

EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT (POS), SERVANT LEADERSHIP AND ISLAMIC WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A MODERATING VARIABLE (Study at Bank Tabungan Negara Syariah KC. Solo)

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Abstract : This research wants to know several factors that can influence employee performance at Bank Tabungan Negara Syariah KC Solo. The research aims to reveal what factors can influence the performance of employees of the Solo KC State Sharia Savings Bank. This research uses a quantitative method by processing primary data obtained through a questionnaire given to employees of the Syariah State Savings Bank KC Solo, 40 respondents using a saturated sampling technique. Then the data obtained was processed using SPSS version 23. The analysis used in this research included instrument tests, statistical tests, classical assumption tests and Moderated regression analysis. Based on the test results, the results show: 1) perceived organizational support has a positive and significant effect on employee performance. 2) servant leadership has a positive and significant effect on employee performance. 3) an Islamic work environment has a positive and significant effect on employee performance. 4) organizational citizenship behavior has a positive and significant effect on employee performance. 5) organizational citizenship behavior does not moderate the influence of perceived organizational support on employee performance. 6) organizational citizenship behavior does not moderate the influence of servant leadership on employee performance. 7) organizational citizenship behavior does not moderate the influence of an Islamic work environment on employee performance.

Keywords : *Perceived organizational support, servant leadership, Islamic Work Environment, organizational citizenship behavior, employee performance.*

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1. INTRODUCTION

The Halal Industry Roadmap of Indonesia, according to Barus (2021), mentions that the national halal economy contributes to the Gross Domestic Product by up to US\$ 3.8 billion per year. Of course, this is not a small number, and it is believed to continue increasing. In fact, according to the Groundbreaking Report, Indonesia is positioned as the engine of the global halal economy. Indonesia, being a predominantly Muslim country, presents a potential advantage for sharia-based

companies, such as Islamic banks. According to Bayu (2022), the majority of Indonesia's population is Muslim, which creates an opportunity for sharia-based companies like Islamic banks.

With the advancement of technology, the banking industry is required to keep up with the times. The banking world, especially Islamic banking, has embraced technological developments such as the availability of Automated Teller Machine (ATM) services, where customers no longer need to queue at teller counters for cash deposits or withdrawals. In addition to ATMs, there is also Mobile Banking, which allows customers to carry out various transactions anytime and anywhere, eliminating the need to visit a bank branch. However, this could threaten the performance of Islamic banking employees. According to Sandria (2022), several jobs are predicted to disappear in the coming years, including those in the banking sector. One profession that is expected to decrease significantly or even disappear in the future is the bank teller.

Employee performance needs to be enhanced over time, in line with competition from technology. Employee performance is defined as the quality and quantity of work achieved by an employee in carrying out their duties with the responsibilities assigned to them (Kristianti, 2019). Performance depends on a combination of ability, effort, and the opportunities available. One of the key factors for the success of business and organizational performance is the ability to manage employee performance. In other words, excellent employee performance management will undoubtedly lead a business organization to success (Hidayah et al., 2022).

Perceived Organizational Support (POS) creates a sense of attachment and mutual belonging between the company and its employees. Theoretically, such support can foster employee perception towards the organization, whereby employees with high levels of POS are likely to give their best performance (Ariarni, 2017). This theory is consistent with research conducted by Prastyo (2020), Prastiwi et al. (2020), and Ariarni (2017), which explain that POS has a positive and significant impact on employee performance. However, it contrasts with the research by Wahyuni (2019), which states that POS has an insignificant impact on employee performance.

Servant leadership is an effort to improve work quality and employee behavioral growth through a leadership model known as servant leadership (Astohar, 2012). Theoretically, Herzberg explains that motivation theory consists of two factors: intrinsic, which arises from within an individual, and extrinsic, which comes from external sources. If a leader in an organization or company applies the principles of servant leadership, employee performance will improve (Syahroni, 2019). This theory aligns with studies by Rochmani (2019), Rahayu (2019), and Aji (2019), which indicate that servant leadership positively and significantly affects employee performance. However, the findings differ from those of Syahroni (2019), who explains that servant leadership has a negative and insignificant impact on employee performance.

