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Building Organizational Citizenship Behavior Through Psychological Contract Mediation and Exogenous Variables Transformational Leadership and Organizational Support of Ny. Suharti Fried Chicken Restaurant Employees

Imran Syahril*, Didik Subiyanto, and Ignatius Soni Kurniawan



AFFILIATION:

Department of Management,
Faculty of Economics, Universitas
Sarjanawiyata Tamansiswa,
Special Region of Yogyakarta,
Indonesia

*CORRESPONDENCE:

syahril12379@gmail.com

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Abstract

Research aims: This study aims to find out the effect of the strategy on building organizational citizenship behavior because the low level of organizational citizenship behavior causes the company to be unable to increase its effectiveness.

Design/Methodology/Approach: In this study, the total population was 70 employees of fried chicken Ny. Suharti. The data collection method used the questionnaire method, while the technique for data analysis employed the classic assumption test, hypothesis testing, linear regression, and Sobel Test.

Research findings: From this study, we found that (1) there was a positive result and significant effect of transformational leadership on psychological contracts (Y1), (2) there was a positive result but not significant effect of organizational support on psychological contracts, (3) there was a positive result with significant effect of transformational leadership on organizational citizenship behavior, (4) there was a positive result with significant effect of organizational support on organizational citizenship behavior, (5) there was a positive result but not significant effect on the influence of organizational support on psychological contracts, (6) there was a positive result but not significant effect of transformational leadership on organizational citizenship behavior, and (7) there was a positive result but not significant effect of the organizational support on organizational citizenship behavior, with the psychological contract variable as a mediating variable on employees of fried chicken restaurant Ny. Suharti.

Theoretical contribution/Originality: This study contributes to the understanding of the effect of transformational leadership on psychological contracts, organizational support on psychological contracts, transformational leadership on organizational citizenship behavior, organizational support on organizational citizenship behavior, organizational support on psychological contracts, and organizational support on organizational citizenship behavior, with the psychological contract variable as a mediating variable on employees.

Practitioner/Policy implication: Based on the analysis results, not all variables had a positive and significant effect except for transformational leadership on psychological contracts, transformational leadership on organizational citizenship behavior, and organizational support on organizational citizenship behavior; other than these variables, it showed positive reluts but insignificant.

Research limitation/Implication: The research was only conducted at the fried chicken restaurant, Ny. Suharti. Therefore, the data collected had a low level of normality.

Keywords: Transformational Leadership; Organizational Support Psychological Contracts; Organizational Citizenship Behavior

Introduction

In this modern era, every business requires human resources, which are considered important and greatly influence the organization's effectiveness, especially in the long term. It is done solely as one of the company's efforts in achieving organizational goals. In addition, human resources in organizations play an important role in dealing with changes that occur and are crucial assets owned by the organization because the organization's success is largely determined by the human element (Ardana, Mujiati, & Utama, 2014).

The success of an effort in achieving organizational goals will not be obtained from the role of its employees alone. An employee is not merely an object in achieving goals, but more than that, the employee is also the actor of objects. Without employees, the place of business and the organization will not be able to realize all the plans that have been made because it is in the hands of the employees that everything will be able to develop and run in accordance with the vision and mission of the business. In carrying out the business vision and mission, an employee is not only required to do his job in accordance with the given job description but is also expected to make more contributions to his workplace. In addition, an employee doing everything is not always driven by beneficial things, but because the employee will have a feeling of satisfaction if he can help or do something more than his role; then, this condition can be referred to as organizational citizenship behavior, also OCB.

The phenomenon regarding OCB can be seen from the researchers' initial survey of the staff behavior of the Nasi Goreng Ayam Goreng Ny. Suharti. Fried Chicken Restaurant Ny. Suharti is a business engaged in the culinary field. When the researchers made indirect observations, the researchers found indicators that showed weak OCB in the staff of the Nasi Goreng Ayam Goreng Ny. Suharti. It can be seen in several employees from the delivery division who did not help other division employees when they were free, even though they knew that other division employees needed assistance in carrying out their work. This phenomenon illustrates that employees did not meet the OCB dimension, where employees help other employees without any coercion on tasks related to the organization. When employees carry out their duties well without coercion and work sincerely, this behavior is also called organizational citizenship behavior or OCB (Pratama & Mujiati, 2019).

Many factors can shape organizational citizenship behavior (OCB), one of which is transformational leadership. Transformational leadership is an individual's ability to influence, motivate, and enable followers to contribute to the organization's effectiveness and success (Suyitno & Utomo, 2017). It is also confirmed by Pratama and Mujiati (2019) in their research that transformational leadership positively affected OCB at the Bali Province Cooperatives and SMEs Office. The positive influence here means that when the leader can explain organizational goals clearly, provide encouragement to organizational members, and stimulate the creativity of organizational members, this success will impact the emergence of OCB behavior carried out by organizational members without coercion. When an individual both desires to make the organization's

reputation and behaves OCB, the individual feels positive values that the individual will obtain.

On the other hand, organizational support also strengthens the positive value of employees both cognitively and emotionally towards the organization, so organizational support has a significant effect on OCB. The organizational support aims to help colleagues complete tasks and provide innovation for the organization's operational activities (Anggraeni, Dwiatmaja, & Yuniawan, 2017). Organizational support is also an employee's perception of the extent to which the organization values their contribution and cares about their well-being (Rhoades & Eisenberger, 2002). Employees who perceive that the organizational support they receive is high will integrate membership as a member of the organization into their self-identity and then develop more positive relationships and perceptions. When employees feel fully supported by the organization, undoubtedly, they will develop a sense of indebtedness, which will impact the performance and behavior of those willing to work beyond their obligations (OCB). It is also corroborated by Azhar, Sari, and Anam (2019) in their research that organizational support owned by employees is quite influential on increasing OCB behavior. In addition, employees who receive support from the organization will do better things. It shows that the higher the organizational support employees feel, the more OCB behavior will emerge. An employee will also show an OCB attitude when he feels the company has fulfilled the promise, performing OCB behavior voluntarily. This payment in return for employee contributions is known as a psychological contract.

Psychological contracts have a stimulus to employees who can work well. According to company regulations, employees can create factors, such as promotions, salaries, and career development, to create reliable human resources and have a superior commitment to improving employee performance. Psychological contracts are also basically built to create stability in working relationships between organizations and employees (Sparrow, 1998; Beardwell et al., 2004). As a form of work agreement, psychological contracts can give employees a sense of confidence and do not consider a change frightening (Guest & Conway, 2002).

Moreover, the company expects employees to carry out their duties well, even more than expected. It is also corroborated by Setyoningsih and Hastuti (2018) that the results showed a positive influence of psychological contracts on OCB. For someone having a high psychological contract, this can be done by emphasizing employee OCB by providing high innovations, maintaining good relations with fellow employees, and maintaining the organization's image. It will then increase the psychological contract in employees and encourage them to maintain the company's good name.

