





Relationship between Perceived Organizational Support and Organizational Citizenship Behavior for Wilayatul Hisbah Aceh Jaya Police Members

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Abstract

Members of the Wilayatul Hisbah Police have an important role in monitoring the implementation of Islamic Sharia, but the low OCB in some members means that the implementation of supervisory, coaching and law enforcement duties is not optimal. The aim of this research is to determine the relationship between the level of Perceived Organizational Support and Organizational Citizenship Behavior in Wilayatul Hisbah Aceh Jaya Police members. The research method used is quantitative research. The sample used was 114 members of Satpol PP and WH Aceh Jaya, using the total sampling technique. Retrieval of data using a questionnaire measured on a likert scale and distribution to the sample. The data analysis used is Pearson Product Moment. The research results show that Pearson Product Moment analysis between POS and OCB in Satpol PP and WH Aceh Jaya members shows a positive correlation with the Pearson correlation value of 0.601. Improvements in POS perception tend to be followed by improvements in OCB behavior. A significance value (p) of 0.001 smaller than 0.05 indicates that this relationship is significant.

INTRODUCTION

Wilayatul Hisbah has a big responsibility in supporting the successful implementation of Islamic Sharia in Aceh, not only as a supervisor, but also as a party involved in socializing and developing society regarding laws and moral behavior in accordance with Islamic Sharia (Sayuti, 2024). In carrying out this task, Wilayatul Hisbah applies the principles of Organizational Citizenship Behavior (OCB), namely voluntary behavior carried out by individuals to support the organization in achieving its goals. OCBs are voluntary behaviors that originate from individual initiative and are not directly related to the organization's formal reward system. Although not directly rewarded, OCB contributes to improving the overall efficiency and effectiveness of the organization. This behavior supports organizational

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functions in a way that is not mandatory for employees, but is still important for the success and smooth operation of the organization (Komariah, Utari & Prasetyo, 2024). OCB emphasizes employee initiatives to contribute more than expected without direct rewards or formal demands. This includes helping coworkers, participating in organizational activities, and supporting company rules. OCB is considered a valuable asset in performance analysis, although it cannot be formally imposed or measured. Employees with high levels of OCB tend to contribute more to organizational well-being, so that companies can create a mutually supportive and productive work environment (Fajar, 2024).

Based on the main tasks of Wilayatul Hisbah and the meaning of OCB, it can be understood how important the role of OCB is in supporting the success of the Wilayatul Hisbah Police's duties in implementing Islamic Sharia. The main duties of the Wilayatul Hisbah Police which include supervision, guidance and enforcement of Islamic Sharia law require an attitude of initiative and high awareness from each member (Saputra, Ismail, Rahim & Anzaikhan, 2024). OCB is a voluntary behaviour and is not directly linked to the formal reward system, very important in this context, as members of the Wilayatul Hisbah Police need to show more responsibility in carrying out their duties to increase the effectiveness of the organization (Putri, Ramlan, Trilia, Julian & Erick, 2025). Although OCB is very important in the implementation of the main tasks of the Wilayatul Hisbah Police, there are several issues that can affect the level of OCB of its members. The problems in question, such as a lack of incentives or rewards for members who carry out their duties with personal initiative, can reduce the motivation of members (Zakir & Syarif, 2019).

This can make members feel underappreciated even if they play an active role in ensuring the effective implementation of Islamic Sharia. Without adequate support or appreciation, OCB members of the Wilayatul Hisbah Police can be hampered, even though the members' contribution is vital in carrying out broader main tasks, such as enforcing Sharia law and fostering the community. Based on the results of researcher interviews with Wilayatul Hisbah Aceh Jaya Police members, there appears to be a dynamic between task demands and members' perceptions of organizational support. Some members said there were obstacles in the form of lack of support from superiors, lack of awards, and complicated administrative procedures. That condition demotivates them to contribute beyond the mere exercise of formal obligations. This reflects the low behavioural propensity of OCB caused by limited Perceived Organizational Support (POS). However, there are also members who feel the attention of their superiors and the existence of supporting facilities, even though they are not provided regularly, as a concrete form of organizational support. Simple support such as personal attention, clear direction, or providing facilities can foster feelings of appreciation, which in turn increases motivation and enthusiasm for work to contribute more optimally.

