

# What Determine the Organizational Citizenship Behavior in Indonesian Agriculture Manufacturing Firms?

<sup>1</sup>Parinya Siriattakul, <sup>\*2</sup>Kittisak Jermsittiparsert, <sup>3</sup>Ahmad Mustanir

**Abstract**---The main purpose of the current study is to investigate the determine the organizational citizenship behavior in Indonesian agriculture manufacturing firms. Total 670 questionnaires were distributed among the agricultural manufacturing firms of Indonesia. The response rate was very good due to which a total of 470 questionnaires have been received, with a response rate of 71%.The study has used the SEM-PLS as the statistical technique to answer the research questions. Furthermore, the study used this technique primarily because this paper aims to assess whether these variables have any mediating effect on the relationships. The other reason is that this technique of PLS path modeling is compatible with the normal as well as non-normal data. Most social science researches exhibit non-normality of data. Therefore, PLS is suitable for these kinds of researches, as it can easily handle the data abnormality. Another significant feature of PLS path modeling is its proficiency in simultaneously estimating the measurement and the structural model. The response rate of the study is 71 percent, which is considerably higher. The study is among the pioneering study on the issue and will be helpful for the policymakers and researchers.

**Keywords**--- Organizational citizenship, Agriculture firms, Indonesia

---

## I. Introduction

One of the most important concerns for the organizations in the last decade is the motivation of the employees (Hartinah, Suharso, Umam, Syazali, Lestari, Roslina, &Jermsittiparsert, 2020). Organizations need to focus on the human resource to achieve and sustain competitive advantage because, in terms of quality of services and products, the market is saturated. A number of studies have been conducted to look at the factors that can motivate the employees of the organization. Organizations have neglected the human factors in this role. The focus of the organizations is on the technological factors, and human are neglected. But it is important to mention that without a human being in the organizations, it would not be possible for the organization to use the technology(Veličkovska, 2017).

The studies conducted regarding organization behavior are trying to focus and explain the behavior of a human in different scenarios because of its different types, disadvantages and advantages. The studies conducted on

---

<sup>1</sup>School of Psychology, University of Queensland, Australia  
E-mail: siriattakul@hotmail.com

<sup>1</sup>Department for Management of Science and Technology Development, Ton Duc Thang University, Ho Chi Minh City, Vietnam

<sup>2</sup>Faculty of Social Sciences and Humanities, Ton Duc Thang University, Ho Chi Minh City, Vietnam

<sup>3</sup>Faculty of Social and Political Science, Universitas Muhammadiyah Sidenreng Rappang, Indonesia  
E-mail: ahmadmustanir74@gmail.com

Corresponding author: E-mail: kittisak.jermsittiparsert@tdtu.edu.vn

organizational behavior have tried to explain the different impacts of human behavior. The main purpose of developing motivation among employees is to create and increase organizational effectiveness and efficiency by utilizing the factors of production. The culture of the organization also plays a critical role in defining human behavior, values and attitudes. The success of the organization depends upon the organizational culture (OC) where the focus is on good communication, loyalty, creativity, teamwork and success. The aim of every employee should be to achieve an organizational goal because they can help in achieving satisfaction and personal goals as well (Veličkovska, 2017).

In the field of management, a number of organizational behaviors are studied that can have an impact on the productivity of the organization. One of the important behaviors is organizational citizenship behavior. Organizational citizenship behavior describes the behavior of employee within the system of organization. Organizations have given a lot of importance to this study because of its importance in traditional hierarchies and team-based work. On the other hand, it is very important for an organization to understand organizational citizenship behavior, so the role of employees can be maintained within them (Campbell Pickford & Joy, 2016).

Another important aspect of social life is trust. In the context of the organization. One of the important predictors of the positive behavior and attitude of employees can be trusted. Therefore, organizational trust (OT) is defined as the employee's expectation will be met by the organizations and the management will be trustworthy as well. Without trust, it is not possible to reach the goals of the organization. The employees within an organization will feel dedicated and comfortable having trust in the organization. Such employees will surf their energies to achieve organizational goal. The organizations in which employees trust on the employer have the environment in which everyone participates and shows commitment to achieve organizational goals. Therefore, it is very important for scholars to study trust in the context of an organization (Singh & Srivastava, 2016).

For the organizational and employees' benefit, it is important for the employers and organizations to give value to its employees. Perceived organizational support (POS) is the perception of employee that the organization give value to the contribution and work of the employee. the employee feels that organization care regarding the wellbeing of the employee. The organization cares about the important benefits of the employee a lot. It's been mentioned that organizational give weightage to POS because it fulfils their need of affiliation, esteem and approval. Moreover, it also provides ease and comfort in the time of stress. Therefore, employee gets more satisfied with their jobs when the practices of HR and supervisors lead to high POS. When employees feel more connected to the organization, they also have improved level of satisfaction, and they remain loyal as well as committed to the organization. Additionally, in case of need to the employee, POS shows signals that the organization would support employee (Eisenberger, Malone, & Presson, 2016).

OC is the combined effects of common values, behaviors and beliefs of the employees within an organization. The norms within a company regulated the performance of employees, services to the customers, the cooperation of employees with each other, goal orientation and motivation of employees and the sincerity of employees to achieve the organizational goals and objectives. From the past decades, the concept of culture is perceived as the overall climate of the organization to handle the employees working there. The experience of employees and OC is the steady setting within every organization and their daily operations. The long-term productivity and output of the organization will not be good if there exist boredom, resentment and unpleasant attitude within the organization. OC

is known as the filter through which every act of the organization takes place. The main objective of OC is to create a positive experience for the employee (ODOR, 2018).