Literature Review and Hypotheses Development

Building Organizational Citizenship Behavior

Organizational Citizenship Behavior becomes an important part in increasing organizational commitment. Organizational Citizenship Behavior, refers to the willingness to take extra actions outside of the main duties and functions as employee or a member of the organization. Organ (1988) explained it as significant work behaviors that unfold behavior of individual beneficial to organization. Author emphasis that these behaviors are the matter of personal choice. Several literatures in the past have recognized the two-basic approach in behavior that is the role as well as extra role in describing OCB view. The research on dimension of organization citizenship behavior was carried out by Smith, Organ, and Near, (1983) and it was found that citizenship behavior consists of 2 dimensions. The first dimension is the altruism, or helping to specific persons, and second dimension is the generalized compliance which is more impersonal form of diligent citizenship. For achieving better citizenship behavior, organization needs to recognize the psychological contract employee carries with the organization (Kwon Choi, Koo Moon, Ko, & Min Kim, 2014). Organizational Citizenship Behavior (OCB) was measure on the following dimension like Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship (Organ, 1988; Williams & Anderson, 1991). Researchers have identified OCB's importance and tried to dedicate their attention toward this aspect of employee behavior for the success and better performance of the organizations (Konovsky & Pugh, 1994; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Bettencourt, Gwinner, & Meuter, 2001; Rioux & Penner, 2001; Iqbal Aziz, & Tasawar, 2012)

Psychological Contract Mediation

The Psychological contract theory emphasizes developing social relationships, mutual obligations, and power distribution (Blau, 1964). Kickul, Neuman, Parker, and Finkl (2001) have suggested the various dimension of psychological contract like relational contract, employer employee relationship, internal advancement, emotional affinity and transactional relationship. De Vos, Buyens, and Schalk (2003) said that the the psychological contract includes of the good working relationship aspects between company and employees and in reverse. Innovative work behavior is interpreted as an individual effort to generate, recognize and apply new ideas when an individual is performing its role in groups or organizations to further engage to achieve organizational goals (Janssen, 2000). Psychological contracts also have an effect on organizational commitment. Previous studies have concluded that relational contracts have a greater effect on organizational commitment than transactional contracts (McInnis, Meyer & Feldman, 2009; Millward & Hopkins, 1998). However, all idea behind the psychological contract emphasis on developing the employee's positive attitude and better organizational citizenship behavior.

Building Organizational Citizenship Behavior Through Psychological Contract Mediation

These dimensions of psychological contract have relationship with cognitive response of the employee and thus strengthen the organizational citizenship behavior of employee (Hess & Jepsen, 2009). Previous studies reveal that psychological contracts affect organizational citizenship behavior (Morrison & Robinson, 1997; Turnley & Feldman, 2000). When employees feel that the organization is working to create a long-term relationship, and exchange relationship between organization and employees, they will choose to remain part of the organization and enjoy its role in the organization. Conversely, when organizations are oriented toward short-term relationships with little room for employee engagement, consequently, the form of employee commitment is more committed to remain in the organization. Hui, Wong, and Tjosvold (2007) in their study has tried to establish relationship between PC and OCB and finding suggested that out of transactional and relational contract, the relational contract have comparatively strong effect on citizenship behaviors.

The Effect of Transformational Leadership on Contract Psychology

According to Burns (1978) the person who first put forward the idea, transformational leadership is a source of inspiration and vision for subordinates to bring change in an organization. Leadership for a leader who tends to motivate subordinates to work better and focuses on behavior to help the transformation between individuals and organizations is a transformational leadership style. This transformational leadership role is considered the most appropriate of the many existing leadership models. The definition of an employment contract generally refers to a written document that regulates the rights and obligations of an employee and is subject to the company regulations Rousseau (1989). From the two definitions above, it can be seen that there is a connection between transformational leadership and a work contract. Transformational leadership that arises from within the leader can have a positive relationship to the work relationship that is carried out by the company to employees and employees to the company. Effective leadership will be able to encourage organizational motivation to increase productivity, loyalty and satisfaction members of the organization.

Leadership is a group of processes, personality, fulfillment, certain behaviors, persuasion, authority, the achievement of goals, interactions, different roles, structural initiation, and a combination of two or more of these things (Luthans, Purwanti, & Yuwono, 2006). Chahar (2019) explained the research through Psychological Contract and Organizational Citizenship Behavior: Exploring the Interrelatedness through Cross Validation was found that psychological contract is a strong predictor of organisational citizenship behavior. The strong positive relationship between psychological contract and organizational citizenship behavior calls management to ensure the fulfillment of psychological contract as to gain competitiveness. From the organisational behaviour perspective, the psychological contract provides opportunities to advance our understanding about work related needs which is essential for building strong human capital in the organisation.

Organizational Support

The study of Manyasi, Kibas, and Chepkilot (2012) indicated that organizational support positively affect improving employees performance. In a meta-analysis of 70 studies, it was shown that employee OS can improve job performance (Rhoades & Eisenberger, 2002). Conversely, some previous studies have indicated contradictory findings. Stamper and Johlke (2003) reported that OS was unrelated to task performance among sales people. Employers want employees to be dedicated and loyal to their job. According to the norm of reciprocity, if employers offer a high level of support to their employees, employees are possibly to emotionally commit to their organizations with a low possibility of turnover and a high level of job performance (Allen, Shore & Griffeth, 2003; Hui et al., 2007; Miao, 2011).

Based on reviewing the number of research paper nationally and internationally, the proposed hypothesis is:

H₁: There is an effect of transformational leadership on psychological contract.

The Effect of Organizational Support on Contract Psychology

Organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being. So it can be concluded that organizational support is a form of attitude, contribution or treatment given by the organization that is used as a stimulus by its employees about how far the organization where they work appreciates their contributions and cares about their welfare. Or in other words, organizational support is how companies or organizations value employee contributions to the progress of the company (valuation of employee's contribution) or the organization and the company's attention to their lives (care about employee's well-being). Rousseau's Psychological Contract suggested that employees with family responsibilities could negotiate new psychological contracts that included family responsive benefits such as flexible working hours. From the two definitions above, it can be seen the relationship between organizational support and psychological contracts.

H₂: There is an effect of organizational support on psychological contracts.

The Effect of Transformational Leadership on Organizational Citizenship Behavior

According to Gunawan (2016), transformational leadership is able to inspire others to see the future optimistically, project an ideal vision, and be able to communicate to subordinates that the vision and mission can be achieved. Meanwhile, according to Aldag and Resckhe in OCB Gunawan (2016) involves several behaviors, including helping others, volunteering for extra tasks, obeying the rules and procedures at work. These behaviors describe "employee added value" and are a form of prosocial behavior, namely positive, constructive and meaningful social behavior to help.