An Islamic work environment is one that exists in an Islamic-based company and supports the efforts of its employees, most of whom are Muslim, to create an Islamic working atmosphere. This environment fosters collaboration and mutual support among employees, resulting in increased work enthusiasm, productivity, and performance (Hidayah et al., 2022). This view is consistent with previous studies by Safitri (2022) and Hidayah et al. (2022), which explain that an Islamic work

environment has a positive and significant influence on employee performance. However, this contrasts with previous research by Muhtada (2022), which explains that the Islamic work environment has an insignificant effect on employee performance.

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors that are observable (Pemayun, 2017). OCB is the individual's contribution that exceeds the requirements of their role in the workplace, with the expectation of improving employee quality (Meilina, 2016). This is supported by research from Wardi (2022) and Srimulyani (2017), which explain that OCB can moderate the influence of independent variables on employee performance. However, this differs from the research conducted by Rambembuoch (2023), which explains that OCB does not moderate the influence of independent variables on the dependent variable of performance.

From the above explanations, it is evident that there are inconsistencies in the results of previous studies. Therefore, the author is interested in re-examining the influence of perceived organizational support (POS), servant leadership, and an Islamic work environment on employee performance, with organizational citizenship behavior (OCB) as a moderating variable, using a case study at Bank Tabungan Negara Syariah, Solo Branch.

2. THEORY AND METHOD

2.1 Social Exchange Theory

The major theory used in this research is the Social Exchange Theory by George Homans, which states that good performance can be expected to arise when workers experience different positive encounters within the organization, and then they are motivated to return the favor by providing positive contributions to the organization as a form of gratitude (Bowler, 2006). Social exchange theory posits that when employees are treated well by the organization, they are more likely to exhibit positive attitudes and behaviors toward the organization (Fung, 2012).

The relevance of this major theory to the research topic is that when employees receive perceived organizational support, good servant leadership, and work in an Islamic work environment, they will likely work positively for the organization, even exhibiting behaviors that exceed the company's expectations (OCB). This is supported by Maula (2017), who explains that employees who receive good organizational support or treatment from the organization will feel a responsibility to reciprocate with equally good behavior.

2.2 Employee Performance

Performance is the result of an individual in the organization completing a job according to their duties and authority in order to fulfill the goals of the institution without violating applicable norms or ethics (Prawirosentono, 1999). Performance is the outcome of work performed by an individual in carrying out tasks assigned to them, based on their skills, experience, seriousness, and time (Hasibuan, 2014).

2.3 Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Rhoades and Eisenberger, 2002). Lewiuci & Mustamu (2016) revealed that an employee's sense of attachment to the job can influence their level of performance. Therefore, if an employee feels attached to their work, it will be easier for them to achieve the company's vision. This attachment is seen as providing a company with a more straightforward path to achieving its fundamental goals or planned objectives.

2.4 Servant Leadership

According to Lantu et al., servant leadership is a leadership model that prioritizes serving and focuses on the development of employees as the primary goal. Indirectly, the leader is expected to steer the company towards long-term and sustainable success (Mochlasin et al., 2022). Servant leadership is a leadership model that emphasizes service to others, including employees, customers, and the surrounding community (Syahroni, 2019).

2.5 Islamic Work Environment

An Islamic work environment refers to a workplace condition that is complementary and harmonious, providing an Islamic cultural atmosphere in an Islamic-based company (Muhtada, 2022). An Islamic work environment is where individuals cooperate and complement one another in accordance with their respective roles, while also taking care of nature and other creations of Allah as a khalifah (leader), following the principles of Islamic law in all their activities to achieve happiness in this world and the hereafter (Hasan, 2005).

2.6 Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to the voluntary behaviors of employees that go beyond formal job duties and contribute to the effectiveness of the organization, although they are not directly rewarded by the formal reward system (Organ et al., 2006). OCB encompasses various employee behaviors, such as taking on additional responsibilities, adhering to organizational rules and procedures, maintaining and developing a positive attitude, and showing patience within the organization (Sari, 2016).

2.7 Research Method

This research is quantitative in nature. The data used was obtained directly from the field by the researcher using a questionnaire instrument distributed to 40 respondents from Bank Tabungan Negara Syariah, KC Solo. The sample was determined using saturation sampling, where the entire population is used as the sample due to its relatively small size (Sujarweni, 2015). The respondents' answers were tested for instrument validity and reliability to determine whether the questionnaire was suitable for use as a research instrument. The responses were also tested using classical assumptions, including multicollinearity tests, heteroscedasticity tests, and normality tests. If the data meets the criteria and passes all classical assumption tests, it is then subjected to statistical tests to

determine the model's impact, the simultaneous effect of all independent variables on the dependent variable, and the partial effect of independent variables on the dependent variable using tests of determination coefficients, simultaneous F-tests, and partial T-tests. This study also employs moderated regression analysis to examine the interaction effects of the independent variables with the moderating variable.