The decision or action which is perceived by the people as the morally right on the basis of law, equity, fairness, religious and ethics is known as justice. For employees and organizations, it is one of the major areas of concern. From the point of view of people, justice is the fairness, which leads to the outcome, interaction among the workers and allocation of resources. Scholars have suggested that the performance of employees can be improved due to organizational justice (OJ). Justice within the organization shows practices and actions within an organization are honest and fair. In such scenario, employees put extra effort to achieve organizational goals. It is important to mention that employee behavior is positively impacted and increase job satisfaction as a result of perception developed due to OJ. On the other hand, scholars mentioned that if employees are treated unfairly, it will develop negative behavior among the employees. Therefore, OJ is an important antecedent to develop a positive attitude and improve organizational performance (Al-A'wasa, 2018).

Within the organization, supervisors are a key source of feedback, assistance and guidance to the subordinates because of these subordinates the tasks of the workplace. Past studies mention that support from a supervisor can help to deal with the issues of adversity and stress. It is because it shows employees that they are cared of, valued, esteemed and belong to a network of mutual obligation and communication. supervisor support (SS) creates an environment within the organization in which learning becomes easy for the employees. Moreover, development and learning of employee are facilitated due to supervisor support. The employees at work will feel stressful without the support of the supervisor because of its results dissatisfaction among them. Therefore, organizational support plays an influential role in organizational performance (Baloyi, Van Waveren, & Chan, 2014).

The land of Indonesia is very fertile and Indonesia is the producer of many important crops. It is exporter of many important agricultural crops around the globe. Agriculture is contributing important contribution in GDP of Indonesia since last five decades. 41% population of Indonesia is directly or indirectly associated with this industry.

The current study aims to examine the impact of OCB on POS mediating role of organizational. The independent variables of the present study are the OC, OJ and SS and thus, these variables significantly impact POS of the employee, ultimately leading to citizenship behavior. Below is given brief literature of the variables under study.

## **II. Review of Literature**

### **Organization citizenship behavior (OCB)**

In every organization, there are certain rules and regulations which are expected to be followed by the employees during their stay in the organization. On the contrary, sometimes employees' behavior goes beyond these rules and regulations; this type of employees' behavior refers to the organization citizenship behavior (OCB) or extra role behavior. The most important research on OCB is conducted in the United States. According to studies, OCB behavior is not directly assigned to the employees but can be part of organizational operations. Moreover, the success of organizations depends on the positive behavior of its citizens or employees. Hence, understanding, importance and nature of OCB have been widely studied by the academicians and organizations and this area remains in questions due to its prime importance. As discussed in past studies, positive behavior of organization's citizens is a key to its success. Therefore, research conducted on the survival of organizations reveals that OCB positively contributes to

organizational success by improving productivity, efficient use of the resource, employees' response to change (Tambe, 2014).

Furthermore, OCB also refers to "good soldier syndrome" which means that the behavior of committed employees of the organization. Such type of behavior includes helping others, punctuality, creative, volunteer work and willingness to avoid undesirable activities. The scholar has provided five types of OCB behavior, namely, courtesy, civic virtue, sportsmanship, altruism and conscientiousness. Scholars added that all these five types of behavior are important for enhancing organizational effectiveness (Tambe, 2014).

Here altruism means that voluntary services of an employee such as an employee are willing to perform the tasks of absent employees, or willing to help other employees in solving a job relevant problem. While conscientiousness behavior refers to discretionary efforts of employees such as obeying rules and avoid extra breaks all time. Sportsmanship behavior refers that employees are satisfied with fewer facilities without complaining. Courtesy behavior refers that employees are avoiding work related problems while considering its effects on other employees. While civic virtue behavior refers that employees are participating and concerned about the politics of the organization as well as have updated information about organizational developments (Anjum, Sabir, & Khaliq, 2016).

#### **Organizational trust and Organization citizenship behavior**

In order to produce the required outcome, it is necessary to develop a good relationship and trust between employer and employee. A number of organizations are developing plans and adopting CSR activities, so they can develop trust among the customers and employees as well. The organizations that show good behavior are normally considered as good organizations. Resultantly, there develop trust among the employees for their organization. When trust is developed among employees and organization, further actions between them will be guided by the trust factor. There exists the high possibility that trust is developed among employees because they feel that their organization's behavior is responsible, they are dedicated, they are involved in the work of their employees and the organization shows citizenship behavior. Therefore, Organization Trust has a positive impact on Organization Citizenship Behavior (Anjum et al., 2016).

#### **POS and Organizational trust**

Trust plays an important role in developing human relations and binding people together strongly because trust is psychological factors that give a sense of security to peoples. Scholars have mentioned SS as the employees are trusting on the management of the company in every aspect like the administration is doing good for employees and concerned about the employee's expectations as well as management is providing true information to their employees. Hence, SS can be a psychological phenomenon created in an organization by all its employees. It is also stated by the scholars that trustful environment of an organization becomes crucial in today's world (Shukla & Rai, 2015).

Accordingly, SS is an important to factor that needs to be considered at the time of organizational development. Organizational support has a significant role in SS. If employees feel that top management, colleagues and other citizens of the organization are supporting them, the interest of employees will increase. Scholars have reported a direct and positive relationship between POS and employees trust towards organization is reported (Shukla & Rai, 2015).