The results of research conducted by Gunawan (2016) show that transformational leadership has a positive and significant effect on employee organizational citizenship behavior. This means that by increasing the employee's transformational leadership, the employee will have a high enough organizational citizenship behavior so that it can be said that the increase in transformational leadership can also increase the employee's organizational citizenship behavior (Y). This research is supported by the results of research conducted by Susanto (2015) which also states that transformational leadership has a positive and significant effect on employee organizational citizenship behavior. The higher the transformational leadership style, the higher the Organizational Citizenship Behavior among employees. Transformational leadership improvement can be done by paying attention to each dimension of transformational leadership, namely: ideal influence; inspirational motivation; intellectual stimulation; and individualized consideration.

H₃: There is an effect of transformational leadership on organizational citizenship behavior.

The Effect of Organizational Support on Organizational Citizenship Behavior

Setyoningsih and Hastuti (2018) states that organizational support is an employee's perception of the work environment and conditions set by the organization as a form of awareness of the organization, appreciation and efforts to facilitate employee contributions. Organizational support also strengthens the positive assessment of employees both cognitively and emotionally towards the organization. Pandey, Lengkong, and Kojo (2019) states that Organizational Citizenship Behavior (OCB) is an individual's contribution in exceeding the demands of roles in the workplace. This Organizational Citizenship Behavior (OCB) involves several behaviors including behavior like helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace.

The relationship between Organizational Support and Organizational Citizenship Behavior (OCB) is a significant influence on PT. Bank Sulut Go (Y) this is proven by research conducted by (Pandey et al., 2019) which shows that the consistency of bank leadership and personnel (general) of PT. Bank Sulut Go to always provide optimal support for employees in providing financial services is the reason why each of them maintains or even increases direct contributions to the progress of this regional development bank, even though it is not included in the job description. Because employees at this state-owned bank feel fully supported in their work and develop their careers, they will not hesitate to help complete any existing financial services, even though it is not their responsibility, which shows Organizational Citizenship Behavior (OCB). in this bank. Furthermore, the vision and mission of PT. Bank Sulut Go will still be achieved and the performance of these employees will remain good.

H₄ : There is an effect of organizational support on organizational citizenship behavior.

The Relationship between Contract Psychology and Organizational Citizenship Behavior

The psychological contract is an employee's perception of a reciprocal relationship with the organization. The results of the agreement that the company will provide to employees, and the contributions that employees make to the organization. A psychological contract is a set of expectations that a lecturer has regarding what he or she will contribute to the organization and what the organization will provide in return. A psychological contract is an unwritten agreement between two agents who wish to engage in some kind of social exchange. and accept each other, namely between employees and the organization even though there are no binding rules or agreements. Based on the description above, psychological contracts have a direct positive effect on OCB (Santi, Mukhtar, & Matin, 2018).

This is in accordance with research conducted by Oktaviani and Fauziah (2017) which shows that there is a positive relationship between psychological contracts and Organizational Citizenship Behavior that occurs in employees at the Semarang Post Office. The more positive the psychological contracts owned by individuals, the higher the organizational citizenship behavior of employees. , whereas, if the individual with a negative psychological contract, the lower the employee's organizational citizenship behavior. According to the results of an interview with the HRD of the Semarang Post Office, the problem regarding OCB is seen in that most employees are rarely seen working overtime in the office and choose to go home when working hours are over. ended which resulted in some tasks could not be completed properly and the results were less than optimal. At the time of the evaluation and performance meeting, some employees were still passive in submitting their ideas for the company.

H₅: There is an effect of psychological contract on organizational citizenship behavior.

The Effect of Transformational Leadership on Organizational Citizenship Behavior through Psychological Contracts

According to Robbins and Judge (2010), transformational leaders are leaders who inspire their followers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers. Extra-role behavior or Organizational Citizenship Behavior, hereinafter referred to as OCB, refers to Rousseau (1989) suggests that employees with family responsibilities can negotiate new psychological contracts that include family responsive benefits such as flexible working hours. From the three definitions above, it can be seen the attachment between transformational leadership and organizational citizenship behavior through psychological contracts

H₆: There is an effect of transformational leadership on organizational citizenship behavior through psychological contracts.

The Relationship between Organizational Support and Organizational Citizenship Behavior through Psychological Contracts.

Perceived organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being. Organizational support can also be seen as organizational commitment to employees. So, it can be concluded that the psychological contract aspect refers to the reciprocity between the organization and its employees. While Organizational citizenship behavior can be defined as: a) behavior that is voluntary and there is no element of coercion in the organization; b) Behavior that appears without an official order; c) not directly related to the compensation system within the company; and d) an employee will not be penalized if he chooses not to engage in such OCB behavior.

H₇: There is an effect of transformational leadership on organizational citizenship behavior through psychological contracts.

The transformational leadership theory has been positively linked to a variety of organizational outcomes (Bryman, 1992). The researchers (MacKenzie, Podsakoff, & Rich, 2001; Podsakoff, MacKenzie & Bommer, 1996; Avolio & Bass, 1988; Hater & Bass, 1988; Zaccaro & Banks, 2001; Davidhizer & Shearer, 1997) demonstrated that transformational leadership has a positive influence on organizational citizenship behavior/performance, organizational culture, and organizational vision. This literature review has significant implications for transformational leadership research, theory, and practice.

According to the research Givens (2008), shown that transformational leaders have organizations with strong cultures and are better than other leaders at providing activities which continue to build culture. Studies in various organizational types demonstrate that transformational leaders provide the leadership style which produces effective organizations. Further research could inquire and discover which attribute of the transformational leader has the positive effect on the organization culture or is it the leader's overall leadership style.

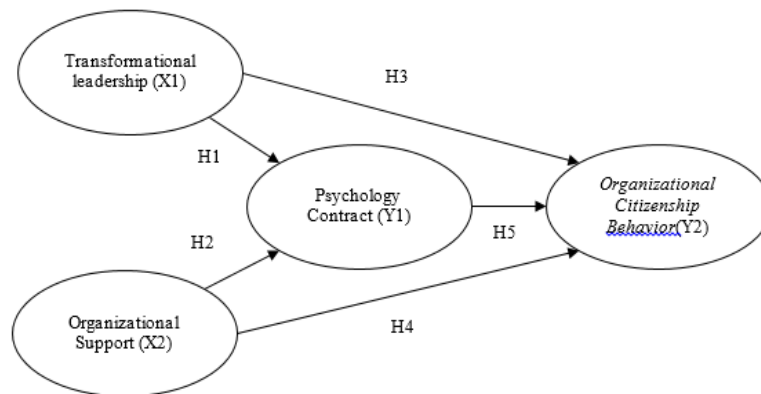


Figure 1 Research Model

Research Methods

The approach used in this research was quantitative research. Sugiyono (2008) suggests that quantitative research methods can be interpreted as methods to examine certain populations and samples; the sampling techniques are generally carried out measurably; data collection uses research instruments; data analysis is quantitative/statistical to test the established hypothesis.

Further, operational definitions are needed to help explain the characteristics of abstract objects into observable elements or indicators (Wiyono, 2011). In this study, several operational definitions and research indicators are described in the Table 1.

