



The role of *Perceived Organizational Support* and organizational culture in influencing *Organizational-Citizenship Behavior (OCB)* of PT. milano plantation (PKS) pinang awan

Ade Juliani Firdaus, Patisina, Nur Aisyah

Master of Psychology, Universitas Medan Area, Indonesia

Abstract

This study aims to explore the role of *perceived organizational support* (POS) and organizational culture in influencing *the organizational citizenship behavior* (OCB) of employees at PT. Milano Plantation (PKS) Pinang Awan. Against the background that a supportive work environment and strong organizational culture can encourage employees to participate more actively in organizational citizenship behavior (OCB), this research question aims to understand the extent to which POS and organizational culture contribute to OCB in PT. Milano Plantation (PKS) Pinang Awan. The research method used was a questionnaire survey given to employees of the company, with the data then analyzed using descriptive statistical analysis and regression. The results showed that POS and organizational culture had a significant positive influence on employee OCB. These findings demonstrate the importance of perceived organizational support and a strong work culture in motivating employees to behave actively and positively in the workplace. This study concludes that PT. Perkebunan Milano (PKS) Pinang Awan can improve employee OCB by increasing POS rates and strengthening a positive and inclusive organizational culture.

Keywords: Perceived organizational support, organizational culture, organizational citizenship behavior, employee, PT. milano plantation (PKS) pinang awan

Introduction

Companies generally believe that to excel, they must strive for the highest possible individual performance because the performance of these individuals will affect the performance of the team or workgroup which in turn will also affect the overall performance of the company (Rahayu, 2012) ^[22]. Therefore, every organization needs human resources who not only have in-role behavior *but also have* extra-role behavior. The *extra-role* behavior in question is *organizational citizenship behavior* (OCB) (Sule & Priansa, 2018) ^[36]. OCB behavior itself is *extra-role* behavior where employees who can display this behavior are good employees of the organization (*good citizens*).

Organizational Citizenship Behavior (OCB) is behavior based on personal desires and individual initiatives carried out outside of their formal duties and is not directly or explicitly related to the reward system, this behavior is included in the work requirements or job descriptions of employees so that if it is not displayed it is not given punishment (Sule & Priansa, 2018) ^[36]. According to Rahayu (2012) ^[22], *Organizational Citizenship Behavior* (OCB) is an individual behavior "above and beyond" the job description that is determined and carried out voluntarily, and formally is not in the *reward* system but contributes to the effectiveness and efficiency of organizational functions. According to Husniati and Pangestu (2018), an organization can be said to be successful if employees not only perform their basic duties but also participate voluntarily in doing extra tasks.

From the results of initial observations and surveys that have been conducted by researchers at PT. The Milano Plantation (PKS) Pinang Awan on November 12, 2022, shows that the OCB level is still not high, where helping behavior between employees in the company is still limited. The statement from the interview results also supports the results of initial observations and surveys that have been conducted that only employees from certain job groups can

do so and that is also because employees with that group level are required by the company to carry out their duties with professionalism and loyalty. Other employees who are outside of that group do not want to help other colleagues, avoid being asked to help other colleagues, or replace the work of colleagues who are on leave or absent because they feel that it can waste time and hinder the work process and cannot benefit them. This phenomenon illustrates that there are employees who do not meet the dimension of *Altruism*, which is helping other employees without any coercion on tasks related to the organization.

To strengthen the results of the observations and interviews above, researchers also conducted an initial survey to determine *organizational citizenship behavior that occurs in employees using questionnaires about organizational citizenship behavior* distributed to 30 respondents, namely employees of PT. Milano Plantation (PKS) Pinang Awan. This survey is made based on the dimensions of *organizational citizenship behavior* (OCB), namely *altruism*, *courtesy*, *civic virtue*, *conscientiousness*, and *sportsmanship*. Based on the results of the pre-survey questionnaire regarding OCB above, it can be said that the OCB behavior of employees at PT. The Milano Plantation (PKS) Pinang Awan is still not high because it shows an overall average value of 3.57 out of a scale of 5.00. Where it can be concluded that employees always prioritize personal interests over the interests of others, do not want to help colleagues in completing work related to office work, do not always arrive earlier than working hours, are not interested in finding important information for the company, are not ready to accept policies that are not by the wishes of employees.

Organizational culture requires at least two main traits. The first is *Strong*, meaning that the organizational culture proposed and developed by the organization must be able to bind and influence the behavior displayed by individuals, groups, or organizational actors (owners, management,

members of the organization) to align *goal congruence* between individual and group goals with organizational goals. The organizational culture that is built must also be able to encourage organizational actors to have goals, objectives, perceptions, feelings, and beliefs. The second is dynamic and adaptive, meaning that the organizational culture to be built must be flexible and responsive to the development of the internal and external environment of the organization (Aisyah, 2019).