### **Organizational Culture relationship with POS and OCB**

Management needs to encourage and support the human resource so they can perform at an optimum level. In past literature, learning environment and organizational support are the factors that have an impact on the outcome of human resource management. More importantly, it has an impact on the commitment of employees towards the organization. It is important for organizations to understand the benefits and importance of the work environment that is supportive for the employees. Scholars have reported that support policies of an organization can play a role that is critical in making an organization attractive for the employee (Vieira-dos Santos & Gonçalves, 2018).

The organizations having a good culture helps in promotion of dialogues, offer learning opportunities, enhance learning at the level of team, Promotes the sharing of the learning, using leaders to encourage learning at the team and individual level, creates connectivity among the organization and environment and empower individuals so they can contribute to achieving organizational goals and objectives. All of these factors help in developing positive perception among employees that the organization is supporting them. (Vieira-dos Santos & Gonçalves, 2018).

It's been argued by the researchers that OC which keeps on changing and improving helps the organization to develop and sustain competitive advantage. Moreover, the culture also plays a critical role in the revitalization of the organization that is declining. The decision-making process of the organization and communication skills are influenced by the culture as well. The learning and socialization of the organization are impacted by the culture of the organization, as well. Furthermore, scholars have also highlighted the importance of culture for the development of innovation, adaptability and competitive advantage as well. Furthermore, the behavior of an employee is also impacted by OC as well. Culture of organization helps the employees to learn the way they should deal in the issues of uncertainties and changes. Culture gives employees the ways that can be expressed and make their belief, norm and values stronger. Overall, OC plays a critical role in improving the overall performance of the organization (Zeyada, 2018).

### **Organizational Justice relationship with POS and OCB**

Perceived organization support is the belief of the employee that the organization values the wellbeing of employees and care about them as well. On the other hand, OJ is the employee's perception regarding the fairness of the organization. Scholars have mentioned that there exist three types of OJ, namely procedure justice, interactional justice and distributive justice. The perception of employees regarding the outcomes they receive refers to distributive justice. If the perception among employees is developed in terms of, in the justice of distribution, it will result in dissatisfaction of employees by having an impact on their performance (Colquitt, 2001). Furthermore, their attitude will be altered as well. Procedural justice shows the respect of the organization in terms of the rights of the employee to be contributed positively to POS. Moreover, the employee can perceive it as the indication of organizational support degree. Furthermore, employees can be emotionally satisfied with their relationship to the organization because of interactive justice by the organization to the employee due to the support of the organization. Therefore, it is important to mention that a number of employee attitudes are linked to justice. Whereas, there are just a few studies that have examined the relationship between POS and OJ (Fu & Lihua, 2012).

Research has found a positive relationship between OCB and OJ. As past studies have reported meaningful relationship among organizational citizenship behavior and OJ. (Moorman, 1991).

### **Supervisor support relationship with POS and OCB**

As it is generally accepted, that supervisors are citizens of the organization as well as an important factor of the environment. Thus, greater support of supervisors helps the employees in developing strong SS. Supervisors are responsible for providing direction and guidance to their subordinates. Supervisors also have the right to appreciate the performance of the employees as they are more closely observing the employees. Past studies have stated a positive relationship between SS and POS(Onn, Peng, & Lung, 2014).

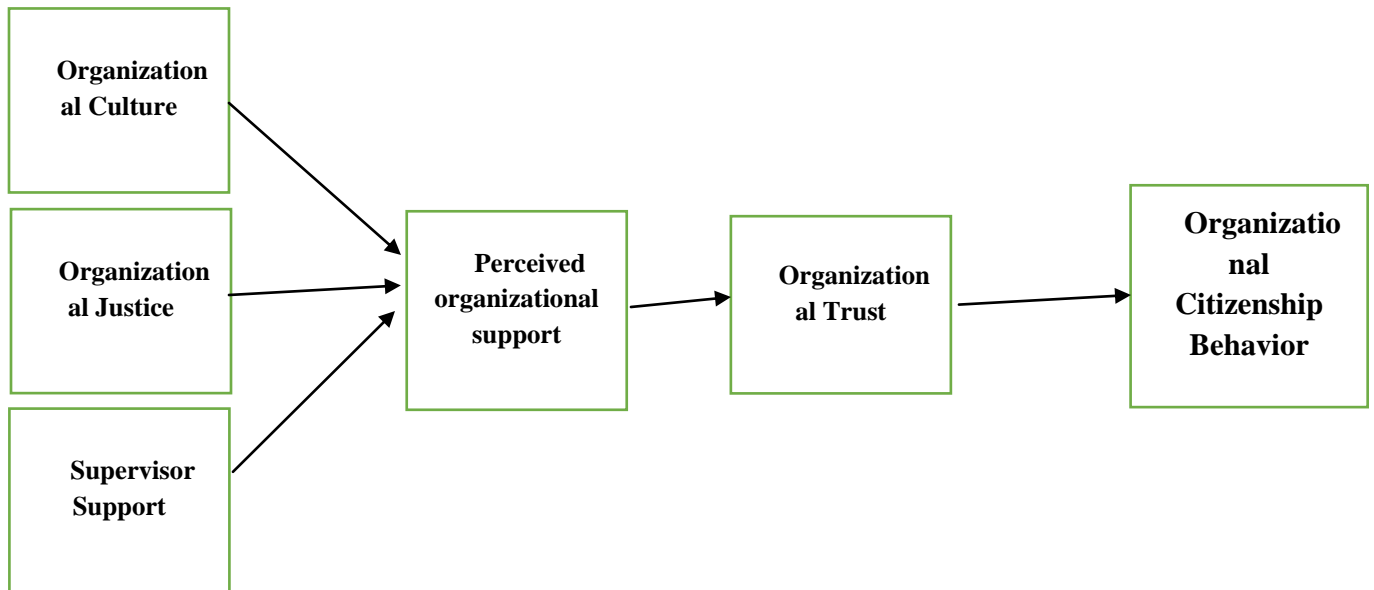
Supervisors act as agents to supervise employees on behalf of owners. Therefore, the quality of the relationship between supervisors and subordinates influence the employees' performance and motivation to achieve organizational goals. A strong positive and trustworthy relationship between supervisor and employees motivate the employees to develop a sense of organizational support among employees. Moreover, subordinates prefer to work with those supervisors with fair dealings, kind behavior, empathetic, supportive as well as priorities the employee's participation in decision making. When actions of supervisors are evaluated by the employees in positive manner, employees can reward the supervisor by OCB (Wang, 2014).