Table 1 Operational Definitions and Research Indicators

Variable	Definisi Variabel	Indicator	Questions
Transformational leadership (X1)	Transformational is the ability to inspire and motivate followers to achieve greater results than originally planned and to internal imbalances. (Mondiani, 2014).	1. Charisma	2
		2. Inspirational Motivation	2
		3. Intellectual Stimulation	2
		4. Individualized attention	2
Organizational Support (X2)	Perceived organizational support represents the degree to which employees believe that their organization values their contributions and cares for their wellbeing, Waileruny of the (Lansart, Tewel, & Dotulong, 2019)	1. Compensation	2
		2. Job design	2
		3. Training and development	2
		4. Equipment and technology	2
		5. Work environment	2
Psychology Contract (Y1)	Employment contracts bind employees and the company in a work union, regulate the behavior of the each part in the company and enable the achievement of company goals. Rousseau (1989)	1. Career development	2
		2. Job offers	2
		3. Social environment	2
		4. Finance	2
		5. Balance with the employee's personality	2
Organizational Citizenship Behavior (Y2)	Organizational Citizenship Behavior has voluntary behavior / extra-role behavior that is not included in the job description, spontaneous behavior / without certain suggestions or orders, helpful behavior, and behavior that is not easily seen and assessed through performance evaluations. Johns of the (Budihardjo, 2004)	1. Altruism	2
		2. Courtesy	2
		3. Spotsmanship	2
		4. Civic Virtue Conscientiousness	2

Population, Sample, and Sampling Technique

According to Wiyono (2011), the population is defined as a group of subjects who want to be subject to the generalization of the study. Could also be interpreted as the whole unit

of analysis which the characteristics would be predicted. Meanwhile, the unit of analysis is the unit to be researched or analyzed. The population in this study was all employees of the Nasi Goreng Ayam Goreng Ny. Suharti, totaling 70 people.

In the opinion of Arikunto (2006), if the subject is less than 100, it is better to take all of them to be a population study. The sampling then used the census technique, a data collection technique taken by collecting the required information from all related population units in the population. The census is a truth that can be accounted for and has a higher scientific level than other techniques (Wiyono, 2011: 134). By considering efficiency and effectiveness, this census technique is carried out if the population data is relatively not too large; if the population data is large, it will require much time, effort, and cost. With this statement, because the population was not greater than 100 employees, the authors took a sample of 100% of the existing population, namely as many as 70 employees of the Nasi Goreng Ayam Goreng Ny. Suharti.

Sources and Methods of Data Collection

The data source in this study was the subject from which the data could be obtained. In this study, the researchers used primary data, which the researchers obtained through direct research on the object under study by giving questionnaires to members of the organization in accordance with the research conducted. According to Sugiyono (2008) a questionnaire is a data collection technique done by giving a set of questions or written statements to respondents to answer.

The questionnaire used in this study refers to the Likert scale model. The Likert scale can be used to measure attitudes, opinions, and perceptions of a person or group of people about the phenomenon.

Table 2 Research Questionnaire

Questions	Abbreviation	Score
Strongly agree	SS	5
Agree	S	4
Neutral	N	3
Disagree	TS	2
Strongly disagree	STS	1

Source: Sugiyono, 2008.

This questionnaire was viewed using a 5-digit scale, namely choices of 1 to 5 answers to questions, with the following conditions:

1. The value of 5 for the answer to the statement strongly agree (SS)
2. The value of 4 for the answer to the statement agree (S)
3. The value of 3 for the answer to the statement neutral (N)
4. The value of 2 for the answer to the statement disagrees (TS)
5. The value of 1 for the answer to the statement strongly disagree (STS)

Place and Time of Data Collection

This study took place in the city of Yogyakarta. The researchers took this location because it has several famous restaurants with delicious chicken cremes at Mrs. Suharti. Free-range chicken with distinctive spices and served with chili sauce is the hallmark of a restaurant that has existed for more than 30 years, so this made it easier for researchers to get research samples, and this research was carried out in December 2019.

Data Quality Test

The instrument used in the form of a questionnaire must measure in fact (actually) and accurately what should be measured from the concept. The measurement of the concept is actually related to validity, and the measurement is actually related to reliability.

1. Validity

The validity test is carried out by correlating the item score with the total item score (Wiyono, 2011). The test was carried out on two sides with a significance of 0.05. The question/statement item is declared valid if it significantly correlates with the total score. To test the validity, the Pearson bivariate correlation analysis technique was used. It is declared significant if the value of sig two sides is below 0.05, or the Pearson correlation value (r-count) is above the r-table. The item-total correlation coefficient with the Pearson Bivariate can be found using the following formula:

$$r_{ix} = \frac{n \sum ix - (\sum i)(\sum x)}{\sqrt{[n \sum i^2 - (\sum i)^2][n \sum x^2 - (\sum x)^2]}} \quad (1)$$

r_{ix} = Item-total correlation coefficient (bivariate Pearson); i = Item score; x = Total score; n = Number of subjects

In this study, the test was carried out utilizing the IBM SPSS software ver. 23.0

2. Reliability

The reliability test uses the Alpha (Cronbach's) method with a significance level of 0.05 (Wiyono, 2011). The instrument is reliable if the alpha value > r-product moment value. According to Sekaran (1992), reliability is not good if the alpha value is less than 0.6, while 0.7 is acceptable and above 0.8 is good. The reliability formula with the Alpha method is as follows:

$$r_{11} = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum \sigma_b^2}{\sigma_1^2} \right] \quad (2)$$

r_{11} = Instrument reliability; k = Number of questions; b^2 = Number of item variants; 12 = Total variance

In this research, the test was performed using the IBM SPSS software ver. 23.0.

Data analysis technique

To see the influence of transformational leadership and organizational support on organizational citizenship behavior through contract psychology as a mediating variable, multiple regression analysis was employed. The multiple regression analysis aims to see whether there is a significant influence between transformational leadership and organizational support on organizational citizenship behavior through psychological contracts as a mediating variable at Ny. Suharti. To analyze the data into the multiple regression, IBM Software SPSS version 23.00 for Windows was then utilized. The results of this data processing are interpreted in discussing the results.

Classical Assumption Test

Before the regression analysis, the classical assumption test was carried out first. It is a regression analysis requirements test.

1. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. A good regression model should not correlate with the independent variables. If the independent variables are correlated, these variables are not orthogonal. Orthogonal variables are independent variables equal to zero. To detect the presence or absence of multicollinearity in the regression model (Ghozali, 2011: 105), the regression model is as follows. (a) The value of r^2 generated by an empirical regression model estimation is very high, but individually, many independent variables do not significantly affect the related variables. (b) Analyzing correlation matrix of independent variables. If there is a fairly high correlation between independent variables (generally above 0.90), it indicates multicollinearity. (c) A multicollinearity can be seen from the tolerance value and its opposite variance inflation factor (VIF). These two measures indicate which independent variable is explained by the other independent variables. In addition, tolerance measures the variability of the selected independent variables not explained by other independent variables. Thus, a low tolerance value is the same as a high VIF value ($VIF = 1/tolerance$). The cut-off value commonly used to indicate the presence of multicollinearity is the tolerance value < 0.10 or the same as the VIF value > 10 .