PT. Milano Plantation (PKS) Pinang Awan has an organizational cultural system known as "PKIKK". The process of internalizing PKIKK corporate values that have been and will continue to be implemented by PT. The Milano Plantation (PKS) Pinang Awan is part of the organizational culture and will consistently be carried out throughout the organization. PKIKK is part of the organizational culture values that have a core value of *Professionalism based on a sense of belonging, Humility based on simplicity, Integrity based on honesty, Hard Work based on team synergy, and Leadership with a global outlook.*

The phenomenon obtained from the author's observations regarding organizational culture at PT. Milano Plantation (PKS) Pinang Awan is still found to have employees who work unprofessionally such as employees who arrive late for work even after the break is over, leave the office before working hours are over, and use working hours for personal activities.

Organizational culture will function effectively if all employees can apply organizational culture as a habit in carrying out duties with full responsibility.

To provide novelty value related to this research, the following researchers present some previous studies that have similar themes to this study:

Satya, *et al.*, (2018) ^[28] research entitled *The Influence of Organizational Culture on Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable* (study on employees of Kusuma Agrowisata Hotel Division of Batu City) states that employee OCB behavior that is influenced by organizational culture will be seen by voluntarily helping other employees because they are often required to work in teams, such as replacing absent colleagues or colleagues who came to the office late.

In addition to organizational culture, another factor that can influence the emergence of *organizational citizenship behavior* (OCB) is *perceived organizational support* commonly abbreviated as POS. POS is one of the strong influences on the emergence of OCB where employees will give their best performance outside of their mandatory duties when they feel that the organization is giving what they expect. Shore and Wayne's study (in Rambe, 2015) ^[23] found that POS can be a predictor of *Organizational Citizenship Behavior* (OCB). Employees who feel themselves supported by the organization provide *feedback* and lower imbalances in the relationship by engaging in *citizenship* behavior. Employees who consider the organizational support they receive high will unite their membership as members of the organization. by merging membership in the organization with employee identity, the employee will feel part of his organization and feel responsible to contribute and provide his best performance for the organization (Hariyono, *et al.*, 2022) ^[9].

Robbins (in Novira & Martono, 2015) ^[16] states POS is a level to which employees believe the organization values

contributions and cares about their well-being. Khan *et al.*, (2015) in their research on Bank employees in Pakistan concluded that organizational support influences to bring out civic work behavior. This research is in line with research conducted by Saputra & Supartha (2019) with research results showing that Organizational Culture and organizational Support each have a significant positive effect on *Organizational Citizenship Behavior* (OCB).

This study aims to explain the effect of *perceived organizational support* (POS) on *organizational citizenship behavior* (OCB) in PT employees. Perkebunan Milano (PKS) Pinang Awan, as well as to identify the influence of work organizational culture on OCB on the same employees. In addition, this study also aims to analyze how the interaction between *perceived organizational support* (POS) and work organizational culture affects *organizational citizenship behavior* (OCB) in PT. Milano Plantation (PKS) Pinang Awan.

Method

This study uses a quantitative design because it uses research data in the form of numbers (Sugiyono, 2012) ^[34]. This study will analyze the influence of *perceived organizational support* and organizational culture on *organizational citizenship behavior* (OCB) in PT employees. Milano Plantation (PKS) Pinang Awan. This research was conducted at PT. Milano Plantation (PKS) Pinang Awan, which is located in Pinang Damai village, Torgamba District, South Labuhanbatu Regency, North Sumatra Province. Employees working at PT. The Milano Plantation (PKS) Pinang Awan amounted to 147 people, with the total sample in this study being the total employees of 147 people.

In this study, variable identification becomes an important stage before testing the hypothesis. The main variables used include independent variables, namely *Perceived Organizational Support* (POS) (X1) and *Organizational Culture* (X2), as well as the dependent variable, namely *Organizational Citizenship Behavior* (OCB) (Y). POS measurement is done through dimensions such as *Fairness, Supervisor Support, Organizational Rewards, and Job Conditions. Organizational Culture refers to the values and norms that become the identity of the organization and aim to control the behavior of employees in it. Measurement of organizational culture is carried out based on the existing values at PT. Plantation Milano (PKS) Pinang Awan, which includes Professionalism, Humility, Integrity, Hard Work, and Leadership with a global outlook.*

