1), Self-Efficacy (X2), and Organizational Citizenship Behavior (Y) variables have a Pearson correlation value greater than the r table (0.3008). Thus, all statement items for all variables are declared valid.

Table 3. Reliability Test Result

| Variable | Cronbach's Alpha | Description |
|--|------------------|-------------|
| Perceived Organizational Support (X ₁) | 0,897 | Reliable |
| Self-efficacy (X ₂) | 0,940 | Reliable |
| Organizational Citizenship Behavior (Y) | 0,848 | Reliable |

Source: Data Processed, SPSS 26 (2024)

According to table 3, Cronbach's alpha for the following variables: Organizational Citizenship Behavior (Y), Perceived Organizational Support (X1), and Self-Efficacy (X2) are more than 0,6. In other words, the measurement device is accurate.

Classical Assumption Tests

Normality Test

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 43 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 5.09925987 |
| Most Extreme Differences | Absolute | .109 |
| | Positive | .109 |
| | Negative | -.102 |
| Test Statistic | | .109 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data Processed, SPSS 26 (2024)

The results of the table 3 indicate that the data is normally distributed since the sig (2-tailed) value is 0.200 > 0.05.

Heteroscedasticity Test

Based on the results of the table 4, the significance value of X₁ (0,845) and X₂ (0,465) is greater than the significance value of 0,05, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

Table 4. Heteroscedasticity Test Result

| Model | Coefficients ^a | | | | t | Sig. |
|---------------------------------------|-----------------------------|------------|---------------------------|-------|------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | | |
| | B | Std. Error | Beta | | | |
| 1 (Constant) | 6.690 | 4.548 | | 1.471 | .149 | |
| Perceived Organizational Support (X1) | .036 | .183 | .038 | .196 | .845 | |
| Self-Efficacy (X2) | -.091 | .124 | -.144 | -.738 | .465 | |

a. Dependent Variable: Abs_Res

Source: Data Processed, SPSS 26 (2024)

Multicollinearity Test

Table 5. Multicollinearity Test Result

| Model | | Coefficients ^a | | | | Collinearity Statistics | | |
|-------|---------------------------------------|----------------------------------|------------|-----------------------------------|-------|-------------------------|-----------|-------|
| | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 10.968 | 6.587 | | 1.665 | .104 | | |
| | Perceived Organizational Support (X1) | .586 | .264 | .319 | 2.215 | .033 | .648 | 1.543 |
| | Self-Efficacy (X2) | .549 | .179 | .441 | 3.062 | .004 | .648 | 1.543 |

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Data Processed, SPSS 26 (2024)

This table shows that Perceived Organizational Support and Self-efficacy have a tolerance number of 0,648 and a VIF value of 1,543. Since the VIF value is below 10,00 and the tolerance number is more than 0,100, means multicollinearity does not exist.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis Result

| Model | | Coefficients ^a | | | | |
|-------|---------------------------------------|----------------------------------|------------|-----------------------------------|-------|------|
| | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
| 1 | (Constant) | 10.968 | 6.587 | | 1.665 | .104 |
| | Perceived Organizational Support (X1) | .586 | .264 | .319 | 2.215 | .033 |
| | Self-Efficacy (X2) | .549 | .179 | .441 | 3.062 | .004 |

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Data Processed, SPSS 26 (2024)

Using the data in the table, the multiple regression equation as follows:

$$Y = 10,968 + 0,586X_1 + 0,549X_2$$

The following can be deduced from the multiple linear regression equation:

- a) The constant value in the multiple linear regression equation above is 10,968, this explains that if the Perceived Organizational Support (X1) and Self-Efficacy (X2) variables are 0, then the value of Organizational Citizenship Behavior (Y) is 10,968.
- b) With a positive regression coefficient of 0,586 for Perceived Organizational Support (X1), we can deduce that X1 positively affects Organizational Citizenship Behavior (Y). Precisely, we can predict that Y will change by 0,586 when X1 increases by one and Self-Efficacy (X2) remains constant.