2.8 Hypotheses

In this study, the hypotheses proposed by the author are based on theories and previous research as follows:

Table 2.1 Research Hypotheses

No.	Hypotheses
1	Perceived organizational support has a positive and significant effect on employee performance.
2	Servant leadership has a positive and significant effect on employee performance.
3	Islamic work environment has a positive and significant effect on employee performance.
4	Organizational citizenship behavior moderates the effect of perceived organizational support on employee performance.
5	Organizational citizenship behavior moderates the effect of servant leadership on employee performance.
6	Islamic work environment moderates the effect of servant leadership on employee performance.

3. RESULT AND DISCUSSION

3.1 Analysis Data Result

Hypothesis testing is used to test previously formulated research hypotheses, specifically to determine the effect of variables such as Perceived Organizational Support (POS), Servant Leadership, and Islamic Work Environment on Employee Performance, with Organizational Citizenship Behavior (OCB) as a moderating variable. The subjects of this research are employees of Bank Tabungan Negara Syariah KC Solo. Data analysis is conducted to assess the impact of independent variables (perceived organizational support, servant leadership, and Islamic work environment) on the dependent variable,

which is employee performance, and to incorporate and test Organizational Citizenship Behavior as a moderator between the two.

Table 3.1 Classical Assumption Test

Variable	Heteroscedasticity Test	Multicollinearity Test		Normality Test
	Glajser Test Sig	tolerance	VIF	one sample K-S Test Asymp. Sig. (2-tailed)
Perceived Organizational Support (X1)	.639	.260	3.849	.200
Servant Leadership (X2)	.719	.995	1.005	
Islamic Work Environment (X3)	.919	.393	2.543	
Organizational Citizenship Behavior (Z)	.200	.280	3.571	

a. Dependent Variable: Intention (Y)

Source: Primary Data Processed, 2024

From Table 3.1 of the classical assumption test, it is known that the data is free from heteroscedasticity because the significance value of each variable is > 0.05 (Ghozali, 2018). The data is also free from multicollinearity as all variables have a tolerance value > 0.10 and VIF < 10 (Ghozali, 2018). Furthermore, the data in this study is normally distributed because the significance value is > 0.05 (Ghozali, 2018).

Table 3.2 Coefficient of Determinant Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.947	.941	.77676

a. Predictors: (Constant), Organizational Citizenship Behavior (Z), Servant Leadership (X2), Islamic Work Environment (X3), Perceived Organizational Support (X1)

Source: Primary Data Processed, 2024

From the coefficient of determination test, it is known that the adjusted R-squared value is 0.941. This means that the variation in the independent variables can explain 94.1% of the variation in the dependent variable. The remaining 5.9% (100% - 94.1%) is explained by variations in other variables outside of this research model. (Ghozali, 2018).

Table 3.3 F Simultant Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	374,858	4	93,714	155,324	,000 ^b
	Residual	21,117	35	,603		
	Total	395,975	39			

a. Dependent Variable: Kinerja Karyawan (Y)

b. Predictors: (Constant), Organizational Citizenship Behavior (Z), Servant Leadership (X2), Islamic Work Environment (X3), Perceived Organizational Support (X1)

Source: Primary Data Processed, 2024

From the simultaneous F test, it is known that the significant value of $0.000 < 0.05$ indicates that all independent variables simultaneously have a significant effect on the dependent variable of interest in becoming a customer (Sujarweni, 2015).

