

## **The Effect of Perceived Organizational Support and Psychological Empowerment on Job Performance with Organizational Citizenship Behavior as Mediation**

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**Abstract:** *Factors that can improve job performance are perceived organizational support, psychological empowerment and organizational citizenship behavior. The purpose of this study is to explain the effect of perceived organizational support and psychological empowerment on job performance and to know the role of organizational citizenship behavior mediation in explaining the relationship between psychological empowerment and job performance. Sample used in this research were employees of PT. Regional Development Bank Bali Branch Office Renon which amounted to 60 respondents with sampling technique using saturated samples. This research uses analysis technique PLS (Partial Least Square). The results of this study found that perceived organizational support and psychological empowerment have a positive and significant effect on organizational citizenship behavior. Furthermore, perceived organizational support and psychological empowerment have a positive and significant effect on job performance. Organizational citizenship behavior has a positive and significant effect on job performance. Finally, organizational citizenship behavior is able to mediate partially on perceived organizational support and psychological empowerment of job performance.*

**Keywords:** *perceived organizational support, psychological empowerment, OCB, job performance.*

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### **I. Introduction**

Chiang and Hsieh (2012) stated that factors effecting job performance are perceived organizational support, psychological empowerment and organizational citizenship behavior. When organizations implement these three things then the organization can improve job performance so that organizational goals can be achieved.

Perceived organizational support plays an important role in running a dynamic company performance. According to Rhoades and Eisenberger (2002), perceived organizational support is an employee's belief about how far organizations appreciate employees' contributions and care about their well-being. Organizational support such as high levels of fairness and good working conditions is essential for employee growth. If employees are assessed and rewarded in the organization, they will be more satisfied and will consider themselves emotionally committed to their organization and will perform well (Mohamed and Ali, 2015). Organizational support and superiors support can provide a positive experience for performance changes (Rubel and Kee, 2013).

Professional service, fast and friendly attitude accompanied by good material mastery is the target bank in serving customers, among others, done with the availability of reliable human resources and have the ability and high integrity. Employees need to take responsibility for their role to ensure that they can deliver superior products and services. Therefore, in an organization needs to empower employees who are able to meet market needs (Degago, 2014).

Empowerment is a term to encourage and allow employees to take personal responsibility so as to improve the performance of the assigned task and contribute to the overall achievement of the organization's objectives (Degago, 2014). When the individual feels confident that he or she can perform the task using the competencies and skills of the individual, it is one application of psychological empowerment. Psychological empowerment is the employee's intrinsic motivation toward the work role orientation which includes the meaning of the job, their ability to work, self-motivation and independence in influencing the work result.

In addition to psychological empowerment, an extra employee role is also required in advancing the company (Sabri, 2014). An extra role called Organizational Citizenship Behavior (OCB) is a positive attitude, helping co-workers and helping the organization achieve its goals (Velickovska, 2017). Organizational citizenship behavior is not found in the job description but is very useful in improving performance.

If analyzed from market share, PT. Regional Development Bank Bali Branch Office Renon achieved low success of 13.96% (Review of Branch PT. Regional Development Bank Bali Performance 2016). These data indicate that PT. Regional Development Bank Bali Branch Office Renon need to improve employee performance in order to reach the optimum market share. PT. Regional Development Bank Bali Branch Office Renon has many competitors considering its location in downtown Denpasar. With the presence of many competing banks, it is necessary human resources are reliable in facing complex problems in work.

The number of findings from the internal audit team of PT. Regional Development Bank Bali at Renon Branch Office, the findings fluctuate from 2014-2016. However, the most common findings in 2016 were findings in the areas of credit, funding, reporting and administrative findings. This greatly affects the bank's business, such as findings in the field of credit and operations, there is the use of credit that is not in accordance with the purpose of credit proposed by the customer, the weakness of debtors' repayment analysis so that credit arrears and there are officers who doubles as customer service and teller at cash service office. Non-compliance working procedures that occurred at PT. Regional Development Bank Bali

Branch Office Renon caused by less optimal implementation of organizational support especially related to supervisory function of supervisor so that happened deviation work procedure executed by employee. The deviation indicates the existence of problems of psychological empowerment related to the competence indicator that is the lack of employee intrinsic motivation for their work role in understanding the operational standard of procedure. To improve performance, employees need to help each other, work together and share knowledge with each other so that the same understanding of the rules and policies prevailing in the company.