In this study, the sampling technique used was total sampling or saturated sampling, where all members of the population were used as samples (Sugiyono, 2012) [34]. The method of data collection in research has the aim of revealing facts related to the variables studied. These data are obtained through a measuring scale using the questionnaire method. A questionnaire is a list of questions given to the subject to reveal the conditions he wants to know. In this study, questionnaires were prepared based on the Likert Scale, where the scale value of each question was obtained from the answers of subjects who expressed support (favorable) or unsupport (unfavorable). Researchers used three psychological scales: Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), and Organizational Culture. This scale consists of four interval answer choices, namely

Very Appropriate (SS), Appropriate (S), Non-Appropriate (TS), and Very Inappropriate (STS). The assessment weights for supporting statements are SS=4, S=3, TS=2, and STS=1, while the assessment weights for non-supporting statements are SS=1, S=2, TS=3, and STS=4.

In this study, the data analysis technique used was multiple linear regression, the appropriate method to test the effect of the independent variable on the dependent variable. This regression model uses the SPSS program Version 21.00 for Windows. Multiple regression was conducted to determine the impact of perceived organizational support (POS) and organizational culture on organizational citizenship behavior (OCB) at PT. Milano Plantation (PKS) Pinang Awan. Regression assumption tests are performed to ensure the suitability of the data to the model, including normality, linearity, multicollinearity, and heteroskedasticity tests. In addition, hypothesis tests were also carried out with t-tests, F tests, and coefficients of determination to evaluate the influence of independent variables partially and simultaneously on dependent variables. This research will produce in-depth information about the relationship between variables involved in the OCB phenomenon in PT. The Milano Plantation (PKS) Pinang Awan, makes an important contribution to the theoretical and practical understanding of human resource management.

Results and Discussion

Research Results

Classical Assumption Test

1. Normality Test

The normality test was analyzed using the Kolmogorov-Smirnov Goodness statistical test. Based on this analysis, it is known that organizational citizenship behavior (OCB), perceived organizational support (POS), and organizational culture are normally distributed according to the normal curve principle. Data is considered normally distributed if the significance value is >0.05, vice versa the data is considered abnormally distributed if the significance value is <0.05 (Santosa & Azhari in Sinambela & Sinambela, 2022).

Table 1: Summary of Spread Normality Test Results

| Variable | Mean | K-S | P | Information |
|---|---------|--------|--------|-------------|
| Organizational Citizenship Behavior (OCB) | 128, 42 | 0, 622 | 0, 139 | Normal |
| Perceived Organizational Support (POS) | 89, 77 | 1, 155 | 0, 361 | Normal |
| Organizational Culture | 125, 92 | 0, 924 | 0, 834 | Normal |

Information

Mean = Average value

K-S = Koefisien Kolmogorov-Smirnov

P = Significance

From Table 1 it can be seen that *organizational citizenship behavior*, *perceived organizational support*, and *organizational culture* are normally distributed according to the rules used. The significance value of the *organizational citizenship behavior* variable is 0.139, the significance value of the *perceived organizational support* variable is 0.361 and the significance value of the *organizational culture* variable is 0.834. If the significance value is >0.05, it can be said to be normally distributed.

1. Linearity Test

The linearity test is intended to determine the degree of linearity of the independent variable against the dependent variable. The linearity test is carried out using the *test for linearity* test with a decision-making basis of significance (P value) <0.05 which means that there is a linear relationship between the independent variable and the dependent variable. (Vijaya in Sinambela & Sinambela, 2022):

Table 2: Summary of Linearity Test Results

| Korelasional | F | P | Information |
|--------------|--------|------|-------------|
| X1 – Y | 19,556 | 0,00 | Linear |
| X2 – Y | 22,007 | 0,00 | Linear |

Information:

X1 = *Perceived Organizational Support*

X2 = *Organizational Culture*

Y = *Organizational Citizenship Behavior*

F = Linearity Coefficient

P = Significance Value

Based on Table 2, it can be seen that there is a linear relationship between the independent variable and the dependent variable. The value obtained on X1-Y is 0.00 and X2-Y is 0.00. Thus *Perceived Organizational Support*, *Organizational Culture*, and *Organizational Citizenship Behavior* of employees have a linear relationship.