Regarding the problems that have been identified from the interview results, the low level of OCB among Wilayatul Hisbah Police members in the Aceh Jaya region can be associated with three main indicators of OCB, namely altruism (altruism), conscientiousness (obedience/compliance exceeding standards), and civic virtue (care for the organization) (Bakhriansyah et al., 2023). Altruism refers to the behavior of helping voluntarily without expecting anything in return, especially to support colleagues or organizations (Bakhriansyah et al., 2023). In this context, some members of Wilayatul Hisbah Aceh Jaya show a low tendency to do volunteer work outside of the main duties of the members. This is due to the lack of support from superiors and lack of appreciation for additional member contributions. When voluntary efforts are not recognized, the motivation to exhibit altruistic behavior also decreases.

Relating to conscientiousness (obedience exceeding minimum standards) reflects the extent to which a person carries out his duties with high discipline and extra effort (Bakhriansyah et al., 2023). However, cumbersome and bureaucratic administrative procedures make members feel burdened and tend to confine themselves to the performance of formal

tasks. These barriers reduce the drive to work proactively and exceed the basic demands of work, so that conscientiousness as part of OCB does not develop optimally. Civic virtue indicators relate to active participation in organizational life, such as participating in organizational activities, providing input, or taking initiatives for improvement (Bakhriansyah et al., 2023). In this case, the lack of appreciation for the active involvement of Wilayatul Hisbah Aceh Jaya members made him feel unappreciated as part of the organization. As a result, morale to engage in the organization's activities on a voluntary basis and to contribute to the development of the implementation of Islamic Shariah has been low.

One effort to increase OCB is to increase POS. As the findings of research conducted by Barata (2023) show, there is a very strong relationship between OCB and POS variables in employees of a company. According to Khan et al. (2024) POS has a significant influence on OCB, support felt by employees is positively related to OCB, where employees who feel supported by the organization tend to show voluntary behavior that supports the smooth functioning of the organization. POS itself is an employee's perception of the extent to which an organization values employee contributions, pays attention to employee well-being, and provides the support they need, both in emotional, social and material forms. POS reflects how employees feel valued, supported, and recognized by the organization, which in turn influences employee engagement, job satisfaction, commitment, and behavior in the work environment (Mascarenhas et al., 2022). Based on the description above, researchers are interested in conducting research to determine the relationship between POS and OCB in Wilayatul Hisbah Aceh Jaya Police members.

RESEARCH METHOD

This research uses a quantitative approach using a correlational method to examine the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) in Wilayatul Hisbah Aceh Jaya Police members. The study population was 114 people, and all of them were sampled using the total sampling technique so that the data represents actual conditions as a whole.

Data were collected using two psychological scales, namely the POS scale and the OCB scale. The POS scale is prepared based on Suparji's theory (2020) with four aspects: respect for employees, self-development, working conditions, and attention to welfare, consisting of 24 items. The OCB scale refers to the Biswan indicator (2021) which includes altruism, courtesy, conscientiousness, civic virtue, and sportsmanship, with 25 items. Both use the Likert model of five answer choices.

Instrument trials were carried out on 30 respondents with similar characteristics. The validity test results showed an item-total correlation coefficient between 0.412–0.781 for the POS scale and 0.428–0.792 for the OCB scale. Reliability tests using Cronbach's Alpha yielded values of 0.907 for POS and 0.915 for OCB, both of which fall into the very high category. The collected data was analyzed using Pearson Product Moment correlation with the help of the SPSS program to test the relationship between POS and OCB in Wilayatul Hisbah Aceh Jaya Police members.

DISCUSSION

Result

Characteristics of important research subjects are presented to provide an overview of the profile of respondents involved in this study. The research population was 114 members of the Wilayatul Hisbah Aceh Jaya Police, and all of them were used as research samples using saturated sampling techniques (total sampling). Data on the characteristics of respondents

include gender, age, length of service and level of education. Details of the characteristics of the research subjects can be found in the following table.