This study is also based on several empirical studies related to perceived organizational support, psychological empowerment and organizational citizenship behavior in relation to job performance. The results of Mohamed and Ali's research (2015), found perceived organizational support can improve job performance. The study of Saltson and Nsiah (2015) also found a significant positive effect between perceived organizational support on job performance. A worker will contribute his maximum ability to the organization that provides support for his life (Mohamed and Ali, 2015). However, Chiang and Hsieh (2012) found perceived organizational support negatively effect the performance of hotel employees due to the suppressor variable is psychological empowerment that suppresses the effect of perceived organizational support.

Amayi et al. (2016), Chiang and Hsieh (2012), Degago (2014) and Tetik (2016) found psychological empowerment to positively effect job performance. Dimensions of psychological empowerment consisting of meaning, competent, self-determination and impact positively effect job performance.

Research Chiang and Hsieh (2012) on hotel employees in Taiwan, found OCB have a positive effect on performance. When employees strive to provide extra roles and work beyond job descriptions, human resources are used very effectively. Organizational citizenship behavior (OCB) therefore can improve performance. Research conducted by Kamali and Moeslemur (2016) and Saddewisasi et al. (2016) also found that OCB has a positive effect on performance. In addition, Chiang and Hsieh (2012) studies also show perceived organizational support and psychological empowerment improve job performance through organizational citizenship behavior (OCB).

Industrial relations based on the spirit of the parties to provide the best between companies and employees. Employees perform their duties by devoting their competencies to the progress of the company. On the other hand, the company provides a comfortable working environment for employees to grow and deliver what is right as in the company's internal requirements.

## **II. Literature Review**

### **Perceived Organizational Support (POS)**

Sabri (2014) defines perceived organizational support (POS) as employee expectations and perceptions of the organization for their well-being. Perceived organizational support (POS) deals with how employees perceive their organization. The concept of POS refers to employees' contributions and concerns about their lives. Arshadi (2011) argues that POS is how organizations value employees' contributions and care about them. POS is also an employee's belief about the level of organizational commitment to their employees. Employees with POS trust levels that organizations consider their lives, appreciate contributions and will help them no matter what their problems are. On the other hand, employees with low POS levels indicate that the organization is not paying attention to the employee's interests and may take advantage of them (Mohamed and Ali, 2015).

### **Psychological Empowerment**

Psychological empowerment of employees is the result of leader behavior that empowers subordinates. Unempowered workers have poor personal visions and despair. Employee empowerment can improve job performance. Job performance contributes to organizational goals (Degago, 2014). Psychological empowerment by Tetik (2016) is the level of empowerment that employees believe about the meaning of work, their ability to work, self-motivation and independence in influencing work outcomes. Psychological empowerment makes the individual as part of decision makers and organizational problems by providing oversight and freedom to them. Psychological empowerment as a level of empowerment that employees feel part of the company (Karavardar, 2014).

### **Organizational Citizenship Behavior (OCB)**

Saddewisasi et al. (2016) states that organizational citizenship behavior (OCB) is an employee's behavior to collaborate, helping co-workers encourage groups, not just individuals but also organizations. Puspitasari (2014) added that organizational citizenship behavior is a behavior that is deemed necessary for the success of the task. Behavior willing to help, not quickly despair, and participate in everything that is considered important to run the achievements in the vision and mission of the company. OCB is a concept that deals with extra behavior. OCB as an affirmative action of employees who started voluntarily. Employees with OCB are not effected by rewards or incentives (Karavardar, 2014).

### **Job Performance**

Job performance focuses directly on productivity by assessing the amount of quality unit receipts produced by employees in a manufacturing environment during a special period. Therefore, business success depends on job performance. One effective way to improve business performance and profitability is to improve job performance, from the lowest level to senior managers in the organization. Performance improvement is not only the result of good system use but also depends on the effectiveness of a successful human resources strategy in recruiting and maintaining a committed and motivated workforce (Mohamed and Ali, 2015). Performance is the result of a process that is referenced and measured over a defined period of time under predetermined conditions or agreements (Edison et al., 2016). Employee performance is a reward of employee work, goals or standards compared to expectations set by the organization. Employees are ranked against the extent to which they work compared to the competencies of performance standards, cost, speed, their initiative and creativity in solving problems (Degago, 2014).