2. Multicollinearity Test

The Multicollinearity Test aims to test whether the regression model found a correlation between independent variables. A good regression model should not have correlations among independent variables. To detect multicollinearity, it can be seen from the *Value Inflation Factor* (VIF) and tolerance value (Ghozali in Sinambela & Sinambela, 2022). If the VIF value < 100 and the tolerance value > 0.100, multicollinearity does not occur (Wijaya in Sinambela & Sinambela, 2022):

Table 3: Summary of Multicollinearity Test Results

| | Koef Tolerance | Koef VIF | Criterion | Information |
|---|----------------|----------|-------------------------------|----------------------------------|
| <i>Perceived Organizational Support</i> | 0, 751 | 1, 332 | Tolerance > 0,100 VIF < 10 | No symptoms of Multicollinearity |
| <i>Organizational Culture</i> | 0, 751 | 1, 332 | | |

Based on Table 3 it can be seen that the tolerance value of both variables is more than 0.100 and the VIF value of both variables is less than 10. So it can be concluded that there is no multicollinearity between *perceived organizational support* variables and *organizational culture* variables.

1. Heteroscedasticity Test

The heteroskedasticity test aims to see if there is a non-uniformity in the regression model of variance from residual in one observation to another. When the probability value of a variable is smaller than (<) 0.05 at a significance level of 5%, heteroskedasticity will occur (Sinambela & Sinambela, 2022):

Table 4: Summary of Heteroscedasticity Test Results

| | Pvalue | Criterion | Information |
|-----------------|--------|-----------|-----------------------|
| X1X2 vs abs_res | 0,075 | p>0.05 | No heteroskedasticity |

Based on Table 4 it can be seen that heteroskedasticity does not occur, which means that a regression model has a residual variety inequality of one observation against another observation.

2. Double Linear Regression Test

This multiple linear analysis is used to determine whether or not there is an influence of *perceived organizational support* (POS) variables and organizational culture on organizational citizenship behavior (OCB) variables. The results of the analysis showed a significant positive influence between *perceived organizational support (POS)* on employee organizational citizenship behavior (OCB) variables. This can be seen from the value of the coefficient of determination (R²) with $p = 0.000 < 0.05$, which means that the better the *perceived organizational support* (POS) of employees, the higher the *organizational citizenship behavior* (OCB) owned by employees. Furthermore, it is known that there is a significant positive influence between organizational culture variables on organizational citizenship behavior (OCB). The following are the results of the correlation of regression of *perceived organizational support* (POS) variables and organizational culture to organizational citizenship behavior (OCB) variables:

Table 5: Results of Regression Correlation of *Perceived Organizational Support* and Organizational Culture with *Organizational Citizenship Behavior*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | ,482a | ,233 | ,218 | 10,592 |

1. Dependent Variable: OCB (Y)
2. Predictors: (Constant), BO (X2), POS (X1)

From the display of existing statistical results, the magnitude of the coefficient of determination (R²) is 0.233, this means that 23.3% of the variation that occurs in *organizational citizenship behavior* (OCB) can be explained by variations in the two independent variables, namely *perceived organizational support* (POS) variables and organizational culture while the remaining 76.7% is explained by other variables that were not studied in this study. Thus, it can be concluded that *perceived organizational support* (POS) variables and organizational culture can be used as predictors of organizational citizenship behavior (OCB).

Furthermore, a summary of the effective contribution of each predictor can be seen in Table 4.19. The process of calculating the effective contribution of each variable uses the formula below (Siahaya, 2009), which is as follows:

$$SE\ X1 = \text{Beta value} \times \text{correlation coefficient } X1Y \times 100\%$$

$$SE\ X2 = \text{Beta value} \times \text{correlation coefficient } X2Y \times 100\%$$

Table 6: Summary of the Effective Contribution of Each Predictor

| Information | Effective Donation (100%) |
|--|---------------------------|
| <i>Perceived Organizational Support</i> (POS) (X1) | 9, 9 % |
| Organizational culture (X2) | 13, 4 % |
| Total | 23, 3 % |

From Table 6 it can be seen that the *perceived organizational support* (POS) variable has a significant influence of 9.9% and the organizational culture variable of 13.4% on *organizational citizenship behavior*. From this

explanation, it can be assumed that organizational culture variables provide an effective contribution greater than *perceived organizational support* (POS) variables.

Table 7: Multiple Regression Calculation Summary

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|-------|------------|-----------------------------|-----------|---------------------------|--------|------|
| | | B | Std Error | Beta | | |
| | (Constant) | 63, 589 | 11, 596 | | 5, 484 | ,000 |
| 1 | POS (X1) | ,312 | ,125 | ,247 | 2, 494 | ,014 |
| | BO (X2) | ,292 | ,094 | ,309 | 3, 114 | ,002 |

Based on Table 7 can be arranged the regression equation as follows

$$Y = 63.589 + 0.312X1 + 0.292X2$$

Information

- a. A constant of 63.589 which states that if the independent variable is considered constant, then the value of the *organizational citizenship behavior* (OCB) variable is 63.589.
- b. The *perceived organizational support* (POS) regression coefficient of 0.312 provides an understanding that every addition of one unit or one level of *perceived organizational support* (POS) will have an impact on *organizational citizenship behavior* (OCB) of 0.312 units as well.
- c. The organizational culture regression coefficient of 0.292 provides an understanding that every addition of one unit or one level of organizational culture will have an impact on increasing *organizational citizenship behavior* (OCB) by 0.292 units as well.