As there exist exchange relationship among workplace and supervisor in which employer evaluates the relationship with management as satisfactory and fair. Therefore, as result, this process may indulge positive attitude among the employees and the performance of employees may improve. Therefore, supervisor plays critical role in developing positive attitude among the employees which as a result impact the performance of employee as well (Yadav & Rangnekar, 2015).

Therefore, in the past literature reported above the following hypothesis are developed:

- H1:**OC has a significant impact on POS.
- H2:**OJ has a significant impact on POS.
- H3:**SS has a significant impact on POS.
- H4:**OC have significant impact of OCB.
- H5:**OJ has a significant impact on OCB.
- H6:**SS has a significant impact on OCB.
- H7:**POS has a significant impact on SS.
- H8:**Trust mediates the relationship between POS and OCB
- H9:**POS mediates the relationship between OC and OCB
- H10:**POS mediates the relationship between OJ and OCB
- H11:**POS mediates the relationship between SS and OCB
- H12:**Trust has a significant impact on OCB.

### Framework based on literature



This section involves the selection of appropriate methodology, followed by the data analysis and discussion of the research findings. The first step is to check the reliability and validity of the constructs involved in the proposed framework, and the next step is the hypothesis assessment and checking for the model fit. The study employed primary method of research to gather information, using questionnaire as a research instrument. It is a cross-sectional study i.e. an observational type of study which analyzes data at a specific point in time, from a certain population subset. In addition, it is convenient for academicians to handle large cross-sectional data in little or no time. An email-questionnaire was developed, since less cost and time will be needed to collect data from large number of populations. Thus, survey research involves data collection from a set of population, regarding a particular case. The study conducted a survey using cluster sampling, the collected data will then be used to carry out statistical testing procedures. Structural equation modeling was chosen to estimate the structural relationship between the measured variables and their latent constructs. SEM observes the direct and indirect relation between the measured variables. Appropriate selection of sample size is an important aspect under structural equation modeling. Initially, a sample size of 322 is chosen based on the total population, using the table, which is considered as a benchmarked table(Morgan & Krejcie, 1970). The sample size was then increased to 675 in order to avoid any response bias. Total 670 questionnaires were distributed among the agricultural manufacturing firms of Indonesia. The response rate was very good due to which a total of 470 questionnaires have been received, with a response rate of 71%. The study used SEM-PLS considering the research objectives of present study.

The questionnaire that is used in survey was adopted from the studies based on extensive past surveys. The scale for organizational citizenship behavior and OJ was adopted from(Yılmaz & Taşdan, 2009). Whereas the items for SS, POS, OC, and supervisor support were adopted from Lee, Song, Lee, Lee, and Bernhard (2013), Rhoades, Eisenberger, and Armeli (2001), Pérez López, Manuel Montes Peón, and José Vázquez Ordás (2004) and Jiang and Klein (1999) respectively.

### III. Results

In the last few decades, SEM has emerged as a most useful technique, which is proficient in carrying out advanced statistical procedures. SEM-PLS belongs to a group of multivariate techniques with a fusion of regression and factor analysis, which allows to analyze the measurement model, i.e. determine the relationship among measured and latent variables, and the structural theory assessment, i.e. the relationship that exists among the latent constructs. Since 1970, several approaches have been used to perform SEM, however, covariance-based SEM has been extensively used technique, which was presented by(Jöreskog, 1973). This has gained considerable attention by the social science disciplines, since AMOS, LISREL, and EQS has been predominantly used to carry out such type of analysis, which created ignorance about composite-based PLS-SEM, as a useful alternative to SEM. PLS-SEM is preferred over CB-SEM approach, particularly because it is suitable for most social sciences situations, such as in case of complex model estimation, small sample size, and during the estimation of model relationships. However, this approach is a complementary modeling approach and is equally stringent as CB-SEM. PLS-SEM can act as a silver bullet, if applied correctly in research situation.

It shares compatibility with SEM models having a set of latent constructs and cause-and-effect associations among these constructs (Gustafsson & Johnson, 2004). Furthermore, the study used this technique primarily because this paper aims to assess whether these variables have any mediating effect in the relationships. The other reason is that this technique of PLS path modeling is compatible with the normal as well as non-normal data. Most social science researches exhibit non-normality of data, therefore, PLS is suitable for these kinds of researches, as it can easily handle the data abnormality. Another significant feature of PLS path modeling is its proficiency in simultaneously estimating the measurement and the structural model, thereby making PLS a powerful multivariate statistical method (Tabachnick, 2001).