Table 1. Subject Characteristics

No	Characteristics	Category	Frequency (n)	Percentage (%)
1	Gender	Male	102	89.5
		Female	12	10.5
2	Age	21–25 years	15	13.2
		26–30 years	37	32.5
		31–35 years	42	36.8
		>35 years	20	17.5
3	Length of Service	< 3 years	19	16.7
		3–5 years	46	40.4
		>5 years	49	42.9
4	Education Level	Senior High School	24	21.1
		Diploma (D3)	18	15.8
		Bachelor (S1)	63	55.3
		Master (S2)	9	7.8
Total			114	100

Analysis of the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) in Satpol PP and WH Aceh Jaya members was carried out using the Pearson Product Moment technique. This analysis aims to identify the level of close relationship between POS and OCB. The results of the correlation test are presented in table 1 below:

Table 2. Pearson Product Moment Correlation Test

Variable	Pearson Correlation (r)	Sig. (p)	Description
POS	0,601	0,001	Positive and Significant
OCB			

The results of the Pearson Product Moment correlation test as shown in Table 1 show a correlation coefficient value of 0.601 with a significance value of 0.001. A significance value smaller than 0.05 indicates a significant relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) in Satpol PP and WH Aceh Jaya members. In addition, the positive coefficient value indicates the direction of the unidirectional relationship, that is, the higher the perception of POS perceived by the member, the higher the level of OCB behavior indicated. These findings reinforce that organizational support has an important role in encouraging positive voluntary behavior in the work environment. This means that when members feel cared for, appreciated and supported by their organization, they tend to show loyalty, initiative and a willingness to help colleagues outside of formal obligations. In other words, the perception of organizational support is one of the factors that contributes to the formation of prosocial behavior in the workplace.

Discussion

This research aims to determine the relationship between Perceived Organizational Support (X) and Organizational Citizenship Behavior (Y) in Satpol PP and WH Aceh Jaya members. Based on the results of the Pearson Product Moment correlation test that has been

carried out, a correlation coefficient value of 0.601 with a significance level of 0.001 was obtained. This significance value smaller than 0.05 indicates a significant relationship between the two variables, with a positive direction of relationship. This means that the higher the organizational support felt by members, the higher their tendency to display organizational citizenship behavior. Maurya et al. (2024) who explain that POS is influenced by factors such as organizational fairness, support from superiors and colleagues, development opportunities, organizational communication, and the suitability of organizational goals to employee needs. In the context of Satpol PP and WH Aceh Jaya, perceptions of organizational justice such as fairness in the distribution of tasks and proportional rewards may have been felt by members to be fair, thereby strengthening their perception of the support provided by the organization. Apart from that, a solid working relationship between superiors and members as well as between fellow colleagues also forms a positive work climate. This is also in accordance with the view of Mauliza et al. (2024) who stated that superior support, procedural fairness and appreciation from the organization are the main determinants in increasing POS.

Development opportunities that organizations may provide through training, promotion, or practical skills upgrades can encourage members to feel attention to their career development. On the other hand, good and open organizational communication helps strengthen transparency and a sense of appreciation among members, as outlined by Maurya et al. (2024) in pre-employment and organizational communication factors. Apart from that, safe working conditions, rewards in both financial and non-financial forms, and guarantees of work stability as explained by Mauliza et al. (2024), can also explain the high perception of organizational support among members of Satpol PP and WH Aceh Jaya. The research results show that there are variations in the level of Organizational Citizenship Behavior (OCB) among members of the Wilayatul Hisbah Aceh Jaya Police. When viewed from the perspective of Munir's (2020) theory, these differences can be explained through the influence of organizational culture and climate that develops in the work environment. In this context, a work culture that emphasizes discipline, public service and typical Acehnese religious values can be a strong foundation for the emergence of extra-roll behavior such as helping colleagues, maintaining the image of the institution, and taking initiatives without waiting for direct orders. Members who feel a high level of organizational support, such as superior attention, fairness in task sharing, and opportunities for self-development, tend to show higher levels of OCB due to the emergence of feelings of appreciation and recognition of their contributions. A conducive work environment, supported by a sense of job satisfaction and organizational fairness, is the main trigger for the formation of strong OCB behavior. This is in line with the concept of perceived organizational support which emphasizes the individual's perception of the extent to which the organization values contributions and cares about the welfare of its members. When members of Satpol PP and WH Aceh Jaya feel that the organization provides support, they are encouraged to respond with positive behavior outside of formal roles, such as helping colleagues, maintaining internal order, and improving the quality of public services. In contrast, for members who perceive a lack of support, injustice, or workload mismatch, the tendency to display extra-roller behavior is lower.