### **Theory of Social Exchange**

Gunawan (2017) states that in a social relationship there are elements of rewards, sacrifices, and mutual benefits. Sariipurnama (2017) adds the theory of social exchange also see between behavior with environment there is relationship that influence each other (reciprocal). Because each person is perceived to have interrelated behavior, in that relationship there are elements of reward, cost and profit. Many people have high benchmark standards with many rewards and less costs. If what is received in the relationship does not conform to the benchmark standard, then the individual will be disappointed in the relationship. Conversely, when comparable standards are low, individuals tend to be happy with the various relationships that are woven (Widyarini, 2017).

## **III. Hypothesis**

### **POS to OCB**

Karravadar (2014) also suggests perceived organizational support positively effects organizational citizenship behavior (OCB). Kamani and Namdari (2012) in his research conducted at Iran's Bank stated that when employees realize they are supported and noticed by the organization and believe they are treated fairly, they will try to reciprocate this kindness and help the organization achieve its long-term goals by performing tasks beyond the responsibility answer and job description. Based on research conducted Puspitasari (2014) to employees of Sheraton Hotel Laguna Nusa Dua found a significant positive effect on perceived organizational support variables on organizational citizenship behavior. With higher perceived organizational support, more employees will display organizational citizenship behavior. Hypothesis of this research are:

H1: Perceived organizational support positively effects organizational citizenship behavior

### **POS to Job Performance**

Puspitasari (2014) found that perceived organizational support has a significant effect on job performance, the results showed that if the organization always provides and provides support, meet the expectations and needs of employees, then most likely job performance will be formed positively. An employee who is given a good level of fairness in his job, rewards will generate a good perception of their organization, engaging in activities outside of their work. This means that because of their high perception, they will give reciprocity with good performance (Mohamed and Ali, 2015). Based on research conducted by Mohamed and Ali (2015) on academic groups and technical faculty staff at Tun Hussein Onn Malaysian University through questionnaire surveys showing employees who have good working conditions, their perceptions of the company increased and their performance increased. A worker will contribute the maximum to an organization that provides support for their lives (Saltson and Nsiah, 2015). Furthermore, employees who have a good perception of their lives, these behaviors will affect their performance positively. Hypothesis of this research are:

H2: Perceived organizational support positively effects job performance

### **Psychological Empowerment OCB**

Nayebi and Aghaie (2014) in a study using a sample of Bank Melli employees in Golestan Province, Iran found that there was a significant positive relationship between psychological empowerment and organizational citizenship behavior. The same is also found by Ahmad and Islam (2014) in the hotel industry in Malaysia, psychological empowerment of hotel employees significantly affect the organizational citizenship behavior. Psychological empowerment is an internal motivator, which inspires employees to behave better. Psychological empowerment consists of the value of work and self-determination in work, so that when employees are free in determining how they work, they make their work valuable, behave unselfishly, it encourages employees to have stronger OCBs. This is in accordance with research conducted by Chiang and Hsieh (2012) who found psychological empowerment positively affect the organizational citizenship behavior. Based on research by Kosar and Naqvi (2016) proves psychological empowerment has a significant positive effect on OCB. When employees are empowered psychologically and motivated, they will feel very satisfied and committed to their work, cooperation with members of the organization will increase, and each individual will spend more time for the organization. Based on the theoretical basis and previous research it can be formulated hypothesis as follows:

H3: Psychological empowerment positively effects organizational citizenship behavior

### **Psychological Empowerment to Job Performance**

Chiang and Hsieh (2012) in a study conducted on hotel employees in Taiwan showed psychological empowerment of hotel employees positively effect the performance of hotel employees. When employees feel given the personal proper supervision of the hotel, they are encouraged to work well. When someone declares a meaningful job, they tend to improve their performance, they believe that they can complete their own work and reduce their doubts. Therefore, psychological empowerment is very important in improving performance. Degago (2014) conducted research on employees at small and medium enterprises in Hawassa City found psychological empowerment of employees had a significant positive effect on job performance. Tetik (2016) conducts research on tour guides in Turkey, finding psychological empowerment has a significant positive effect on the performance of tour guides. Tour guides who receive high levels of psychological empowerment will perform better. Hypothesis of this research are: H4: Psychological empowerment positively effects job performance