One of the primary steps of data analysis is the testing of instrument validity. Therefore, confirmatory factor analysis (CFA) was used following a rule of thumb, which states that all factor loadings must be greater than 0.50. For current study, the chosen sample size is 322, which will be further used to compute a factor loading value that is acceptable or suitable for the association between sample size and factor loadings. The results indicated that each item of the model exhibited above 0.40 factor loading. Several authors have suggested that the normal or ideal sample size ranges from 30-150, in addition, data normality is usually assured through large sample size, such that the data normality improves as the sample size increases. The study also carried out normality test to check if the sample data is suitable for modeling.



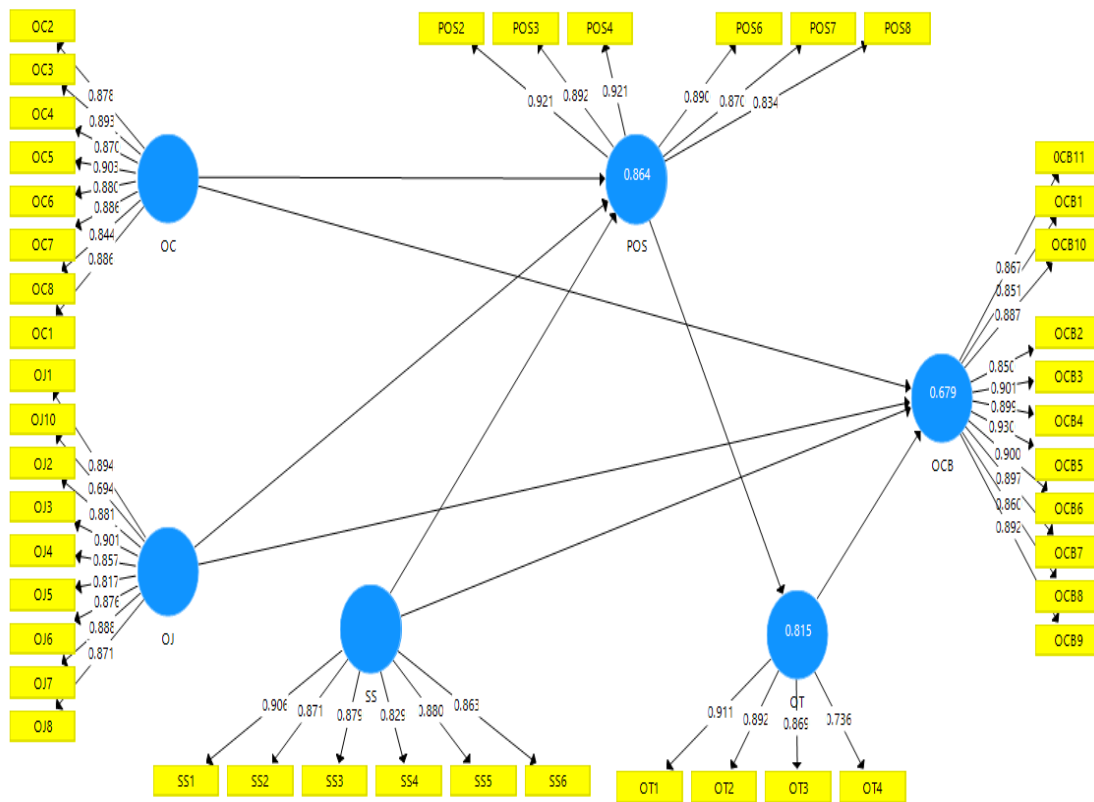


Figure 1: Measurement Model

Table 1: Outer loading

	OC	OCB	OJ	OT	POS	SS
<b>OCB11</b>		<b>0.867</b>				
<b>OC2</b>	<b>0.878</b>					
<b>OC3</b>	<b>0.893</b>					
<b>OC4</b>	<b>0.870</b>					
<b>OC5</b>	<b>0.903</b>					
<b>OC6</b>	<b>0.880</b>					
<b>OC7</b>	<b>0.886</b>					
<b>OC8</b>	<b>0.844</b>					
<b>OCB1</b>		<b>0.851</b>				
<b>OCB10</b>		<b>0.887</b>				
<b>OCB2</b>		<b>0.850</b>				
<b>OCB3</b>		<b>0.901</b>				
<b>OCB4</b>		<b>0.899</b>				
<b>OCB5</b>		<b>0.930</b>				
<b>OCB6</b>		<b>0.900</b>				
<b>OCB7</b>		<b>0.897</b>				

<b>OCB8</b>		<b>0.860</b>				
<b>OCB9</b>		<b>0.892</b>				
<b>OJ1</b>			<b>0.894</b>			
<b>OJ10</b>			<b>0.701</b>			
<b>OJ2</b>			<b>0.881</b>			
<b>OJ3</b>			<b>0.901</b>			
<b>OJ4</b>			<b>0.857</b>			
<b>OJ5</b>			<b>0.817</b>			
<b>OJ6</b>			<b>0.876</b>			
<b>OJ7</b>			<b>0.888</b>			
<b>OJ8</b>			<b>0.871</b>			
<b>OT1</b>				<b>0.911</b>		
<b>OT2</b>				<b>0.892</b>		
<b>OT3</b>				<b>0.869</b>		
<b>OT4</b>				<b>0.736</b>		
<b>POS2</b>					<b>0.921</b>	
<b>POS3</b>					<b>0.892</b>	
<b>POS4</b>					<b>0.921</b>	
<b>POS6</b>					<b>0.890</b>	
<b>POS7</b>					<b>0.870</b>	
<b>POS8</b>					<b>0.834</b>	
<b>SS1</b>						<b>0.906</b>
<b>SS2</b>						<b>0.871</b>
<b>SS3</b>						<b>0.879</b>
<b>SS4</b>						<b>0.829</b>
<b>SS5</b>						<b>0.880</b>
<b>SS6</b>						<b>0.863</b>
<b>OC1</b>	<b>0.886</b>					