- c) The regression coefficient of the Self-Efficacy variable (X2) is 0.549 and is positive, this explains that Self-Efficacy (X2) has a positive influence on Organizational Citizenship Behavior (Y) and if Self-Efficacy (X2) increases by one while Perceived Organizational Support (X1) is assumed to be constant, then Organizational Citizenship Behavior (Y) will change by 0,549.

Hypothesis Test Results

T-Test (Partial Test)

Table 8. T-Test Result

| Coefficients ^a | | | | | | |
|---------------------------|---------------------------------------|-----------------------------|------------|--------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 10.968 | 6.587 | | 1.665 | .104 |
| | Perceived Organizational Support (X1) | .586 | .264 | .319 | 2.215 | .033 |
| | Self-Efficacy (X2) | .549 | .179 | .441 | 3.062 | .004 |

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Data Processed, SPSS 26 (2024)

Based on the table, can be interpreted as follows:

- The t count of the Perceived Organizational Support (X1) variable is 2,215 and the t table value is 2,01954, which means that the t count is greater than the t table. This explains that the independent variable, namely Perceived Organizational Support (X1) partially has a significant influence on the dependent variable, Organizational Citizenship Behavior (Y).
- The calculated t value of the Self-Efficacy (X2) variable is 3.062 and the t table value is 2.01954, which means that the calculated t count is > from the t table. This explains that the independent variable, namely Self-Efficacy (X2) partially has a significant influence on the dependent variable, namely Organizational Citizenship Behavior (Y).

Hypothesis Test Results

F-Test

Table 9. F-Test Result

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 941.013 | 2 | 470.507 | 17.233 | .000 ^b |
| | Residual | 1092.103 | 40 | 27.303 | | |
| | Total | 2033.116 | 42 | | | |

a. Dependent Variable: Organizational Citizenship Behavior (Y)

b. Predictors: (Constant), Self-Efficacy (X2), Perceived Organizational Support (X1)

Source: Data Processed, SPSS 26 (2024)

This signifies that the calculated F count is greater than the F table value and the sig value is less than 0.05 since the calculated F count is 17.223 and the F table value is 4.085, as seen in the table above. As a result, we can accept H_3 and reject H_0 ; the variables of Perceived Organizational Support (X1) and Self-Efficacy (X2) have a positive and substantial effect on Organizational Citizenship Behavior (Y).

Coefficient of Determination (R^2)

The resultant R^2 value, 46.3%, is 0.463, as seen in the table above. The results show that X1 and X2 have a 46.3% impact on Y, the dependent variable measuring organizational citizenship behavior. In contrast, other variables accounting for 53.7% of the variance should be considered

Table 10. Coefficient of Determination (R^2) Test Result

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .680 ^a | .463 | .436 | 5.225 |

a. Predictors: (Constant), Self-Efficacy (X2), Perceived Organizational Support (X1)

Source: Data Processed, SPSS 26 (2024)

Discussion

Perceived Organizational Support Influences Organizational Citizenship Behavior

Based on the results of the hypothesis testing, the Sintesa Peninsula Manado Hotel employees' organizational citizenship behavior is significantly influenced by their perception of organizational support. According to the results of hypothesis testing, employees at the Peninsula Manado Hotel can sense the hotel's support. The support provided by Hotel Sintesa Peninsula Manado to its employees is an advantage for them so that they will automatically be happy to perform tasks even more than what is their duty (OCB). It will be easier to achieve the values and goals of Hotel Sintesa Peninsula Manado with the organizational support felt by employees. Perceived Organizational Support is a behavior when employees feel valued and care about welfare so that they act in accordance with organizational goals and complete personal tasks in return for what they receive. When employees feel supported by the organization and management such as involving in various activities, caring about the obstacles experienced by employees, employees will provide more for the company and make company targets a responsibility that they must achieve. This will encourage the realization of Organizational Citizenship Behavior in Sintesa Peninsula Manado Hotel employees. This makes them feel part of the company and will willingly do work beyond their basic duties and the emergence of an attitude of helping colleagues at work. Thus, the behavior of Organizational Citizenship Behavior will appear. Fatmawati and Azizah (2022) corroborates the findings of this study by showing that perceived organizational support significantly influences organizational citizenship behavior for the better. When employees have a strong sense of support from their employer, it motivates them to give more. As a result, their Organizational Citizenship Behavior becomes more apparent. A similar favorable and statistically significant relationship between perceived organizational support and organizational citizenship behavior was discovered by (Andriyanti and Supartha, 2021).