### **OCB to Job Performance**

In a study conducted by Kamali and Moeslemiur (2016) to the manager and government staff in Golesta Province, OCB had a significant positive effect on manager and staff performance. The manager identifies the behavior and responsibilities of staff within the organization and creates policies that strengthen the OCB. OCB can improve performance

by helping people around and always keep abreast of the company. It will be able to complete the work on time. The better the OCB the better the employee's performance (Saddewisasi et al., 2016). The same is also found by Karravardar (2014) in his research conducted on employees of the fast food industry in Turkey, stated that organizational citizenship behavior (OCB) has a positive effect on job performance. Hypothesis in this research are:

H5: Organizational citizenship behavior positively effects job performance

#### **POS to Job Performance through OCB**

Based on a study conducted by Puspitasari (2014) on the perceived effect of organizational support on work performance with OCB as a mediating variable, the high level of employee POS generated by OCB can improve the work performance of the employees themselves. Therefore, OCB mediates the relationship between POS and job performance. Employees with high POS can develop OCB and contribute more to work performance and promote work performance through OCB. Organizational awareness of employees can help encourage OCB so as to improve the performance of Chiang and Hsieh employees (2012). Hypothesis in this research are:

H6: Perceived organizational support improves job performance through organizational citizenship behavior

#### **Psychological Empowerment to Job performance Through OCB**

The result of research from Chiang and Hsieh (2012) on hotel employees in Taiwan about OCB variables as a mediating variable states that the level of psychological empowerment among employees provides rapid response to customer needs, improves service effectiveness and job performance. The results stated that the higher level of employee empowerment, the more motivated employees to show good performance. When they are motivated to implement OCB, it will improve job performance. Hypothesis in this research are:

H7: Psychological empowerment improves job performance through organizational citizenship behavior

### **IV. Research Methods**

#### **Procedure**

This research was conducted at PT. Regional Development Bank Bali Branch Office Renon located in Jalan Raya Puputuan Niti Mandala Renon Denpasar-Bali. The subjects in this study are all permanent employees and contract employees of PT. Regional Development Bank Bali Branch Office Renon. Objects studied in this study are perceived organizational support, psychological empowerment, job performance and organizational citizenship behavior.

In this study the exogenous variables are perceived organizational support (X1) and psychological empowerment (X2). In this study the endogenous variable is organizational citizenship behavior (Y1) and job performance (Y2).

The population in this study is all permanent employees and contract employees who work in PT. Regional Development Bank Bali Branch Office Renon which amounted to 60 employees. Sampling method in this research use saturated sampling method or saturated sampling that is sampling technique by using entire population as research respondent.

Instrument of data collection in this research use questioner. Scale of data measurement used in this research is Likert scale, to measure attitude, opinion and perception of someone or group of people about existence of social phenomenon (Sugiyono, 2012).

### **V. Result**

Analysis of respondent's characteristics in this research is illustrated by presenting its characteristics based on gender, age, last education, years of service and employment status. Characteristics of respondents that have been shows the number of employees of PT. Regional Development Bank Bali Branch Office Renon is dominated by female employees as much as 66.7 percent, male sex 33.3 percent. 60% of employees aged 25-30 years and 63.4 percent of all employees have been educated S1. The employment period of PT. Regional Development Bank Bali Branch Office Renon is dominated by employees who have worked for 1-10 years, 14 of whom are still contracted and 46 are permanent employees.

**Table 1.**  
*R-square*

<b>Variabel</b>	<b>R Square</b>
Job Performance (Y2)	0,870
OCB (Y1)	0,716

Source: Primary Data, 2018

Based on Table 1., the influence model of perceived organizational support and psychological empowerment of organizational citizenship behavior gives R-square value of 0.716 which can be interpreted that variability of variable perceived organizational support and psychological empowerment equal to 71,6 percent, while 28,4 percent explained by variable outside of the studied. Furthermore, the influence model of perceived organizational support, psychological empowerment and organizational citizenship behavior on job performance gives R-square value of 0.870 which can be interpreted that variability of job performance variable can be explained by perceived organizational support variability, psychological empowerment and organizational citizenship behavior by 87 percent, while 13 percent are explained by variables outside the researcher.