The data obtained from the survey was analyzed through SmartPLS, a software to observe the path modeling of SEM-PLS (Hair, Ringle, & Sarstedt, 2011). Subsequently, SEM is employed for the testing of hypothesis. Afterwards, a composite reliability test is performed to observe the internal consistency as well as reliability of the latent constructs. The threshold level for CR is 0.70 or above. Thus, for each construct, the CR value turned out as recommended, ensuring reliability for all the model constructs. The latent constructs' internal reliability can be checked using a Cronbach alpha test which must exhibit a value of above 0.70. All the model constructs have satisfied the recommended level i.e.  $\alpha > 0.70$ . The study also observed the convergent validity, which can be assessed

through an average variance extracted (AVE) measure (Hair et al., 2011). The value for AVE must be 0.50 or above. The AVE statistics for this study ranged from 0.511-0.725, thereby satisfying the threshold level.

**Table 2: Reliability**

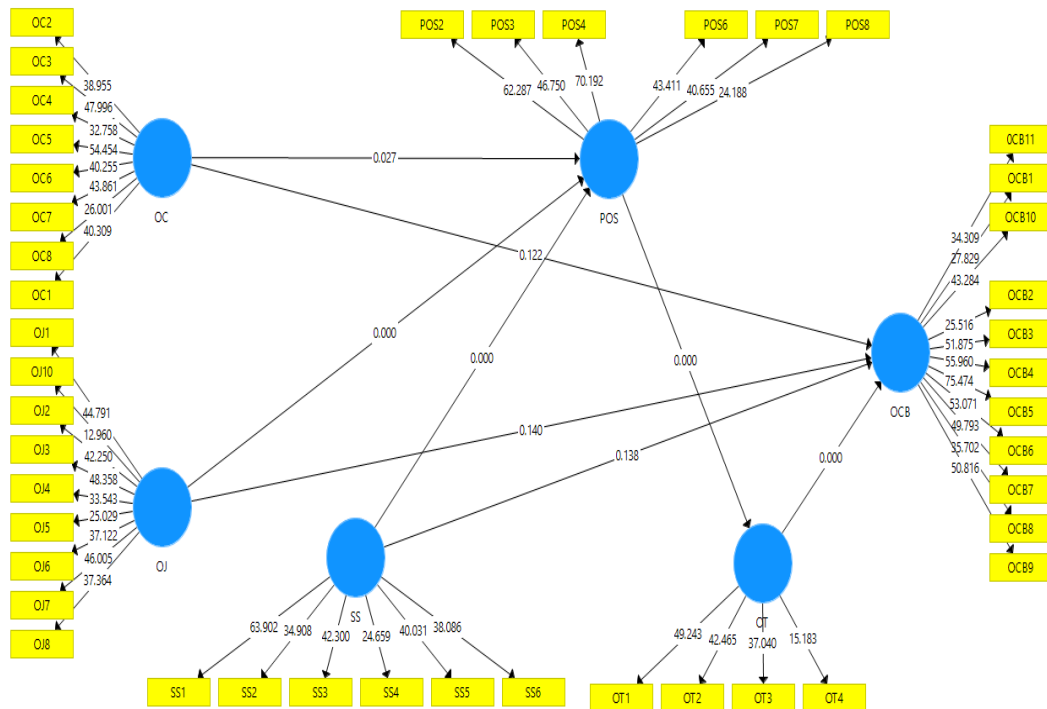
	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>OC</b>	<b>0.958</b>	<b>0.960</b>	<b>0.965</b>	<b>0.775</b>
<b>OCB</b>	<b>0.972</b>	<b>0.973</b>	<b>0.976</b>	<b>0.784</b>
<b>OJ</b>	<b>0.953</b>	<b>0.953</b>	<b>0.961</b>	<b>0.732</b>
<b>OT</b>	<b>0.874</b>	<b>0.880</b>	<b>0.915</b>	<b>0.731</b>
<b>POS</b>	<b>0.947</b>	<b>0.949</b>	<b>0.957</b>	<b>0.790</b>
<b>SS</b>	<b>0.937</b>	<b>0.938</b>	<b>0.950</b>	<b>0.760</b>

The statistics and findings confirmed that all measuring items show consistent results for reliability, internal consistency, and convergent validity. Several items of the measurement model having lower loadings, were omitted from the model. Analyzing discriminant validity confirms that a measuring construct has uniqueness and also shows that other latent variables do not possess that similar phenomenon (Henseler, Ringle, & Sarstedt, 2015). The discriminant validity was also observed through Fornell and Larcker criterion, which must exhibit value that is larger than correlations between other latent variables (Fornell & Larcker, 1981). The AVE square roots are presented in Table 3.

**Table 3: Discriminant Validity**

	<b>OC</b>	<b>OCB</b>	<b>OJ</b>	<b>OT</b>	<b>POS</b>	<b>SS</b>
<b>OC</b>	0.920					
<b>OCB</b>	0.688	0.885				
<b>OJ</b>	0.901	0.732	0.855			
<b>OT</b>	0.688	0.798	0.766	0.955		
<b>POS</b>	0.699	0.713	0.795	0.903	0.929	
<b>SS</b>	0.681	0.696	0.763	0.879	0.915	0.872

The hypothesized model was determined with first order construct. The study aims to determine the occurrence of any relationship between the latent constructs involved in the structural model. Path coefficients were obtained for analyzing the constructs' associations and for taking decisions concerning the proposed hypotheses. Afterwards, to analyze association between endogenous and exogenous variables, measurement model was then transformed into structural model.