According to Wiyono, (2011: 157), if the VIF is greater than 5, the variable has problems with other independent variables.

2. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is an inequality of variance in the regression model from one observation residual to another observation. One way to approach heteroscedasticity is the Glejser test. The Glejser test can be done by regressing the absolute value of the residual as the dependent variable with all the independent variables in the regression model. If the significance value is less than 0.05, heteroscedasticity occurs in the regression model (Ghozali, 2011: 139). There are several ways to detect the presence or absence of heteroscedasticity.

a. Testing the scatterplot graph

The way to determine whether there is heteroscedasticity is to look at the graph plot between the predicted value of the dependent variable, which is in the form of ZPRED with residual SRESID. The detection can be done by looking at the presence or absence of a certain pattern on the scatterplot graph between ZPRED and residual SRESID, where the Y-axis is Y, which has been predicted, and the X-axis is the residual (Y predicted - Y-actual), which has been studied. The basis for the analysis of the presence or absence of heteroscedasticity is as follows: (1) If there is a certain pattern, such as the existing dots forming a certain regular pattern (wavy, widening, and then narrowing), heteroscedasticity has occurred. (2) If there is no clear pattern and the points spread above and below zero on the Y axis, there is no heteroscedasticity.

b. Park test

At the results of SPSS 17.00 output processing, the presence or absence of heteroscedasticity can be seen from the significant value of the independent variables on the dependent variable. Suppose the significant value of the park test is less than or equal to 0.05. In that case, it can be concluded that the research model data have heteroscedasticity disorders. Vice versa, if the significant value of the park test is more than 0.05, it can be concluded that the research model data does not experience heteroscedasticity disorders.

3. Normality test

It aims to test whether the dependent, independent, or both have a normal distribution in a regression model. A good regression model is normally distributed or close to normal. The normality test here follows Gauss' law of standard normal distribution. Here, the researchers used the Kolmogorov-Smirnov test with the help of the SPSS 23.00 for Windows program to test for normality. The results of the Kolmogorov-Smirnov residual test are normally distributed if the significance value is greater than the significant value of 0.5 (Ghozali, 2011: 160). There are two ways to detect whether the residuals are normally distributed:

a. Normal plot and histogram graph analysis

In principle, normality can be detected by looking at the spread of data (points) on the diagonal axis of the graph or by looking at the histogram of the residuals. The basis for making the decision is as follows: (1) If the data (dots) spread around the diagonal line and follow the direction of the diagonal line or the histogram graph shows a normal distribution pattern, the regression model meets the assumption of normality. (2) If the data spreads far from the diagonal and or does not follow the direction of the diagonal line or the histogram line does not show a normal distribution pattern, the regression model does not meet the assumption of normality.

b. Kolmogorov-Smirnov (K-S) non-parametric statistical analysis

Normality tests with graphs can be misleading if one is not careful visually; it looks normal, but statistically, it can be otherwise. Therefore, it is equipped with statistical tests in addition to the graph test. K-S test is done by making a hypothesis.

H_0 : Residual data is normally distributed.

H_a : Residual data is not normally distributed.

H_a is rejected if the significant value is K-S output > 0.05 , meaning the residual data is normally distributed. On the other hand, if the significant value in the K-S output is < 0.05 , H_0 is rejected, which means that the residual data is not normally distributed.

Multiple Linear Regression Analysis

The model used to test this study's hypothesis was a general linear regression equation model using the SPSS version 17.0 program. Regression analysis used a test for linearity with a significance level of 0.05. Two research variables are said to have a linear relationship if the significance is less than 0.05. Thus, regression analysis is used to determine whether the research hypothesis is proven. Linear regression analysis is conducted to determine the effect of the independent variables on the dependent variable.

Multiple linear regression analysis is also used to predict the relationship of one or more independent variables to the dependent variable. In this study, multiple regression analysis was used to see the effect of transformational leadership and organizational support on organizational citizenship behavior through psychological contracts as a mediating variable for employees of Ny. Suharti restaurant, quoted in Arikunto's book (2006), with the following formula:

$$Y_1 + Y_2 = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y1 = Organizational citizenship behavior; Y2 = Psychological contract; a = Constant; X1 = Transformational leadership; X2 = Organizational support; b1, b2, b3 = Regression coefficient; e = Standard error.

Hypothesis Testing

1. Statistics F-Test

It was used to test the significance level of the research model by measuring the effect of transformational leadership variables (X1) and organizational support (X2) on organizational citizenship behavior (Y2) through psychological contracts (Y1) as mediating variables for employees Ny. Suharti restaurant.

Testing criteria:

H_0 is accepted, and H_a is rejected if F-count \leq F-table, so there is no significant effect of X1, X2, and X3 on Y.

H_0 is rejected, and H_a is accepted if F-count $>$ F-table, so there is a significant effect of X1, X2 and X3 on Y.

2. T-test (Partial Test)

This test determines whether the effect of each independent variable on the dependent variable is significant. The test is carried out by comparing the t-count value of each independent variable with the t-table value with an error degree of 5% ($\alpha = 0.05$). The test criteria for the t-test are as follows:

H_0 : The independent variables have a significant positive effect on the dependent variable.

H_1 : The independent variables have a significant positive effect on the dependent variable.

With decision making:

By comparing the value of t-count with t-table. If t-table $>$ t-count, H_0 is accepted, and H_1 is rejected. If t-table $<$ t-count, H_0 is rejected, and H_1 is accepted.

By using a significance probability value of 0.05. If the significance probability is $>$ 0.05, H_0 is accepted, and H_1 is rejected. Otherwise, if the significance probability is $<$ 0.05, H_0 is rejected, and H_1 is accepted (Ghozali 2011: 98).

3. Coefficient of Determination (R²)

The coefficient of determination is used to measure the contribution of the independent variables under the study to the dependent variable. If the value of the R² count is getting bigger (closer to one), the contribution of the independent variables to the dependent variable is getting bigger. It indicates that the model used is stronger to explain the dependent variables.

The amount of R² is in the value of 0 (zero) to one (1). The closer to 0, the smaller the effect of the independent variables simultaneously on the dependent variable. On the other hand, the closer to 1 (one), the greater the influence of the independent variables simultaneously on the dependent variable (Wiyono, 2011).

The basic weakness of using the coefficient of determination is the bias towards the number of independent variables included in the model. Because many recommend using the Adjusted R² value when evaluating the best regression model, the value of Adjusted R² can increase or decrease if one independent variable is added to the model. In reality, the value of Adjusted R² can have a negative value, even though the desired value must be positive. According to Ghazali (2011), if the empirical test finds that the Adjusted R² value is negative, it is considered zero (0). Mathematically, if the value of R² = 1, the Adjusted R² = R² = 1, while if R² = 0, the Adjusted R² = (1-k)/(n-k), and if k > 1, the Adjusted R² is negative.