Table 3.4 T-test Partial

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,427	1,935		-,220	,827
Perceived Organizational Support (X1)	,285	,096	,228	2,983	,005
Servant Leadership (X2)	,036	,017	,082	2,084	,044
Islamic Work Environment (X3)	,363	,066	,343	5,509	,000
Organizational Citizenship Behavior (Z)	,434	,066	,483	6,547	,000

a. Dependent Variable: Employee Performance (Y)

Source: Primary Data Processed, 2024

The coefficient for perceived organizational support (X1) is 0.285, which is positive, and the significance value is $0.005 < 0.05$. This indicates that perceived organizational support (X1) has a positive and significant effect on employee performance (Y). This result shows that each increase or decrease of one unit in perceived organizational support will affect employee performance by 0.285. The coefficient for servant leadership (X2) is 0.036, which is positive, and the significance value is $0.044 < 0.05$. This means that servant leadership (X2) has a positive and significant effect on employee performance (Y). This result shows that each increase or decrease of one unit in servant leadership will affect employee performance by 0.036. The coefficient for Islamic work environment (X3) is 0.363, which is positive, and the significance value is $0.000 < 0.05$. This indicates that the Islamic work environment (X3) has a positive and significant effect on employee performance (Y). This result shows that each increase or decrease of one unit in the Islamic work environment will affect employee performance by 0.363. The coefficient for organizational citizenship behavior (Z) is 0.434, which is positive, and the significance value is $0.000 < 0.05$. This means that organizational citizenship behavior (Z) has a positive and significant effect

on employee performance (Y). This result shows that each increase or decrease of one unit in organizational citizenship behavior will affect employee performance by 0.434.

Tabel 3.5 Moderate Regression Analysis (MRA) Test

Model	Unstandardized Coefficients	Sig
	B	
Perceived Organizational Support* Promotion	-.025	.503
Servant Leadership * Promotion	-.002	.719
Islamic Work Environment * Promotion	.009	.776

Source: Primary Data Processed, 2024

The interaction coefficient of Perceived Organizational Support *Promotion* is *-0.025*, which is negative, with a significance of *0.503 > 0.05*. Therefore, organizational citizenship behavior does not moderate the effect of perceived organizational support on employee performance. The interaction coefficient of *Servant Leadership* *Promotion* is *-0.002*, which is negative, with a significance of *0.719 > 0.05*. Therefore, organizational citizenship behavior does not moderate the effect of servant leadership on employee performance. The interaction coefficient of *Islamic Work Environment* * *Promotion* is *0.009*, which is positive, with a significance of *0.776 > 0.05*. Therefore, organizational citizenship behavior does not moderate the effect of the Islamic work environment on employee performance.

3.2 Discussion

a) Effect of Perceived Organizational Support (X1) on Employee Performance (Y)

The results of the partial T-test for the perceived organizational support variable against employee performance can be seen in Table 4.10. It is known that the coefficient for perceived organizational support (X1) is 0.285, which is positive and has a significant value of $0.005 < 0.05$, indicating that perceived organizational support (X1) has a positive and significant effect on employee performance (Y). Therefore, this study **accepts H1**, which states that perceived organizational support has a positive and significant effect on employee performance.

Theoretically, employees who perceive organizational support will experience a high level of POS, leading them to give their best performance to the organization (Ariarni, 2017). According to Prastyo (2020), organizational support perceptions can create a sense of attachment and mutual belonging between the company and its employees.

This study supports previous research by Prastyo (2020), Prastiwi et al. (2020), and Ariarni (2017), which explains that perceived organizational support has a positive and significant effect on employee performance. However, these results do not support previous research by Wahyuni (2019), which stated that perceived organizational support does not significantly affect employee performance.

b) Effect of Servant Leadership (X2) on Employee Performance (Y)

The results of the partial T-test for the servant leadership variable on employee performance can be seen in Table 4.10. It is known that the coefficient for servant leadership (X2) is 0.036, which is positive, and the significance value is $0.044 < 0.05$, indicating that servant leadership (X2) has a positive and significant effect on employee performance (Y). Thus, this study **accepts H2**, which posits that servant leadership has a positive and significant effect on employee performance.

Theoretically, if leaders in an organization or company apply the spirit of servant leadership, employee performance will improve (Syahroni, 2019). Servant leadership can influence employee performance, which is in line with Tatilu's (2014) opinion that the application of servant leadership can enhance employee performance.

The findings of this study support previous research by Rochmani (2019), Rahayu (2019), and Aji (2019), which state that servant leadership has a positive and significant effect on employee performance. However, these results do not support previous research by Syahroni (2019), which states that servant leadership has a negative and insignificant effect on employee performance.

c) Effect of Islamic Work Environment (X3) on Employee Performance (Y)

The results of the partial T-test for the Islamic work environment variable on employee performance can be seen in Table 4.10. It is found that the coefficient for the Islamic work environment (X3) is 0.363, which is positive, and the significance value is $0.000 < 0.05$, indicating that the Islamic work environment (X3) has a positive and significant effect on employee performance (Y). Thus, this study **accepts H3**, which states that the Islamic work environment positively and significantly affects employee performance.