**Figure 2:** Structural model

All direct hypotheses exhibited significant results and are accepted, as given in table 4.

**Table 4:** Direct relationship

	(O)	(M)	(STDEV)	( O/STDEV )	P Values
<b>OC -&gt; OCB</b>	0.024	0.016	0.133	0.181	<b>0.003</b>
<b>OC -&gt; OT</b>	-0.176	-0.175	0.092	1.911	<b>0.000</b>
<b>OC -&gt; POS</b>	-0.195	-0.194	0.102	1.915	<b>0.000</b>
<b>OJ -&gt; OCB</b>	0.444	0.454	0.148	3.007	<b>0.003</b>
<b>OJ -&gt; OT</b>	0.388	0.395	0.106	3.679	<b>0.000</b>
<b>OJ -&gt; POS</b>	0.430	0.437	0.117	3.680	<b>0.000</b>
<b>OT -&gt; OCB</b>	0.687	0.686	0.105	6.537	<b>0.000</b>
<b>POS -&gt; OCB</b>	0.620	0.620	0.097	6.362	<b>0.000</b>
<b>POS -&gt; OT</b>	0.903	0.903	0.017	53.850	<b>0.000</b>
<b>SS -&gt; OCB</b>	0.304	0.303	0.111	2.743	<b>0.006</b>
<b>SS -&gt; OT</b>	0.649	0.643	0.060	10.772	<b>0.000</b>
<b>SS -&gt; POS</b>	0.719	0.712	0.063	11.468	<b>0.000</b>

For the structural model estimation, path-coefficients' significance is evaluated, followed by the estimation of effect size, coefficient of determination, mediation effect, and predictive relevance, as suggested by (Henseler, Ringle, & Sinkovics, 2009). The path-coefficients' significance has been observed by carrying out bootstrapping

procedure, involving 470 cases and 5000 sample observations (Henseler et al., 2009).

**Table 5:** Mediation

	(O)	(M)	(STDEV)	( O/STDEV )	P Values
<b>OC -&gt; POS -&gt; OT -&gt; OCB</b>	-0.121	-0.120	0.066	1.836	<b>0.003</b>
<b>OJ -&gt; POS -&gt; OT -&gt; OCB</b>	0.267	0.269	0.079	3.364	<b>0.000</b>
<b>POS -&gt; OT -&gt; OCB</b>	0.620	0.620	0.097	6.362	<b>0.000</b>
<b>SS -&gt; POS -&gt; OT -&gt; OCB</b>	0.446	0.443	0.088	5.080	<b>0.000</b>
<b>OC -&gt; POS -&gt; OT</b>	-0.176	-0.175	0.092	1.911	<b>0.000</b>
<b>OJ -&gt; POS -&gt; OT</b>	0.388	0.395	0.106	3.679	<b>0.000</b>
<b>SS -&gt; POS -&gt; OT</b>	0.649	0.643	0.060	10.772	<b>0.000</b>

Under PLS-SEM, another important criterion for assessing the variance of the endogenous variable is the coefficient of determination (Hair et al., 2011). It shows the proportion of endogenous variable that can be predictable by one or more independent variables.  $R^2$  value lies within 0-1, the closer the value of  $R^2$  to 1, the higher the variation in dependent variable explained by the predictors. The value of  $R^2$  equals 0.640 for this study, which shows 64 percent of the variation in dependent variable is predictable with the independent variables. While using PLS-SEM, measures should be taken to show the predictive relevance of the model, in order to assess the quality of that model. Hence, the present study used the blindfolding procedures based on the predictive relevance test that was proposed by Stone-Geisser. Under PLS-SEM, this test is mostly performed to measure the goodness of fit for the model (Duarte & Raposo, 2010).

**Table 6:** R-square

	R Square
<b>OCB</b>	0.679
<b>OT</b>	0.815
<b>POS</b>	0.864

#### IV. Conclusion

The main purpose of the current study is to investigate the determine the organizational citizenship behavior in Indonesian agriculture manufacturing firms. POS is the perception of employee that organization give value to the contribution and work of the employee. the employee feels that organization care regarding the wellbeing of employee. organization cares about the important benefits of the employee a lot. It's been mentioned that organizational give weightage to POS because it fulfils their need of affiliation, esteem and approval. Moreover, it also provides ease and comfort in the time of stress. Therefore, employee get more satisfied with their jobs when the practices of HR and supervisors lead to high POS. When employees feel themselves more connected to the

organization, they also have improved level of satisfaction and they remain loyal as well as committed to the organization. Additionally, in case of need to the employee, POS shows signals that organization will support employee. Total 670 questionnaires were distributed among the agricultural manufacturing firms of Indonesia. The response rate was very good due to which a total of 470 questionnaires have been received, with a response rate of 71%. The study has used the SEM-PLS as the statistical technique to answer the research questions. Furthermore, the study used this technique primarily because this paper aims to assess whether these variables have any mediating effect in the relationships. The other reason is that this technique of PLS path modeling is compatible with the normal as well as non-normal data. Most social science researches exhibit non-normality of data, therefore, PLS is suitable for these kinds of researches, as it can easily handle the data abnormality. The aim of this study was to examine the relationship of OCB with the mediating role of trust and POS. The independent variables of present study are the OC, OJ and SS and thus, these variables significantly impact POS of the employee ultimately leading to citizenship behavior. Another significant feature of PLS path modeling is its proficiency in simultaneously estimating the measurement and the structural model. The response rate of the study is 70 percent which is considerably higher. The study is among the pioneering study on the issue and will be helpful for the policymakers and researchers.