3. Coefficient of Determination (R²)

The result of the coefficient of determination (R²) of PT. Milano Plantation (PKS) Pinang Awan is presented in the following table:

Table 8: Results of the Coefficient of Determination (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | ,482a | ,233 | ,218 | 10,592 |

Based on Table 8, it is known that the correlation coefficient of 0.482 means that there is a strong relationship between *perceived organizational support* (POS) and organizational culture toward *organizational citizenship behavior* (OCB). In addition, the value of the coefficient of determination (R²) is 0.233 which means *perceived organizational support* (POS) and organizational culture contribute 23.3% to *organizational citizenship behavior* (OCB). While the remaining 76.6% was influenced by other factors that were not studied in this study.

Discussion

The Effect of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) in PT. Milano Plantation (PKS) Pinang Awan

Hypothesis I in this study is that there is a positive influence of *perceived organizational support* on organizational citizenship behavior (OCB) in PT employees. Milano Plantation (PKS) Pinang Awan. Based on the results of the research obtained *perceived organizational support* has a positive effect on organizational citizenship behavior (OCB) (sig 0.000 < 0.050). *Perceived organizational support* (POS)

is one aspect that can influence the emergence of organizational citizenship behavior (OCB) because when good perceptions are embedded in the minds of employees, employees will feel indebted to the company so they will have the obligation to pay it.

There is a significant influence of *perceived* organizational support (POS) on employee organizational citizenship behavior (OCB), so it can be concluded that the better perceived organizational support (*POS*) felt by employees, the higher the organizational citizenship behavior (OCB) that will be raised by employees.

Within PT. In the Milano Plantation (PKS) Pinang Awan, there is an interesting dynamic involving the perception of organizational support (POS) and organizational citizenship behavior (OCB). Based on research in this company, it was found that POS has a significant positive impact on OCB.

Initially, a warm atmosphere is created in the company where employees feel appreciated, supported, and cared for by management and co-workers. These forms of support range from in-depth training programs to open and responsive communication from management to employee needs and aspirations.

In response to such a positive work environment, employees feel emotionally connected to the company. They not only perform their duties well, but also contribute beyond expectations by helping colleagues, initiating work process improvements, and actively engaging in organizational activities.

This dynamic creates a harmonious and collaborative work environment where employees feel they are integral to the company's success. They feel a personal responsibility to the success of the organization and strive to safeguard the company's reputation and well-being.

With the results of the study showing a positive relationship between POS and OCB, company management is increasingly confident that their investment in supporting employees brings significant benefits to the success of the organization. They are committed to maintaining the culture of support and collaboration that has been built, realizing that this is the key to achieving superior performance and long-term sustainability for PT. Milano Plantation (PKS) Pinang Awan.

This is in line with the results of research conducted by Sutanto & Setiawan (2018) [38] which states that *perceived organizational support* (POS) has a significant positive effect on organizational citizenship behavior (OCB) at Hypermart Royal Plaza Surabaya. The results of Wati & Anisah's research (2021) also stated that POS had a significant positive effect on the OCB of employees at the Banjarmasin Ukhuwah Foundation.

The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB) in PT. Milano Plantation (PKS) Pinang Awan

Hypothesis II in this study is that there is a positive influence of organizational culture on organizational citizenship behavior (OCB) in PT employees. Milano Plantation (PKS) Pinang Awan. In PT. Perkebunan Milano (PKS) Pinang Awan, organizational culture has a significant role in shaping organizational citizenship behavior (OCB) among employees. The second hypothesis of this study states that there is a positive influence of organizational culture on OCB in the company. The results confirm that it

is true that organizational culture has a positive impact on OCB, with a high level of significance ($\text{sig } 0.000 < 0.050$).

Organizational culture includes not only the values and norms espoused by the company but also how these values are internalized and practiced by employees on a day-to-day basis. At PT. In Perkebunan Milano (PKS) Pinang Awan, the organizational culture may emphasize collaboration, innovation, integrity, and diversity, all of which provide a strong foundation for OCB.

Employees in these companies are consistently exposed to the values of organizational culture through a variety of channels, ranging from formal policies to daily interactions with colleagues and management. They feel engaged in a work environment that encourages cooperation, trust, and mutual respect.