Theoretically, an Islamic work environment can influence employee performance. An Islamic work environment is one that exists in an Islamic-based company and supports the efforts of its employees, who are predominantly Muslim, with the aim of creating an Islamic work environment where employees complement each other, leading to increased work enthusiasm, productivity, and performance (Hidayah, et al., 2022).

This study supports previous research by Safitri (2022) and Hidayah, et al. (2022), which explains that the Islamic work environment positively and significantly affects employee performance. However, these results do not support the previous research by Muhtada (2022), which explains that the Islamic work environment has no significant effect on employee performance.

d) Effect of Perceived Organizational Support on Employee Performance moderated by Organizational Citizenship Behavior

From the results of the MRA test in Table 4.13, it is known that the interaction coefficient of perceived organizational support with organizational citizenship behavior (X1xZ) is -0.025, which is negative, and the significance level is $0.503 > 0.05$, meaning it is not significant. This indicates that organizational citizenship behavior (Z) does not significantly moderate the effect of perceived

organizational support (X1) on employee performance (Y). This result **rejects H4**, which proposed that organizational citizenship behavior could moderate the effect of perceived organizational support on employee performance.

This study supports the previous research by Rambembuoch et al. (2023), which stated that OCB does not moderate the effect of independent variables on dependent variables related to work productivity. However, this result does not support the previous research by Nurannia et al. (2022), which indicated that OCB does moderate the effect of independent variables on dependent variables related to human resource performance.

e) Effect of Servant Leadership on Employee Performance moderated by Organizational Citizenship Behavior

From the results of the MRA test in Table 4.13, it is known that the interaction coefficient $X2 \times Z$ is -0.002, which is negative and has a significance level of $0.719 > 0.05$, meaning it is not significant. This indicates that organizational citizenship behavior (Z) is not able to moderate the effect of servant leadership (X2) on employee performance (Y). This result rejects H5, which posits that organizational citizenship behavior moderates the effect of servant leadership on employee performance.

This finding supports previous research by Rambembuoch et al. (2023), which states that OCB does not moderate the effect of independent variables on the dependent variable of work productivity. However, this result does not support earlier research by Srimulyani et al. (2017), which states that OCB moderates the effect of independent variables on the dependent variable of employee performance.

f) Effect of Islamic Work Environment on Employee Performance moderated by Organizational Citizenship Behavior

Based on the MRA test results in Table 4.13, it is known that the interaction coefficient $X3 \times Z$ is 0.009, which is positive and has a significance level of $0.776 > 0.05$, meaning it is not significant. This indicates that organizational citizenship behavior (Z) is not able to moderate the effect of Islamic work environment (X3) on employee performance (Y). This result rejects H6, which posited that organizational citizenship behavior moderates the effect of the Islamic work environment on employee performance.

This study supports the previous research by Rambembuoch et al. (2023), which stated that OCB does not moderate the effect of the independent variable on the dependent variable of work productivity. However, this result does not support the previous research by Nurannia et al. (2022), which stated that OCB moderates the effect of the independent variable on the dependent variable of HR performance.

4. CLOSING

4.1 Conclusions

The results of this study show that Perceived Organizational Support, Servant Leadership, Islamic Work Environment, and Organizational Citizenship Behavior simultaneously have a significant effect on employee performance. The following are the partial effects and interaction effects: a) Perceived Organizational Support

has a positive and significant effect on employee performance, b) Servant Leadership has a positive and significant effect on employee performance, c) Islamic Work Environment has a positive and significant effect on employee performance, d) Organizational Citizenship Behavior does not moderate the effect of Perceived Organizational Support on employee performance, e) Organizational Citizenship Behavior does not moderate the effect of Servant Leadership on employee performance, f) Organizational Citizenship Behavior does not moderate the effect of Islamic Work Environment on employee performance.

4.2 Recommendations

The factor of organizational citizenship behavior, or extra-role behavior in employees, should be given more attention to enhance employee performance. For future researchers, it is suggested to add variations of other independent variables in exploring employee performance and to seek different objects to distinguish from this study.

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