Self-efficacy Influences Organizational Citizenship Behavior

Through the results of the hypothesis test, it shows that there is a positive influence of self-efficacy on Organizational Citizenship Behavior of Sintesa Peninsula Manado Hotel employees. This identifies that Sintesa Peninsula Manado Hotel employees who have strong self-confidence and feel capable of doing their job duties, then they will work optimally and exceed what has been standardized by Sintesa Peninsula Manado Hotel. Employees with a high level of self-efficacy, will show an individual attitude that is more confident in their competence and will feel capable in carrying out their duties. This will be beneficial for Hotel Sintesa Peninsula Manado because employees with high self-efficacy will contribute more and can motivate them to have Organizational Citizenship Behavior because employees will have a sense of responsibility and volunteer. Research (Salsabila, 2024) corroborated the findings of this study by showing that self-efficacy significantly influences organizational citizenship behavior for the better. Similarly, Kurniawati, Purwanto, and Sari (2022) discovered that self-efficacy influences organizational citizenship behavior to a lesser extent. People who believe in their abilities are likelier to act as good corporate citizens.

Perceived Organizational Support and Self-efficacy Influence Organizational Citizenship Behavior

Based on the results of hypothesis testing, Perceived Organizational Support and Self-efficacy have a significant effect on Organizational Citizenship Behavior. This means that Perceived Organizational Support and Self-efficacy of employees, together (simultaneously) can influence Organizational Citizenship Behavior of Sintesa Peninsula Manado Hotel employees. It is hoped that organizations and employees can increase the support provided by the organization to employees and the level of self-efficacy in employees. The findings of a study by (Ferdiansyah and Safitri, 2023) that found that organizational citizenship behavior is concurrently influenced by perceived organizational support and self-efficacy also corroborate the findings of this study. Similarly, Anisagita and Murniningsih (2023) show that Organizational Citizenship Behavior is positively and significantly impacted by Self-efficacy and Perceived Organizational Support. Thus, employees of Sintesa Peninsula Manado Hotel will have a positive impact on organizational citizenship behavior if they believe in the way Sintesa Peninsula Manado Hotel values their work and works very efficiently in carrying out their duties.

CONCLUSION AND RECOMMENDATION**Conclusion**

1. Perceived Organizational Support has a significant influence on Organizational Citizenship Behavior Employees at Sintesa Peninsula Manado Hotel.
2. Self-efficacy has a significant influence on Organizational Citizenship Behavior Employees at Sintesa Peninsula Manado Hotel.
3. Simultaneously, Perceived Organizational Support and Self-efficacy have a significant influence on Organizational Citizenship Behavior Employees at Sintesa Peninsula Manado Hotel.

Recommendation

Based on the results in this study, the authors provide suggestions to parties with an interest in this research:

1. Hotel Sintesa Peninsula Manado can maintain or improve the welfare felt by employees and employees can maintain or increase self-efficacy in each employee for the success of Hotel Sintesa Peninsula Manado. It is also expected that the Sintesa Peninsula Manado Hotel will continue to improve Perceived Organizational Support and Self-efficacy together to create good relationships between employees in order to achieve what is the goal of the Sintesa Peninsula Manado Hotel.
2. Further study is expected to deepen and develop other variables that have not been examined in this study.

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