Exploring Factors that Influence Organizational Citizenship Behavior in the Advertising Industry

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Abstract. Advertising is presenting intriguing content or messages to the public through mass media to promote a company's products or services. In its development, the use of outdoor advertising media slowly began to shift to digital media marketing. Digital marketing is an effort to market a product or promote a brand using digital media or the internet. This research aims to examine the relationship between Organizational Communication and Perception of Organizational Support on Organizational Citizenship Behavior mediated by Work Motivation. Research design, all employees were sampled 125 employees and the analysis used was quantitative analysis using questionnaire data collection methods. Structural Equation Model was used as an analytical method, and Smart Partial least square was used as an analytical tool. Results, demonstrate that organizational communication and perceptions of organizational support have a major impact on organizational citizenship behavior, and Organizational Communication and Perceptions of Organizational Support on Organizational Citizenship Behavior can be mediated by motivation. Findings, massively prominent motivation affects employee behavior that is voluntary outside the job description and is not regulated by company regulations. However, it is incredibly valuable for the corporation since it may boost the organization's effectiveness and efficiency.

Key-Words: Organizational Communication, Organizational Perception, Organizational Citizenship Behavior, Work Motivation, Advertising Industry

1 Introduction

Advertising is presenting intriguing content or messages to the public via mass media regarding promoting a company's products or services. Moreover, outdoor advertising media slowly shifted to digital media marketing. Digital marketing uses digital media or internet networks for advertising items or promoting an online brand, [92]. Many businesses are turning to digital marketing to sell their products as technology advances. There are also various types of digital marketing, such as Websites, Search Engine Marketing, Social Media Marketing, Online Advertising, Email Marketing, and Video Marketing. Because advertising or messages are offered directly to preset targets, typically internet users, product marketing via digital marketing benefits are more personal. Furthermore, marketers may more quickly calculate the accuracy of the media utilized in product promotion. This organization is a Branding company and Indoor and Outdoor Advertising that provides, among others, the manufacture of embossed letters, neon boxes, and signage. The organization was established in 1985 with customers from various fields such as Banking, Property, Automotive, Restaurant, and others. At this time, traditional advertising companies must be able to compete with digital marketing, which is becoming more desirable because it has many advantages. Therefore, as a

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traditional advertising company, you must have competent and well-performing resources to compete with digital marketing companies.

Human resource management is very important in managing an organization or company. The success or failure of an organization is highly dependent on the management of its resources, [1]. Human resources are critical for businesses or organizations to manage personnel so they may perform efficiently, [2], [24].

Internally, human resources are important because they are directly related to company operations, and one factor that can be of concern is Organizational Citizenship Behavior, [46], [59]. Organizational Citizenship Behavior contributes to the organization by increasing the productivity of colleagues, increasing the productivity of managers, saving resources owned by management and the organization as a whole, assisting in the maintenance of group functions, being very effective in coordinating work group activities, increasing organizational stability, and improving the organization's ability to adapt to environmental changes, [3], [19], [39].

Organizational Citizenship Behavior also has an important role for employees because if employees already have Organizational Citizenship Behavior, then the employee will work as much as possible for the company, [4], [22].

Extra-role behavior refers to an employee's readiness to take on a role (role) that is greater than his primary function in an organization, [103]. Work conduct that surpasses particular performance requirements is referred to as extra role behavior, [47], [79]. Because it pertains to the work conduct of employees connected to the organization and other coworkers, extra-role behavior has significant repercussions for the organization. Furthermore, the employee's good attitude toward extra-role conduct has a beneficial influence on the efficiency and effectiveness of the organization's overall performance, [48], [96].

The basic problem that occurs in the company is the low attitude of Organizational Citizenship Behavior in employees as most employees do not have the initiative to replace their coworkers who do not attend, so the workload becomes unbalanced, which results in delays in working on a project, [49], [83]. And not all employees cannot arrive on time and provide information on absences, this can hamper project work because all employees already have their respective job desks, so if someone arrives late or does not notify their absence while working on a project, then this can result in result in delays in the execution of the project. The last factor

that is the reason why most customers are dissatisfied with the project results from PT Mentari Billboard is that not all employees want to stay in the company if the company is having a difficult time or the project is quiet, [50], [72], [100].

The low Organizational Citizenship Behavior attitude of employees greatly affects the results of projects carried out by the organization for the last four years, were from several projects carried out every year, most of them experience delays in completing project work, resulting in poor customer satisfaction survey results, [45], [51], [88]. Organizational citizenship behavior is a critical aspect of organizational performance. Individual conduct that is free to select and is not directly or openly governed by a formal incentive system and progressively enhances organizational success is referred to as Organizational Citizenship Behavior. functioning effectively, [52], [102]. Organizational Citizenship Behavior is a person's involvement beyond the roles and demands given in the workplace, besides, it involves helping each other and voluntarily working if given more assignments and obeying the applicable rules, [5], [21].

Research Gaps. Several previous studies have been conducted on organizational citizenship behavior with various variables. Previous research states that Organizational communication has a positive and substantial influence on organizational citizenship behavior, which indicates that the better organizational communication is implemented, the greater the organizational citizenship behavior demonstrated by employees, [6], [34]. This is in line with research conducted, [34]. It implies that motivation has a big and good influence on Organizational Citizenship Behavior, [55]. The positive and significant effect of motivation on Organizational Citizenship Behavior means that if the basic needs, safety and security guarantees, social security, and appreciation felt by employees are fulfilled, Organizational Citizenship Behavior will increase, [7], [30].