Personality and mood factors also play a role in shaping OCB variations. Members with proactive personalities, high levels of empathy, and emotional stability more easily exhibit altruistic and sportive behavior in the workplace. In contrast, members with high levels of occupational stress, excessive emotional burden, or volatile moods tend to have lower involvement of OCB. This condition indicates that the psychological dimension of the individual remains an important aspect in bridging the relationship between perceived organizational support and extra work behavior. The length of service factor also shows strong relevance. Members with longer experience usually have gone through various organizational dynamics, understand the values of the institution, and have a stronger sense of belonging to the agency.

This strengthens emotional attachment and increases intrinsic motivation to make a greater contribution to the organization. Conversely, new members may still be in the adaptation stage and not fully understand the value system and social expectations that apply in their work environment, so OCB behavior tends not to develop optimally.

This finding is in line with research by Bakhriansyah et al. (2023) which states that OCB levels can be influenced by internal factors such as job satisfaction, organizational commitment, personality, work morale and motivation, as well as external factors such as leadership style and trust in leaders. A participatory leadership style that provides space for members to argue, recognize achievements, and demonstrate confidence in individual abilities has been shown to foster OCB behavior. In the context of WH Aceh Jaya, humanist and communicative leadership is an important factor in creating a supportive work atmosphere, which directly strengthens the perception of organizational support. In addition, interpersonal relationships between members play a role in strengthening OCB. When members perceive strong social cohesion and teamwork, they are more likely to engage in helpful behavior, respect, and maintain work harmony. This aspect is in line with the principles of social exchange theory which emphasizes that individuals will respond to positive organizational treatment with positive contributions. Thus, the high level of OCB among WH Aceh Jaya members reflects a reciprocal form of the perceived support they feel from the organization. Overall, this discussion shows that perceived organizational support not only acts as a motivational factor, but also forms patterns of social relationships that strengthen loyalty and commitment to the organization. Real support from the organization—both in the form of attention, open communication, and appreciation for the performance—has the potential to create a positive cycle where members are motivated to take extra action in the interests of the organization. Therefore, strengthening a culture of appreciation and supportive leadership is key in maintaining and increasing the level of OCB within the Wilayatul Hisbah Aceh Jaya Police.

CONCLUSION

Based on the results of the data analysis that has been carried out, it was found that there is a positive and significant relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) in Satpol PP and WH Aceh Jaya members, with a correlation coefficient value of 0.601 and a significance value of 0.001 ($p < 0.05$). These findings suggest that the higher the POS perceived by the member, the higher the tendency to display OCB behavior in the work environment. The results of this research confirm the important role of organizational support in shaping positive employee behavior. Therefore, the Satpol PP and WH Aceh Jaya Services are advised to continue to strengthen the perception of organizational support through increasing justice, support from superiors, giving appropriate awards, and career development opportunities. It is believed that these efforts can foster a sense of appreciation and increase members' commitment to the organization, so that OCB behavior can develop optimally. Apart from that, organizations also need to create a conducive work climate and strengthen interpersonal relationships between superiors and subordinates in order to increase member involvement in carrying out tasks.

The limitations of this research lie in the scope of the sample which only focuses on one agency, namely Satpol PP and WH Aceh Jaya, so that the results cannot be generalized to other agencies with different organizational characteristics. In addition, this study only used a quantitative approach and therefore has not been able to delve deeply into the subjective experiences of members related to POS and OCB. For future research, it is recommended to expand the research object to other government agencies or different sectors, as well as add other variables that have the potential to influence OCB, such as job satisfaction, organizational commitment and leadership style. The use of mixed methods (mixed methods) or qualitative approaches is also recommended to gain a deeper understanding of POS and OCB dynamics.

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