Path Analysis (Path Coefficient)

Path analysis, in principle, is to analyze the path model from a diagram that connects the independent (exogenous), moderating (exogenous/endogenous), and dependent (endogenous) variables. The relationship pattern is shown using arrows from exogenous variables to endogenous variables. Referring to the opinion expressed by Land et al. in Kusnendi (2008:147-148), the characteristic of path analysis is a multivariate dependency data analysis method used to test the asymmetric relationship hypothesis built based on certain theoretical studies to know the direct and indirect effects of a set of causal variables on the effect variables. According to Sarwono (2007), path analysis can be done by calculating the direct effect, indirect effect, and total effect, with the following formula:

Direct influence:

Y₁ = equal to the parameter coefficient according to the output (a)

Y₂ = equal to the parameter coefficient according to the output (b)

Y₃ = equal to the parameter coefficient according to the output (c)

Indirect influence:

X_n Y₁ Y₂ = equal to a x c (d)

Total influence:

X Y₁ Y₂ = equal to a + d

Path calculations explain the effect of transformational leadership variables (X1) and organizational support (X2) on organizational citizenship behavior (Y2) through psychological contracts (Y1) as mediating variables for employees of Ny. Suharti restaurant. Before testing whether there was a direct or indirect effect of each of these pathways, the significance of each path was tested first. If there is an insignificant path, trimming theory is applied by eliminating or deleting the insignificant path. Then, from the new structure results, each path coefficient was calculated again.

Based on these results, the direct and indirect influences were known. The calculation step was to gauge the direct and indirect effects of transformational leadership variables (X1) and organizational support (X2), as independent variables, on organizational citizenship behavior (Y2), as dependent variables, through psychological contracts (Y1). Besides, to determine the effect of the mediator variable, namely the psychological contract component influencing organizational citizenship behavior, the Sobel test was used.

Testing the mediation hypothesis can be done with a procedure developed by Sobel (Sobel, 1982) and known as the Sobel test (Kline, 2011). In this study, the Sobel test was carried out by testing the strength of the indirect effect of the independent variables (X) on the dependent variable (Z) through the intervening variable (Y). The indirect effect was obtained by multiplying the path coefficients of each relationship.

Results and Discussion

Validity test

For the validity level, a significance test was conducted by comparing the variables between the value of the count and the table's value. For the degree of freedom ($df = \text{number of samples} / n - 2$) ($df = 70 - 2$, $df = 68$) and the significance of alpha (α) is 5% (0.05), the table was 0.2352. For each statement item, it can be seen in the item-correlation correction column total. If the count value is more than (>) the table's value, the statement item is said to be valid.

Table 3 Transformational Leadership Variable Validity Test

Item	Rxy Count	Sig.	Description
KT.1	0.701	0.2352	Valid
KT.2	0.697	0.2352	Valid
KT.3	0.823	0.2352	Valid
KT.4	0.678	0.2352	Valid
KT.5	0.725	0.2352	Valid
KT.6	0.757	0.2352	Valid
KT.7	0.786	0.2352	Valid
KT.8	0.783	0.2352	Valid

From Table 3, the eight points of the statement on the transformational leadership variable above showed the value of $r_{xy} > r_{table}$, meaning that all transformational leadership variables were valid and could be used for further research. The validity test for organizational support is as follows.

Table 4 Organizational Support Variable Validity Test

Item	Rxy Count	Sig.	Description
DO.1	0.582	0.2352	Valid
DO.2	0.592	0.2352	Valid
DO.3	0.828	0.2352	Valid
DO.4	0.776	0.2352	Valid
DO.5	0.861	0.2352	Valid
DO.6	0.795	0.2352	Valid
DO.7	0.788	0.2352	Valid
DO.8	0.837	0.2352	Valid
DO.9	0.842	0.2352	Valid
DO.10	0.852	0.2352	Valid

From Table 4, the ten items in the organizational support variable above showed the value of $r_{xy} > r_{table}$, indicating that all organizational support variable items were valid and could be used for further research.

Table 5 Psychological Contract Variable Validity Test

Item	Rxy Count	Sig.	Description
KP.1	0.559	0.2352	Valid
KP.2	0.640	0.2352	Valid
KP.3	0.742	0.2352	Valid
KP.4	0.715	0.2352	Valid
KP.5	0.713	0.2352	Valid
KP.6	0.754	0.2352	Valid
KP.7	0.621	0.2352	Valid
KP.8	0.645	0.2352	Valid
KP.9	0.819	0.2352	Valid
KP.10	0.777	0.2352	Valid

Table 5 shows that the ten items in the psychological contract had the $r_{xy} > r_{table}$ value. It means that all psychological contract variables were valid and could be used for further research. The validity test for organizational citizenship behavior is as follows.

Table 6 Organizational Citizenship Behavior Variable Validity Test

Item	Rxy Count	Sig.	Description
OCB1	0.575	0.2352	Valid
OCB2	0.687	0.2352	Valid
OCB3	0.809	0.2352	Valid
OCB4	0.778	0.2352	Valid
OCB5	0.822	0.2352	Valid
OCB6	0.744	0.2352	Valid
OCB7	0.667	0.2352	Valid
OCB8	0.637	0.2352	Valid
OCB9	0.632	0.2352	Valid
OCB10	0.666	0.2352	Valid

Table 6 shows that the ten items in the organizational citizenship behavior variable had a significance value of less than 5%, and the calculated Rxy value was greater than 0.2352 (Rxy table for n=70 and =5%). Thus, all items in organizational citizenship behavior were valid and could be used for further research.

Reliability Test

The reliability test results for the four research variables used can be seen from the results of the Cronbach's Alpha based on the standardized item statistical test.

Table 7 Reliability Test Results

Variable	Cronbach's Alpha Based on Standardized Item	Critical Value	Description
Transformational leadership	0.780	0.7	Reliable
Organizational Support	0.779	0.7	Reliable
Psychology Contract	0.768	0.7	Reliable
Organizational Citizenship Behavior	0.769	0.7	Reliable

Table 7 shows that all research variables had Cronbach's alpha greater than 0.7. Then, the four research variables, namely transformational leadership (TL), organizational support (OS), psychological contracts (PC), and organizational citizenship behavior (OCB), can be said to be reliable.

The Regression Analysis Results of the Effect of TL and OS on PC

Regression analysis was used to analyze the effect of transformational leadership and organizational support on contract psychology. The results of Test 2 on linear regression analysis can be seen in the following table.