In response to this deep-rooted organizational culture, employees tend to exhibit OCB in many forms. They not only perform their duties well, but also take the initiative to help colleagues, share knowledge, and contribute to organizational goals beyond their direct responsibility.

The results of the study show a significant positive relationship between organizational culture and OCB, company management can see that investment in building and maintaining a strong culture has a real positive impact on employee behavior. They can continue to strengthen the existing culture and drive the desired values, as it will be a solid foundation for PT. Milano Plantation (PKS) Pinang Awan.

The results of this study are in line with the results of previous research conducted by Reyfaldi, *et al* (2023) [24] which stated that organizational culture has a significantly positive effect on organizational citizenship behavior at PT. Bujaya Karya Makmur. Ariani, *et al* (2017) [41], found that organizational culture has a positive effect on organizational citizenship behavior (OCB), where as strong as organizational culture is, OCB is also higher.

The values contained in the organizational culture will be able to bring out the willingness of employees to do jobs outside of their job description. Therefore, if every employee at PT. Milano Plantation (PKS) Pinang Awan runs the organizational culture in the company so that it will be able to bring out organizational citizenship behavior. Because having organizational citizenship behavior in every employee is something that is expected by any company or organization.

The Influence of Perceived Organizational Support (POS) and Organizational Culture on Organizational Citizenship Behavior (OCB) in PT. Milano Plantation (PKS) Pinang Awan

Hypothesis III in this study is that there is a positive influence between *perceived organizational support* and organizational culture on organizational citizenship behavior (OCB) in PT employees. Milano Plantation (PKS) Pinang Awan.

Based on the results of the analysis that has been done, show that there is a significant correlation between *perceived organizational support* (POS) and organizational culture on employee organizational citizenship behavior (OCB) through the regression equation $Y = 63.589 + 0.312X_1 + 0.292X_2$. The amount of influence of *perceived organizational support* (POS) and organizational culture on organizational citizenship behavior (OCB) based on the calculation of R square of 0.233 or 23.3%, it can be seen

that there are another 76.7% influenced by other factors that were not studied in this study.

Based on the explanation above, it can be concluded that employees at PT. Perkebunan Milano (PKS) Pinang Awan has perceived *organizational support* (POS) and organizational culture towards organizational *citizenship behavior* (OCB) which is in the high category. This shows that the results of the study are not in line with the phenomena observed during the pre-study. These things may occur due to several causes, including employees are not honest in filling out questionnaires for fear that the results of this study will be seen by the company which will later become the company's assessment of employees, when filling out questionnaires employees fill out at work where most of the employees work in factory areas with noisy environments and are required to work with focus to allow employees fill out the questionnaire without reading the contents first.

This study discusses the influence of *perceived organizational support* (POS) (X1) and organizational culture (X2) on organizational *citizenship behavior* (OCB) (Y) carried out at PT. Milano Plantation (PKS) Pinang Awan. This research has been carried out by the procedures that have been established in the research methodology. However, the author realizes that the research that has been done is inseparable from limitations due to unavoidable things that can affect the results of this study. The limitations in this study include:

1. There is a possibility of filling the scale less seriously by respondents. This cannot be controlled because researchers do not wait for respondents to fill the scale. Another thing respondents are afraid about the consequences that will be obtained after filling out the scale.
2. The quantitative approach has limitations where the answers obtained are not in-depth and detailed in the use of measurement scales. One of the causes is due to *response bias*. This happens when the response given by the respondent does not match the actual state of the respondent.
3. This research was conducted on employees of PT. Milano Plantation (PKS) Pinang cloud. The use of scale in other populations requires further research to reveal more about the *organizational citizenship behavior* of employees elsewhere.

Conclusion

Based on the results of research on the influence of *perceived organizational support* (POS) and organizational culture on organizational *citizenship behavior* (OCB) in employees of PT. Milano Plantation (PKS) Pinang Awan, it can be concluded that these two variables have a positive and significant influence on OCB. *Perceived organizational support* and organizational culture can increase employee OCB, which is proven by the results of statistical analysis that shows coefficients and p values that meet the significance criteria. The perceived *organizational support* variable had a 9.9% influence on OCB, while organizational culture had a 13.4% influence. Taken together, these two variables had a significant influence of 23.3%. Thus, a better understanding of the factors that influence employee behavior in making extra contributions to the company is obtained.