To measure how well the observed values are generated by the model and also the parameter estimation, it is necessary to calculate Q-square as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) \\
 &= 1 - (1 - (0,870)^2) (1 - (0,716)^2) \\
 &= 1 - (1 - 0,757) (1 - 0,513) \\
 &= 1 - (0,243) (0,263) \\
 &= 1 - 0,063 \\
 &= 0,937
 \end{aligned}$$

Quantity  $Q^2$  has a value with the range  $0 < Q^2 < 1$ , which is closer to 1 means the model is getting better. Then from the calculation results obtained value of  $Q^2$  is 0.937, so it can be concluded that the model has a good predictive relevance ( $Q^2 = 0.937 > 0$ ). Thus, it can be explained that 93.7 percent of variation in job performance is influenced by perceived organizational support, psychological empowerment and organizational citizenship behavior while 6.3 percent is influenced by other variables.

The significance of distorted parameters provides useful information on the relationship between research variables. Hypothesis testing is done by using t-statistic. If the value of t-statistics  $\geq$  t-table value (1,96), then  $H_0$  rejected and research hypothesis accepted. The basis used in testing the hypothesis is the value found in the output path coefficients presented in Table 2. below.

**Tabel 2.**  
**Path Coefficients**

Variable Correlation	Coefficient Correlation	T Statistics (O/STERR)	Description
POS-> OCB	0,365	3,784	Accepted
POS-> Job Performance	0,323	2,700	Accepted
Psychological Empowerment ->OCB	0,560	5,575	Accepted
Psychological Empowerment -> Job Performance	0,336	2,963	Accepted
OCB-> Job Performance	0,369	2,947	Accepted

Source: Primary Data, 2018

In table 2., it is explained that perceived organizational support (POS) has direct effect on organizational citizenship behavior (OCB) with correlation coefficient 0,365 and t-statistics value 3,784. The statistical value is greater than 1.96 (t-table). This suggests that there is a positive influence between perceived organizational support (POS) on organizational citizenship behavior (OCB). The higher perceived organizational support (POS) employee the higher the citizenship behavior (OCB).  $H_1$  which states that perceived organizational support has a positive and significant effect on organizational citizenship behavior acceptable.

Perceived organizational support (POS) perceived organizational support (POS) has a positive and significant influence on job performance. This is shown from the path coefficient value of perceived organizational support to job performance of 0.323 and t-statistical value of 2.700. The statistical value is greater than 1.96 (t-table), then  $H_2$  which states that perceived organizational support (POS) has a positive and significant effect on the employee's performance is acceptable. This has the meaning that justice received by employees, rewards and working conditions and the support of superiors can improve job performance at PT. Regional Development Bank Bali Branch Office Renon.

Path coefficients results show that psychological empowerment directly affects organizational citizenship behavior. The value of path coefficient of psychological empowerment to organizational citizenship behavior (OCB) of 0,560 and t-statistics of 5.575. This shows that psychological empowerment has a positive and significant effect on organizational citizenship behavior (OCB). The t-statistic value is greater than 1.96 (t-table), then  $H_3$  which states that psychological empowerment has positive and significant effect on organizational citizenship behavior (OCB) acceptable. The higher the intrinsic motivation of employees on the role of work that includes the meaning, competence, self-determination the higher the extra role of employees in the organization. Therefore,  $H_3$  which states that psychological empowerment has a positive and significant effect on organizational citizenship behavior (OCB) is acceptable.

The examination of the effect of psychological empowerment on job performance is described in Table 2. which shows that psychological empowerment has a direct influence on job performance. The result of path coefficients also shows the influence of psychological empowerment have positive and significant effect to job performance. This is shown from the path coefficient value of psychological empowerment to the job performance of 0.336 and the value of t-statistics of 2.963. The t-statistic value is greater than 1.96 (t-table), then  $H_4$  which states that the psychological empowerment has positive and significant effect on the employee's performance is acceptable. This has the meaning that the increase in psychological empowerment can improve job performance in PT. Regional Development Bank Bali Branch Office Renon.

