Pro-Goal Task Alignment: Catalysts for Perceived Organizational Support and Organizational Citizenship Behavior

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Abstract. This study reviewed how pro-goal task alignment (PGTA) developed from the root of agency theory, plays a role in strengthening perceived organizational support (POS) and organizational citizenship behavior (OCB) relationships. The study was conducted quantitatively using a digital questionnaire developed through Google forms. The study was for two months with a sample of 272 people. The results showed that PGTA managed to be an excellent catalyst in strengthening the relationship between POS and OCB. Furthermore, the model tests conducted also showed a good model achievement index. Therefore, this study suggests that PGTA can be implemented into a formal program given its role, which can significantly increase OCB.

Keywords: Pro-Goal Task Alignment (PGTA); Perceived Organizational Support (POS); Organizational Citizenship Behavior (OCB).

1. Introduction

POS and OCB are strong capital for organizations to maintain their quality human resources, build employee trust in the company, and create employee harmony [1]. The study specifically examined perceived organizational support (POS) and organizational citizenship behavior (OCB) as influential factors in determining an organization's performance and future. The results of an in-depth study conducted found inconsistencies in previous research. In filling the gap of research, this study presents the concept of pro-goal task alignment (PGTA) to answer the inconsistencies of previous studies.

2. Literature Review and Hypothesis

2.1 Perceived Organizational Support (POS)

Perceived organizational support (POS) in this study is interpreted as an employee's perception of organizational or corporate support for him [2]. POS can be grown by presenting fair organizational practices in treating employees [3].

2.2 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) in this study is defined as a form of positive work behavior that is not directly related to the company's formal activities [6].

2.3 Pro-Goal Task Alignment (PGTA); An Agency Theory

PGTA can be an effective formula in mediating the influence of POS on OCB. It can be described as the framework of this research concept as follows:
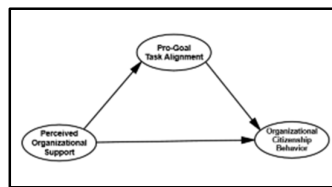

Figure 1: Conceptual Framework

3. Method

3.1 Samples and procedures

This study used a quantitative approach with survey methods and the main instrument was a digital questionnaire developed and created through Google form. The research population was employees of Makassar Industrial Estate (KIMA). There were 350 questionnaires distributed with a response rate of 85%and collected 298questionnaires (26 disqualified, 272 qualified).

3.2 Measurement

The study measured perceived organizational support (POS) with 5 indicators modified from [5]'s view and pro-goal task alignment (PGTA) has 5 indicators modified from Espinoza's view. Data shows the validity of the research instrument as shown in the Corrected item-total Correlation column as well as the instrument reliability test shown through Cronbach's Alpha if the Item Deleted column has both shown numbers above the required R table. Therefore, all research instruments are declared valid and reliable so that the analysis can be continued.

3.3 Data Analysis

To test the hypothesis of this study, data analysis was conducted using SPSS Software and SEM-AMOS 24, both of which are tools from IBM.

4. Result and Discussion

4.1 Descriptive Analysis

The study respondents were 52% male and 48% female. The average age of respondents was 30-40 years (58%) with the most education was high school equivalent (43%). On average they have worked for 3-5 years (51%).

4.2 Data Quality Test

To obtain high-quality data, the prerequisite test analysis was carried out first through SPSS Software. First of all, bias-free testing ensures the homogeneity of the data using the Levene Test. If the Levene statistics test results > 0.05 then it is stated that the data group is bias-free and comes from a homogeneous population [4]. The test results can be seen in the following table:

Table 2: Levene Test Results

Indicators	Levene Statistic	df1	df2	Sig.
POS1	.253	1	248	.616
POS2	.215	1	248	.643
POS3	.197	1	248	.657
POS4	.228	1	248	.634
POS5	.230	1	248	.632
PGTA1	.322	1	248	.571
PGTA2	.302	1	248	.583
PGTA3	.365	1	248	.546
PGTA4	.336	1	248	.563
PGTA5	.326	1	248	.568
OCB1	2.451	1	248	.119
OCB2	2.464	1	248	.118
OCB3	2.496	1	248	.115
OCB4	2.402	1	248	.122
OCB5	2.325	1	248	.129

4.3 Analysis of Variable Meaning, Validity, and Reliability

Analysis at this stage was done by running a confirmatory factor analysis for each construct developed. Based on the results of confirmatory factor analysis presented the level of validity and reliability of the research variables as presented in the following table:

Table 3: Convergent Validity and Construct Reliability Research Variables

Variable	Indicator	Standard Loading (Lambda Value)	Critical Ratio ≥ 1,96*	Convergent Validity (AVE) ≥ 0,50	Construct Reliability (CRI) ≥ 0,70
Perceived organizati onal	POS1: Fairness	0.994	75.526	0.967	0.993
	POS2: Job conditions	0.982	60.355		
	POS3: Supervisory support	0.975	54.894		

support (POS)	POS4: Recognize achievements	0.984	61.539		
	POS5: Giving help	0.982	60.359		
Pro-goal task alignment (PGTA)	PGTA1: Goal alignment	0.968	50.290	0.937	0.987
	PGTA2: Expectation alignment	0.968	50.299		
	PGTA3: Values alignment	0.971	53.782		
	PGTA4: Cultural alignment	0.959	53.356		
	PGTA5: Alignment of beliefs	0.975	53.799		
Organizational citizenship behavior (OCB)	OCB1: Altruism	0.965	56.904	0.947	0.989
	OCB2: Conscientiousness	0.996	87.612		
	OCB3: Sportsmanship	0.971	62.306		
	OCB4: Courtesy	0.959	52.622		
	OCB5: Civic virtue	0.975	66.144		