## References

- [1] Al-A'wasa, S. I. S. (2018). The Impact of Organizational Justice on the Counterproductive Work Behavior (CWB): A Field Study Conducted in the Jordan Customs Department (JCD). *International journal of business and social science*, 9(1), 27-38.
- [2] Anjum, A., Sabir, H. M., & Khaliq, T. (2016). Impact of Organization Trust, Organization Justice and Job Satisfaction on Organization Citizenship Behavior: A study in Banking Sector of Pakistan. *International journal of academic research in business and social sciences*, 6(12), 630-643.
- [3] Baloyi, S., Van Waveren, C. C., & Chan, K.-Y. (2014). The role of supervisor support in predicting employee job satisfaction from their perception of the performance management system: A test of competing models in engineering environments. *South African Journal of Industrial Engineering*, 25(1), 85-95.
- [4] Campbell Pickford, H., & Joy, G. (2016). Organisational citizenship behaviours: Definitions and dimensions. *Saïd Business School WP*, 31.
- [5] Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of applied psychology*, 86(3), 386.
- [6] Duarte, P. A. O., & Raposo, M. L. B. (2010). A PLS model to study brand preference: An application to the mobile phone market *Handbook of partial least squares* (pp. 449-485): Springer.
- [7] Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). Optimizing perceived organizational support to enhance employee engagement. *Society for Human Resource Management and Society for Industrial and Organizational Psychology*, 2-22.
- [8] Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics: SAGE Publications Sage CA: Los Angeles, CA.
- [9] Fu, Y., & Lihua, Z. (2012). Organizational justice and perceived organizational support: The moderating role of conscientiousness in China. *Nankai Business Review International*, 3(2), 145-166.
- [10] Gustafsson, A., & Johnson, M. D. (2004). Determining attribute importance in a service satisfaction model. *Journal of service research*, 7(2), 124-141.
- [11] Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.
- [12] Hartinah, S., Suharso, P., Umam, R., Syazali, M., Lestari, B., Roslina, R., & Jermisittiparsert, K. (2020). Teacher's Performance Management: The Role of Principal's Leadership, Work Environment and Motivation in Tegal City, Indonesia. *Management Science Letters*, 10(1), 235-246.
- [13] Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- [14] Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing *New challenges to international marketing* (pp. 277-319): Emerald Group Publishing Limited.

- [15] Jiang, J. J., & Klein, G. (1999). Supervisor support and career anchor impact on the career satisfaction of the entry-level information systems professional. *Journal of management information systems*, 16(3), 219-240.
- [16] Jöreskog, K. G. (1973). Analysis of covariance structures *Multivariate analysis-III* (pp. 263-285): Elsevier.
- [17] Lee, C.-K., Song, H.-J., Lee, H.-M., Lee, S., & Bernhard, B. J. (2013). The impact of CSR on casino employees' SS, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33, 406-415.
- [18] Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of applied psychology*, 76(6), 845.
- [19] Morgan, D., & Krejcie, R. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- [20] ODOR, H. O. (2018). Organisational culture and dynamics. *Global Journal of Management And Business Research*.
- [21] Onn, C. Y., Peng, T. L., & Lung, C. K. (2014). Supervisory Support, Organizational Justice and Perceived Organizational Support: A Review and Research Agenda. *Information Management and Business Review*, 6(5), 255.
- [22] Pérez López, S., Manuel Montes Peón, J., & José Vázquez Ordás, C. (2004). Managing knowledge: the link between culture and organizational learning. *Journal of Knowledge Management*, 8(6), 93-104.
- [23] Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825.
- [24] Shukla, A., & Rai, H. (2015). Linking perceived organizational support to SS and commitment: Moderating role of psychological capital. *Global Business Review*, 16(6), 981-996.
- [25] Singh, U., & Srivastava, K. B. (2016). Organizational trust and organizational citizenship behaviour. *Global Business Review*, 17(3), 594-609.
- [26] Tabachnick, B. G. (2001). & Fidell, LS (2001). Using multivariate statistics. *Boston: Allyn and Bacon. Bamberger et, 31, 1.*
- [27] Tambe, S. (2014). A study of organizational citizenship behaviour (OCB) and its dimensions: a literature review.
- [28] Veličkovska, I. (2017). Organizational citizenship behavior-definition, determinants and effects. *Engineering management*, 3(1), 40-51.
- [29] Vieira-dos Santos, J., & Gonçalves, G. (2018). Organizational Culture, Internal Marketing, and Perceived Organizational Support in Portuguese Higher Education Institutions. *Revista de Psicología del Trabajo y de las Organizaciones*, 34(1), 38-41.
- [30] Wang, Z. (2014). Perceived supervisor support and organizational citizenship behavior: The role of organizational commitment. *International journal of business and social science*, 5(1).
- [31] Yadav, M., & Rangnekar, S. (2015). *Supervisory support and organizational citizenship behavior: Mediating role of participation in decision making and job satisfaction*. Paper presented at the Evidence-Based HRM: A Global Forum for Empirical Scholarship.
- [32] Yılmaz, K., & Taşdan, M. (2009). Organizational citizenship and organizational justice in Turkish primary schools. *Journal of Educational Administration*, 47(1), 108-126.
- [33] Zeyada, M. (2018). Organizational Culture and its Impact on Organizational Citizenship Behavior. *International journal of academic research in business and social sciences*, 8(3), 418-429.