Based on these conclusions, several suggestions can be put forward. First, companies need to pay attention to the support provided to employees, such as overtime pay and promotion, to increase employee motivation. Second, management needs to provide full support for the implementation of corporate culture by rewarding employees who implement it well. Cooperation from all parties in the company is also very necessary to accelerate and strengthen the internalization of corporate culture. Second, employees are expected to understand and run the company's organizational culture well, so that the work carried out is not only by SOPs but also by organizational values and culture. Self-awareness of each employee to contribute more than expected will help in the formation of a positive OCB.

References

1. Achmad AN, Izzati UA. Hubungan Antara Persepsi Dukungan Organisasi Dengan *Organizational Citizenship Behavior* Pada Karyawan di PT. X. *jurnal penelitian psikologi unesa*, 2020, 7.
2. Agustiningrum SD. Hubungan Antara Persepsi Dukungan Organisasi dan Trait Anxiety Dengan Performance Pemain Speeder Pump It Up di Surabaya. *Jurnal Psikologi Industri dan Organisasi*, 2013, 2(1).
3. Anggraini F. Pengaruh Dukungan Organisasi Terhadap *Organizational Citizenship Behavior* (OCB) Pada Karyawan PT. Pelindo I Medan. Skripsi : Universitas Medan Area, 2021.
4. Ariani AP, Sintaasih DK, Putra MS. Pengaruh Budaya Organisasi Terhadap *Organizational Citizenship Behavior* Dengan Pemeditasi Komitmen Afektif Di Sekretariat Kabupaten Badung. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 2017.
5. Arikunto PS. *Manajemen Penelitian*. Jakarta: Rineka Cipta, 2013.
6. Fajriyanto MN, Saragih H. Pengaruh Budaya Organisasi Terhadap *Organizational Citizenship Behavior* (OCB) Pada Karyawan Telkomedika Jabar. *e-Proceeding of Management*, 2017, 4.
7. Gochhayat J, Giri VN, Suar D. Influence of Organizational Culture On Organizational Effectiveness: The Mediating Role Of Organizational Communication. *Global Business Review*, 2017. doi:<https://doi.org/10.1177/0972150917692185>
8. Gustami NE. *Pengaruh Persepsi Dukungan Organisasi dan Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) Guru Sekolah Dasar Di Kabupaten Sleman Dengan Kepuasan Kerja Sebagai Moderating*. Tesis: Universitas Islam Indonesia, 2019.
9. Hariyono R, Putra RB, Dewi RC, Fitri H. Pengaruh Budaya Organisasi dan Komitmen Organisasi Terhadap Dukungan Organisasi Sebagai Variabel Mediasi pada Karyawan PT. Family Raya Padang. *Journal Of Law and Economics*, 2022, 1. doi:<https://doi.org/10.56347/jle.v1i1.42>
10. Husodo YR. Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT Jatim Indo Lestari. *AGORA*, 2018, 6.
11. Lestari MR. Pengaruh Budaya Organisasi dan Iklim Organisasi Terhadap *Organizational Citizenship Behavior* Karyawan PT Artha Jaya Mas. *Jurnal Manajemen Dan Bisnis Madani*, 2021.