Testing the influence of organizational citizenship behavior (OCB) on employee performance shows that organizational citizenship behavior (OCB) has a direct influence on employee performance. Based on Table 3., organizational citizenship behavior (OCB) has a positive and significant influence on employee performance. This is shown from the value of the path coefficient of organizational citizenship behavior (OCB) to the employee performance of 0.369 and the t-statistics of 2.947. The value of t-statistics is greater than 1.96 (t-table), then  $H_5$  which states that organizational citizenship behavior (OCB) has a positive and significant effect on employee performance is acceptable. This has the meaning that the higher the employee initiative to help members of the organization in solving the problem (altruism), conscientiousness, sportsmanship, courtesy and loyalty to the company (civic virtue) can improve employee performance at PT. Regional Development Bank Bali Branch Office Renon.

Organizational citizenship behavior (OCB) testing as a mediator can be seen from the VAF values of each mediating variable. If the VAF score is above 80 percent, then it indicates the role of organizational citizenship behavior

variable as full mediation. Organizational citizenship behavior (OCB) variables are categorized as partial mediation if the VAF values range from 20 percent to 80 percent, but if the VAF score is less than 20 percent it can be concluded that there is virtually no mediation effect. VAF calculation is done with the following equation:

$$VAF = \frac{\text{indirect Effect}}{\text{Total Effect}}$$

VAF values for testing the effect of organizational citizenship behavior mediation on perceived organizational support and employee performance can be calculated in Table 3.

**Table 3.**  
**OCB as a Mediation on Relationship of POS and Job Performance Testing**

<b>Indirect effect 0,365*0,369</b> (POS→OCB = 0,365; OCB→ job performance = 0,369)	0,135
<b>Indirect effect before mediation</b> POS→ job performance=0,323	0,323
Total effect	0,458
VAF = indirect effect/total effect = 0,323/0,458	<b>0,705</b>

Source: Primary Data, 2018

The results of VAF organizational citizenship behavior (OCB) as a mediator between perceived organizational support (POS) and employee performance gained a value of 0.705 or 70.5 percent. It shows that organizational citizenship behavior (OCB) is a partial mediator. This form of partial mediation explains that organizational citizenship behavior is not the only mediator of perceived organizational support relationships in the performance of employees. PT. Regional Development Bank Bali Branch Office Renon, but there are other mediating factors. These results illustrate that the hypothesis H6 that defines positive and significant perceived organizational support improves employee performance through organizational citizenship behavior, proven acceptable.

VAF values for testing the effect of organizational citizenship behavior mediation on psychological empowerment relationships and employee performance can be calculated in Table 4.

**Table 4.**  
**OCB as a Mediation on Relationship of Psychological Empowerment and Job Performance Testing**

<b>Indirect effect 0,560*0,369</b> (psychological empowerment →OCB= 0,560; OCB → job performance = 0,369)	0,207
<b>Indirect effect before mediation</b> (psychological empowerment → job performance =0,336	0,336
Total effect	0,543
VAF = indirect effect /total effect = 0,336/0,543	<b>0,618</b>

Source: Primary Data, 2018

Table 4. shows the results of testing the role of mediation organizational citizenship behavior (OCB) on the relationship of psychological empowerment and employee performance. VAF calculation results are 0.618 or 61.8 percent. These results illustrate that organizational citizenship behavior (OCB) mediates only partial relationships between psychological empowerment and employee performance. The role of partial mediation of organizational citizenship behavior (OCB) has the meaning that organizational citizenship behavior is one of several factors that mediate the relationship of psychological empowerment to the performance of employees of PT. Regional Development Bank Bali Branch Office Renon. Based on the results of this mediation effect test it can be concluded that hypothesis H7 which formulated that there is a positive and significant influence psychological empowerment improve employee performance through organizational citizenship behavior, proven acceptable.

## **VI. Discussion and Conclusion**

Based on the results of the research that has been done, it can be concluded that Perceived organizational support positively and significantly influence the organizational citizenship behavior. This means that the higher justice, rewards and working conditions of the organization and support of supervisors received will also increase organizational citizenship behavior of employees PT. Regional Development Bank Bali Branch Office Renon.