Table 8 The regression analysis results of transformational leadership and organizational support on psychological contracts

Coefficients^a

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	26.494	4.235		6.255	.000
Total_KT	.316	.116	.331	2.720	.008
Total_DO	.130	.094	.168	1.382	.171

a. Dependent Variable: Total_KP

The Regression Analysis Results of the Effect of TL on PC

The t-test was used to determine the effect of transformational leadership individually on psychological contracts. The t-test was done by comparing the p-value with (5%). The significance level for the transformational leadership variable was 0.008 (p < 0.05) and t-count was 2.720 (positive), so it can be concluded that t-table < t-count (1.666 < 2.720), and significance was 0.008/2 = 0 < 0.05. Therefore, the hypothesis was is accepted.

The Regression Analysis Results of the Effect of OS on PC

The t-test was used to determine the effect of individual and organizational support on psychological contracts. The t-test was performed by comparing the p-value with (5%). The significance level for the organizational support variable was 0.171 ($p > 0.05$), and the t-count was 1.382 (positive), so it can be concluded that $t\text{-table} > t\text{-count}$ ($1.666 > 1.382$) and the significance was $0.171/2 = 0.85 > 0.05$. Thus, hypothesis 2 was rejected.

The Regression Analysis Results of the Effect of TL, OS, and PC on OCB

Regression analysis was used to analyze the effect of transformational leadership, organizational support, and psychological contract on organizational citizenship behavior. The results of Test 3 on linear regression analysis can be seen in the Table 9.

Table 9 The regression analysis results of transformational leadership, organizational support, and psychological contracts on OCB Coefficients^a

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.254	5.367		2.097	.040
Total_KT	.354	.123	.316	2.866	.006
Total_DO	.352	.096	.388	3.653	.001
Total_KP	.104	.123	.089	.844	.402

a. Dependent Variable: Total_OCB

Hypothesis 3 or H_a states a positive and significant influence of transformational leadership on organizational citizenship behavior on the employees of the fried chicken restaurant, Ny. Suharti. Based on the calculation results utilizing SPSS 23, the Table 9 shows that transformational leadership affected organizational citizenship behavior. The significance level for the transformational leadership variable on OCB was 0.006 ($p < 0.05$), and the t-count was 2.866 (positive). Thus, it can be concluded that $t\text{-table} < t\text{-count}$ ($1.666 < 2.866$) and significance $0.006/2 = 0 < 0.05$, then hypothesis 3 was accepted.

Hypothesis 4 or H_a proposes a positive and significant effect of organizational support on organizational citizenship behavior on the employees of Ny. Suharti. Based on the calculation results using SPSS 23, the Table 9 shows that organizational support affected organizational citizenship behavior. The significance level for the organizational support variable for OCB was 0.001 ($p < 0.05$) and t-count was 3.653 (positive), so it can be concluded $t\text{-table} < t\text{-count}$ ($1.666 < 3.653$) and significance of $0.001/2 = 0 < 0.05$. Thus, hypothesis 4 was accepted.

Hypothesis 5 or H_a puts forward that there is no significant positive effect of psychological contracts on organizational citizenship behavior on the employees of the fried chicken restaurant, Ny. Suharti. Based on the calculation results utilizing SPSS 23, the psychological contract affected organizational citizenship behavior, as shown in the Table

9. t arithmetic ($1.666 > 0.844$) and a significance of $0.402/2 = 0.201 > 0.05$, then hypothesis 5 was rejected.

Sobel Test

In this study, two hypotheses were tested using the Sobel test (Sobel, 1982), namely hypothesis 6 and hypothesis 7, with the following results:

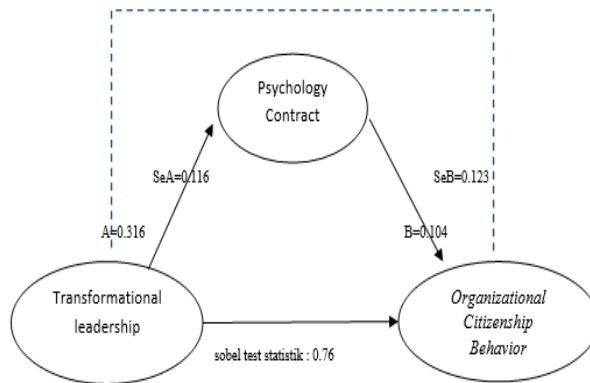


Figure 2 Sobel test calculation results (0.76)

From the Figure 2, the Z-count with a score of $0.76 < 1.96$ (Z-Table) and a significance level of 5% proves that the psychological contract could not mediate between transformational leadership and organizational citizenship behavior.

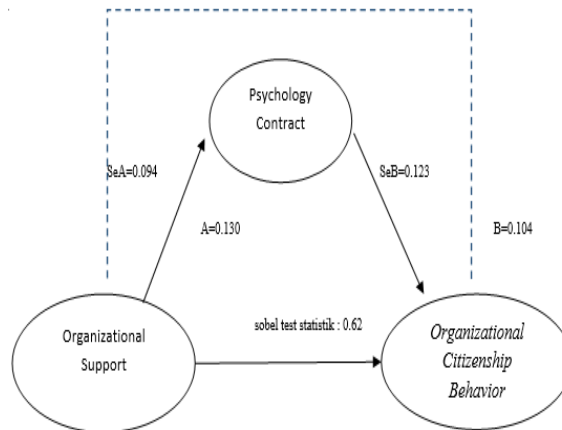


Figure 3 Sobel test calculation results (0.62)

From the Figure 3, the Z-count with a score of $0.62 < 1.96$ and a significance level of 5% confirms that the psychological contract could not mediate between organizational support and organizational citizenship behavior.

For data analysis, based on the characteristics of the respondents, it is known that there were 70 respondents as employees at the Ny. Suharti. They consisted of 42 or 60.0% men

and 28 or 30.0% women. The characteristics of the respondents aged at most 31 years - 40 years were 33 respondents or 47.0%. Then, the status characteristics that filled out the questionnaire were the most respondents married by 58 respondents or 83.0%. Meanwhile, for the characteristics of the last education, most respondents had the latest education of high school/equivalent by 49 respondents or 70.0%.

1. Transformational Leadership on Contract Psychology

Testing the first hypothesis showed a positive and significant influence of transformational leadership on the psychological contract of the employees of Ny. Suharti. In this case, as leaders, humans will be chaotic; therefore, a leader must govern and direct subordinates to achieve individual, group, and organizational goals. In this regard, a transformational leadership style tends to motivate subordinates to work better and focus on behavior to help the transformation between individuals and the organization. This transformational leadership role is considered the most appropriate of the many existing leadership models.

Then, an employment contract is generally defined as a written document that regulates the rights and obligations of an employee and is subject to company regulations (Rousseau, 1989). From the definitions above, it can be seen that there is a connection between transformational leadership and a work contract. Transformational leadership that arises from within the leader can have a positive relationship to the working relationship that the company carries out to employees and employees to the company. Thus, it can be concluded that the psychological contract aspect refers to the reciprocity between the organization and its employees. Employees believe in the things promised by the organization in terms of fairness, salary provision, clarity of work status, employee welfare, and clear career advancement. The organization also expects employees who can always contribute to the company's progress.