12. Maula LA, Afrianty TW. Perceived Organizational Support Dan Pengaruhnya Terhadap Organizational Citizenship Behavior Dengan Job Satisfaction Sebagai Variabel Intervening. *Jurnal Administrasi Bisnis (JAB)*, 2017, 50.
13. Mujiasih E. Hubungan Antara Persepsi Dukungan Organisasi (*Perceived Organizational Support*) Dengan Keterikatan Karyawan (Employee Engagement). *Jurnal Psikologi Undip*, 2015.
14. Neuman WL. *Metodologi Penelitian Sosial Pendekatan Kualitatif dan Kuantitatif Edisi 7*. Jakarta: Indeks, 2013.
15. Novialdi F. Organizational Citizenship Behavior Karyawan Ditinjau dari Persepsi Terhadap Kualitas Interaksi Atasan-Bawahan dan Persepsi Dukungan Organizational. *Psikologia*, 2006, 2.
16. Novira L, Martono S. Pengaruh Persepsi Dukungan Organisasi Pada Perilaku Kewargaan Organisasional Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Management Analysis Journal*, 2015.
17. Nurlaila. *Perilaku Organisasi*. Jakarta: Lembaga Penerbitan Universitas Khairun (LepKhair), 2012.
18. Oemar Y. Pengaruh Budaya Organisasi, Kemampuan kerja dan Komitmen Organisasi terhadap *Organizational Citizenship Behavior (OCB)* Pegawai pada BAPPEDA Kota Pekanbaru. *Jurnal Aplikasi Manajemen*, 2013, 11.
19. Prasetyo MS, MLE. Pengaruh *Perceived Organizational Support* dan kepuasan kerja terhadap *Organizational Citizenship Behavior* pada karyawan bagian Rumah tangga Universitas Negeri Yogyakarta. *Journal Student UNY*, 2016.
20. Puspitasari NM. Pengaruh *Perceived Organizational Support* Terhadap Prestasi Kerja dengan OCB Sebagai Variabel Pemeditasi. *Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan*, 2014, 8.
21. Putrie F, Nursalim M. (Pebruari). Hubungan Antara Persepsi Dukungan Organisasi Dan Budaya Organisasi Dengan *Organizational Citizenship Behavior (OCB)* Pada Karyawan PT. Pertamina UPMS V Surabaya. *Jurnal Psikologi : Teori & Terapan*, 2013, 3.
22. Rahayu S. Hubungan Antara Kualitas Kehidupan Kerja Dan Persepsi Dukungan Organisasional Dengan *Organizational Citizenship Behavior* pada karyawan PTPN III Medan. Medan: Universitas Medan Area, 2012.
23. Rambe YA. Pengaruh Persepsi Dukungan Organisasi Terhadap *Organizational Citizenship Behavior* Karyawan Harian Waspada Medan. Medan: Universitas Sumatera Utara, 2015.
24. Reyfaldi M, Kurniawan AW, Dipatmojo TS. Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior Pada PT. Bujaya Karya Makmur. *PINISI Journal Of Art, Humanity, & Social Studies*, 2023.
25. Rhoades L, Eisenberger R. Perceived Organizational Support : A Review Of The Literature. *Journal Of Applied Psychology*, 2002.
26. Robbins PS, Judges. *Perilaku Organisasi Edisi 16*. Jakarta: Salemba Empat, 2015.
27. Sanhaji A, Soetjipto BE, Suharto. Pengaruh Keadilan Organisasi Dan Budaya Organisasi Terhadap Perilaku Kewargaan Organisasi Melalui Komitmen Organisasi Dan Kepuasan Kerja PT. Pos Indonesia (Persero) Malang. *Jurnal Pendidikan : Teori, Penelitian dan Pengembangan*, 2016.
28. Satya PD, Susilo H, Edlyn KA. Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Kusuma Agrowisata Divisi h Kota Batu). *Agora*, 2018.
29. Shopa SM. Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior Pegawai Dikantor Otoritas Pelabuhan Utama Belawan. Medan: Universitas Medan Area, 2021.
30. Sidharta Y, Zamralita. Gambaran Dukungan Organisasi Yang Dirasakan Pada Karyawan PT. XYZ. *Jurnal Muara Ilmu Sosial, Humaniora, dan Seni*, 2017, 1.
31. Sinaga RA. Hubungan Antara Dukungan Organisasi Dengan Employee Engagement Pegawai Negeri Sipil Di Dinas Pendidikan Provinsi Sumatera Utara. Medan: Universitas Medan Area, 2019.
32. Sinambela LP, Sinambela S. *Metodologi Penelitian Kuantitatif: Teoritik dan Praktik*. Depok: Rajawali Pers, 2021.
33. Sudaryono. *Pengantar Manajemen Teori dan Kasus*. Yogyakarta: CAPS, 2017.
34. Sugiyono. *Metodologi penelitian pendidikan (pendekatan kuantitatif, kualitatif, R&D)*. Bandung: Alfabeta, 2012.
35. Sujarweni W. *Metode Penelitian Bisnis Dan Ekonomi Pendekatan Kuantitatif*. Yogyakarta: Pustaka Baru Press, 2018.
36. Sule ET, Priansa DJ. *Kepemimpinan & Perilaku Organisasi (Membangun Organisasi Unggul di Era Perubahan)*. Bandung: PT Refika Aditama, 2018.
37. Supartha WG, Sintaasih DK. *Pengantar Perilaku Organisasi (Teori, Kasus dan Aplikasi Penelitian)*. Denpasar Timur: CV. Setia Bakti, 2017.
38. Sutanto M, Setiawan R. Pengaruh *Perceived Organizational Support* Terhadap *Organizational Citizenship Behavior* dengan *Organizational Trust* Sebagai Variabel Intervening di Hypermart Royal Plaza Surabaya. *AGORA*, 2018.
39. Wati MR, Anisah HU. Pengaruh perceived organizational support (POS) terhadap organizational citizenship behavior (OCB) dengan employee engagement sebagai variabel mediasi (studi pada karyawan Yayasan Ukhuwah Banjarmasin). *JWM (Jurnal Wawasan Manajemen)*, 2021.
40. Wijaya C. *Perilaku Organisasi*. Medan: Lembaga Peduli Pengembangan Pendidikan Indonesia (LPPI), 2017.