Perceived organizational positive and significant impact on employee performance. This means that the higher the accepted justice, the rewards and working conditions of the organization and the support of supervisors received will also increase the performance of employees of PT. Regional Development Bank Bali Branch Office Renon.

Psychological empowerment has positive and significant effect on organizational citizenship behavior. This means the higher the intrinsic motivation of employees towards the orientation of its work role which includes the meaning of the work (meaning), skills and skills in the work (competence), independence (self-determination) and strategic influence in completing the work (impact), the higher organizational citizenship behavior of PT. Regional Development Bank Bali Branch Office Renon.

Psychological empowerment has a positive and significant effect on employee performance. This means the higher the intrinsic motivation of employees towards the orientation of its work role which includes the meaning of the work (meaning), skills and skills in the work (competence), independence (self-determination) and strategic influence in

completing the work (impact), the higher performance of employees of PT. Regional Development Bank Bali Branch Office Renon.

Organizational citizenship behavior has a positive and significant effect on employee performance. This means the higher the initiative to help members of the organization in solving the problem (altruism), conscientiousness, sportsmanship, courtesy and loyalty to the company (civic virtue), the higher the performance of employees of PT. Regional Development Bank Bali Branch Office Renon.

Organizational citizenship behavior is able to act as a partial mediation between perceived organizational support and employee performance. This means organizational citizenship behavior through initiatives to help members of the organization in solving problems (altruism), conscientiousness, sportsmanship, courtesy and loyalty to the company (civic virtue) capable of mediating perceived organizational support and performance of employees well but there are other variables also able to mediate perceived organizational support and employee performance at PT. Regional Development Bank Bali Branch Office Renon.

Organizational citizenship behavior can serve as a partial mediation between psychological empowerment and employee performance. This means organizational citizenship behavior through initiatives to help members of the organization in solving problems (altruism), conscientiousness, sportsmanship, courtesy and civic virtue mediate psychological empowerment and performance employees well but there are other variables also able to mediate psychological empowerment with employee performance at PT. Regional Development Bank Bali Branch Office Renon.

## **VII. Research Implication**

The results of this study certainly had some practical implications. Firstly, Perceived organizational support and psychological empowerment perceived by employees will motivate employees to implement organizational citizenship behavior that encourages employees to perform extra role in advancing the company. Management PT. Regional Development Bank Bali needs to establish a positive perception of organizational support by paying attention to employee welfare, education and training in order to form a psychological empowerment that encourages employees to take extra role in completing the work.

Secondly, Perceived organizational support and perceived psychological empowerment of employees becomes an important factor in improving employee performance. Management PT. Regional Development Bank Bali needs to treat employees fairly, reward and create comfortable working conditions for employees as it affects employee performance and so do employees, it is necessary to increase the intrinsic motivation of their work roles to understand the meaning of the job, have knowledge and skills which is adequate, independent and has a strategic influence in completing the work so that good performance can be achieved.

Thirdly, The implementation of organizational citizenship behavior can improve employee performance. Employees of PT. Regional Development Bank Bali needs to apply the behavior of organizational citizenship behavior that is to help co-workers who have a heavy burden, be careful in behaving work, being sportive and upholding politeness so as to improve employee performance.

## **VIII. Limitation and Future Research**

Some limitations still exist in this research. This study uses the entire bank employees as the respondents of the research, so it is important for further research to examine the topic perceived organizational support, psychological empowerment, organizational citizenship behavior and employee performance with the type of respondents in accordance with the employee field such as customer service field, funds and services and operational support so that the results of research more specific. The scope of research is only done in PT. Regional Development Bank Bali Branch Office Renon so that this research needs to be expanded in every branch office of PT. Regional Development Bank Bali. This study only used organizational citizenship behavior as a mediating variable relating to perceived organizational support, psychological empowerment and employee performance, so the future direction of research need to develop this topic by using other mediation variables. This research is only done in a certain time point (cross section), while the environment at any time can change dynamically, so this research is important to do back in the future. Future research may broaden the research orientation within the broader population and undertake research on the types of companies engaged in other financial institutions or other industry sectors so that the findings of this study may be different than those in other industrial sectors.

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