2. Organizational Support on Psychological Contracts

Testing the second hypothesis showed no significant positive effect of organizational support on psychological contracts for the employees of Fried Chicken Restaurant Ny. Suharti. Here, organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being. Hence, it can be concluded that organizational support is a form of attitude, contribution, or treatment given by the organization, used as a stimulus by its employees about how far the organization where they work appreciates their contributions and cares about their welfare. In other words, organizational support is how the company or organization appreciates the contribution of employees to the company's progress (valuation of employees' contribution) or the organization and the company's attention to their lives (care about employees' well-being).

Rousseau's psychological contract (1989) suggests that employees with family responsibilities can negotiate a new psychological contract that includes family responsive benefits, such as flexible working hours. On the other hand, perceived organizational

support is the degree to which employees believe the organization values their contributions and cares about their well-being. Organizational support can also be seen as an organizational commitment to employees. Thus, it can be concluded that the psychological contract aspect refers to the reciprocity between the organization and its employees. Employees believe in the things promised by the organization in terms of fairness, salary provision, clarity of work status, employee welfare, and clear career advancement. The organization also expects employees who can always contribute to the company's progress.

3. Transformational Leadership on Organizational Citizenship Behavior

Testing the third hypothesis revealed a positive and significant influence of transformational leadership on organizational citizenship behavior of the employees of Ny. Suharti. According to Robbins and Judge (2010), transformational leaders are leaders who inspire their followers to put aside their interests for the organization's good, and they can have a tremendous influence on their followers. They also pay attention to the self-development needs of their followers, change followers' awareness of the issues at hand by helping others, see old problems in new ways, and please and inspire followers to work hard to achieve common goals.

Moreover, extra-role behavior or organizational citizenship behavior refers to the willingness to take extra actions outside of the main duties and functions as a member of the organization. From the definition above, the attachment between transformational leadership and OCB behavior can be seen. Transformational leadership that arises from within the leader can have a positive relationship with extra work relationships or work outside the responsibility of the employees of the fried chicken restaurant Ny. Suharti. It is also supported by research conducted by Susanto (2015) that transformational leadership variables positively influenced organizational citizenship behavior. The higher the transformational leadership style, the higher the organizational citizenship behavior among employees.

4. Organizational Support on Organizational Citizenship Behavior

Testing the fourth hypothesis uncovered a positive and significant influence of transformational leadership on organizational citizenship behavior of the employees of Ny. Suharti. Related to this, Mangundjaya (2012) stated that to meet socio-emotional needs and assess the benefits of increased effort at work, employees form a general perception of the extent to which the organization values its contribution and cares about its welfare, which is referred to as the perception of organizational support. Employee concern for the organization and the achievement of organizational goals can be shown by displaying a positive attitude and work behavior in accordance with what is expected by the organization. The support provided by the organization will create employee perceptions.

On the other hand, organizational citizenship behavior can be defined as a) voluntary behavior and no coercion in the organization; b) behavior that occurs without an official

order; c) not directly related to the compensation system within the company; d) an employee will not be penalized if he chooses not to engage in such OCB behavior. From the definitions above, the attachment between organizational support and OCB behavior can be seen. It is supported by research conducted (Arinnandya & Hukama, 2018), revealing that the independent variable perception of organizational support affected employees' organizational citizenship behavior at PT. MNC Sky Vision Tbk. It was indicated by the positive value of the regression coefficient, and the hypothesis testing results both partially and simultaneously showed a significant value.

5. Psychological Contract Affects Organizational Citizenship Behavior

Testing the fifth hypothesis showed an insignificant positive effect of psychological contracts on organizational citizenship behavior of the employees of Ny. Suharti. Rousseau's psychological contract (1989) suggests that employees with family responsibilities can negotiate a new psychological contract that includes family responsive benefits, such as flexible working hours. From the definitions, the relationship between organizational support and psychological contracts can be seen. Meanwhile, organizational citizenship behavior can be defined as a) voluntary behavior and no element of coercion in the organization; b) behavior that occurs without an official order; c) not directly related to the compensation system within the company; d) an employee will not be penalized if he chooses not to engage in such OCB behavior.

From that, it can be seen that there is a connection between psychological contracts and OCB behavior. It is supported by research conducted by Oktaviani and Fauziah (2017), which found a positive relationship between psychological contracts and organizational citizenship behavior in employees at the Semarang Post Office. The more positive the psychological contracts owned by individuals, the higher the employee's organizational citizenship behavior. Meanwhile, if the individual has a negative psychological contract, the employees' organizational citizenship behavior will be lower.

6. Transformational Leadership on Organizational Citizenship Behavior through Psychological Contracts

From the Sobel test calculation results, the Z-count with a score of $0.76 < 1.96$ (Z-Table) with a significance level of 5% proves that the psychological contract could not mediate between transformational leadership and organizational citizenship behavior. It means that transformational leadership improves organizational citizenship behavior directly without going through the choice of psychological contracts. The absence of mediating effect in this study was due to the psychological contract variable itself not being considered in making decisions about transformational leadership on organizational citizenship behavior. It shows that the psychological contract is considered unable to be influenced by transformational leadership so that it cannot increase organizational citizenship, and the psychological contract is also considered unable to generate the same perception.

7. Organizational Support Affects Organizational Citizenship Behavior through Psychological Contracts.

From the Sobel test calculation results, the Z-count with a score of 0.62 < 1.96 with a significance level of 5% confirms that the psychological contract could not mediate between organizational support and organizational citizenship behavior.

It means that organizational support directly increases organizational citizenship behavior without a psychological contract option. The absence of mediation effect in this study was due to the psychological contract variable itself not being considered in making decisions on organizational support for organizational citizenship behavior. It indicates that the psychological contract is considered unable to be influenced by organizational support so that it cannot increase organizational citizenship, and the psychological contract is also considered unable to generate the same perception.

Conclusion

Based on the analysis results, it can be concluded that: (1) there was a positive and significant influence of transformational leadership on psychological contracts on the employees of the fried chicken restaurant, Ny. Suharti. (2) There was an insignificant effect of organizational support on psychological contracts on the employees of fried chicken restaurant Ny. Suharti. (3) There was a positive and significant influence of transformational leadership on organizational citizenship behavior on the employees of Ny. Suharti. (4) There was a positive and significant influence of organizational support on organizational citizenship behavior of the employees of Ny. Suharti. (5) There was no significant positive effect of psychological contracts on organizational citizenship behavior of the employees of the fried chicken restaurant, Ny. Suharti. (6) There was a positive and insignificant effect of transformational leadership on organizational citizenship behavior with the psychological contract variable as a mediating variable on the employees of the fried chicken restaurant, Ny. Suharti. (7) There was a positive and insignificant effect of organizational support on organizational citizenship behavior with the psychological contract variable as a mediating variable on the employees of the fried chicken restaurant, Ny. Suharti.

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