*The CFA is run twice, by changing the positions that are trained alternately

As presented in Table 1 above, this study presented variables with good validity as measured by convergent validity index (AVE) which showed that all variables had convergent validity indexes greater than required i.e. > 0.50. The three variables had good validity: POS (0.967), PGTA (0.937), and OCB (0.947). Reliability measurement also produced a good level of reliability above the cut of the value of > 0.70 namely POS (0.993), PGTA (0.987), and OCB (0.989). Therefore, the analysis could be continued in the second stage of analysis, namely the testing of the causality hypothesis.

4.4 Model Test

The second stage of this analysis was a full SEM analysis to test regressional relationships as developed in the literature review section of this article. SEM test results showed that the model was well confirmed by meeting the goodness of fit criteria of the model that produces indexes above the required cut of value. The achievement of the indexes of the model test results can be seen in the table below:

Table 4. Model/Goodness of Fit (GOF) Test Results

Goodness Criteria of Fit(GOF) Index	Test Scores	Results Description
Probability (p)	0.139	Fit (> 0.05)
CMIN/DF	1.165	Fit (< 2)
RMSEA	0.025	Fit (0.00 – 0.08)
RMR	0.001	Fit (< 0.05)
GFI	0.953	Fit (> 0.90)
AGFI	0.936	Fit (> 0.90)
CFI	0.998	Fit (> 0.95)
TLI	0.998	Fit (> 0.95)
RFI	0.987	Fit (> 0.95)
NFI	0.989	Fit (> 0.95)
IFI	0.998	Fit (> 0.95)
NCP	14.342	Fit (Value close to 0, or values are between LO90 and HI90)
PNFI	0.820	Fit (> 0.50)
PGFI	0.691	Fit (> 0.50)
PCFI	0.827	Fit (> 0.50)

AIC	167.342	Fit (test value < of saturated model and independence model)
CAIC	319.333	Fit (test value < of saturated model and independence model)
BCC	171.483	Fit (test value < of saturated model and independence model)
BIC	286.333	Fit (test value < of saturated model and independence model)
ECVI	0.617	Fit (test value < of saturated model and independence model)
MECVI	0.633	Fit (test value < of saturated model and independence model)
Hoelter	294 (signify 0.05)	Fit (sample below from Hoelter value)

4.5 Hypothesis Testing

Hypothesis testing was done using the T-test criteria which in SEM testing is referred to as critical ratio (CR). The statistical CR size of > 1.96, where all hypotheses were accepted with good significance. The following is presented in the table of test hypothesis results:

Table 5. Hypothesis Test Results

Hypothesis	Std Estimate	Estimate	S.E	C.R	P	Conclusion
H1: POS→OCB	0.413	0.650	0.084	7.748	***	Accepted
H2: POS→PGTA	0.595	0.956	0.081	11.852	***	Accepted
H3: PGTA→OCB	0.395	0.387	0.052	7.394	***	Accepted

4.6 Mediation Hypothesis Test

The study took advantage of a Sobel test calculator tool available online accessed through the sitehttps://www.danielsoper.com/statcalc/calculator.aspx?id=31. The Sobel test results showed a value of 5.28050929 or > 1.96 with a significance of 0.00000013 or < 0.05. Therefore, the H4 hypothesis is declared acceptable. Thus, PGTA can be a good mediator and catalyst in strengthening POS relationships with OCB.

4.7 Discussion

Overall, the test results provided support for 4 hypotheses. As the H1 Hypothesis analysis shows where POS has a significant impact in increasing OCB, this means that good POS can give impetus to an increase in OCB. The H2 hypothesis suggests that a good POS would drive an increase in employee PGTA. The H3 hypothesis states that PGTA is capable of encouraging the improvement of OCB. The study also confirmed acceptance of the H4 Hypothesis, in which PGTA has an excellent role in mediating the influence of POS on OCB. The test results showed that PGTA was the catalyst for POS and OCB, meaning that PGTA had an excellent role to play in strengthening POS's relationship with OCB.

4.8 Implications, Limitations, and Future Research

This study shows that PGTA has an important role in strengthening POS's relationship with OCB.The results of this study can be used to encourage the improvement of positive behaviors for organizations including OCB. With PGTA, companies will be able to reduce or eliminate the gap between a company's goals and individual goals so that the company has a greater chance of gaining a competitive advantage and improving its performance.

5. Conclusion

The study of PGTA, which acts as a catalyst for POS and OCB, is the first study to be conducted. The results of the study showed that the better the POS the better the OCB. Good POS also has a positive impact on the increase in PGTA, while a good PGTA contributes to the increase in OCB. So that empiric PGTA has an important role as a catalyst that strengthens the relationship and influence of POS on OCB.

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