Meanwhile, previous research, [36], [37] identifies that the perception of organizational support does not affect organizational citizenship behavior. Sometimes employees need appreciation in the form of material, not only in the form of morals, so it can be interpreted that the perception of organizational support does not affect organizational citizenship behavior, [8], [36], [37].

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2 Literature Review

2.1 Organizational Citizenship Behavior

Extra-role behavior refers to an employee's readiness to take on a role (role) greater than his primary function in an organization. This is referred to as extra-role behavior, [4], [41]. Organizations with good personnel will have greater job performance. Work conduct that surpasses particular performance requirements is referred to as "extra role behavior." Because it pertains to the work conduct of employees connected to the organization and other coworkers, extra-role behavior has significant repercussions for the organization, [53], [44], [65]. Furthermore, the employee's good attitude toward extra-role conduct has a beneficial influence on the efficiency and effectiveness of the organization's overall performance, [9], [14].

2.2 Organizational Communication

Communication in organizations is a science that studies how to interact within an organization, [54], [103]. Communication is an integral part of an organization to help sustain organizational activities, [10]. According to experts, the following is the definition, Organizational communication is the display and understanding of communication among communication units within an organization, [10], [40]. Communication is the process of effectively transmitting and receiving information or messages between two or more individuals so that the intended message is comprehended. An organization is made up of communication units that have hierarchical connections with one another and perform activities in a given context, [57]. From these definitions, it can be seen that organizational communication is interrelated with one another, [82]. Communication is a tool to build a good organization. If there is an error in the interpretation of communication, it will affect the goals of the organization. So that existing human resources are required to understand and understand in carrying out the tasks that are informed or given. Then it is necessary to understand the function of communication in organizations, which will be discussed in the next theory, [84], [99], [104].

2.3 Organizational Support Perception

Perceived The degree to which employees think that the organization values their contribution and cares about their well-being is referred to as organizational support, [9], [12], [25], [18], [105] states that the perception of organizational support is the employee's perception of the extent to which the organization provides support to employees and the extent to which the organization is ready to provide assistance. with the welfare of its employees, [105].

2.4 Work Motivation

Work motivation is a driving force that is owned or contained within each individual in carrying out an activity so that individuals want to do, work and engage in activities to use all their abilities and potential to achieve the desired goals, [56], [85], [106]. as previously determined. To realize high work motivation requires a certain level of attention to employees to aim the company to generate profits so it can be sustainable, [74]. Work motivation is a driving factor that allows an employee to be willing and willing to mobilize the ability and time to carry out various tasks that are their duty and complete their duties in the context of attaining goals and various predetermined company, [33], [94], [94].

3 Hypothesis and Research Framework

The Effect of Communication on Organizational Citizenship Behavior. Communication can affect organizational citizenship behavior through a good supervisor, where the supervisor communicates with employees and provides direction and technical assistance to employees, [58], [101]. This research is in line with the opinion expressed, which concludes that organizational communication supports organizational citizenship behavior. That is, the better organizational communication carried out by employees in the internal and external scope, the level of job satisfaction owned by employees will be better, [78], [93].

H1: Communication affects Organizational Citizenship Behavior.

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior. Perceived organizational support is the degree to which employees feel the organization values their contribution and cares about their well-being, [9]. So it is necessary to further analyze the effect of Perceived organizational support on Organizational Citizenship Behavior through job satisfaction. The results of research support this conducted, [109], which found that there was a positive relationship between the perceived organizational support

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variable and organizational citizenship behavior, [109].

H2: Perception of Organizational Support affects organizational citizenship behavior.

The Effect of Organizational Communication on Work Motivation. In an organization, communication is needed to increase and generate motivation, [70]. For example, providing direction or guiding organizational members in the implementation of job desks or tasks, motivating organizational members on how to better improve work performance, controlling the behavior of organizational members such as complaints felt by members, and exchanging information related to the implementation of tasks within the organization to make it more efficient, [95]. Maximum in the process. The findings of this study demonstrate that corporate communication impacts job, [10], [11].

H3: Organizational Communication affects work motivation.

The Influence of Perceived Organizational Support on Work Motivation. The organizational support variable positively and significantly influences employee work motivation, [12], [23]. Organizational support has a positive relationship with work motivation because organizational support can encourage employees to show their abilities which in turn become pride in themselves, [12]. This is in line with the opinion, [23] which states that organizational support has a positive impact on work motivation because organizational support has a big contribution to the continuity of the company, and the company can directly monitor its subordinates so that it can foster strong motivation in employees, [13], [20].

H4: Perception of Organizational Support affects Work Motivation.

The Effect of Work Motivation on Organizational Citizenship Behavior. Motivation is a desire or will that arises from within employees that can encourage the emergence of enthusiasm to work optimally so that the company can achieve its goals, [14]. From the results of research conducted [23], it is known that work motivation has a positive influence on Organizational Citizenship Behavior. This proves that good work motivation can produce optimal individual performance, [15], [18].

H5: Work Motivation affects Organizational Citizenship Behavior.

The Effect of Work Motivation in Mediating the Effect of Organizational Communication on Organizational Citizenship Behavior. According to the findings of the study, motivation might influence the effect of organizational communication on organizational citizenship behavior performance,

[16], [17]. Health workers at the Malang City Hospital. These results indicate that organizational communication can form positive motivation in employees' minds, [71]. Motivation can impact the link between organizational communication and health worker performance when employees are not doing well. Organizational Citizenship Behavior and Organizational Commitment together have a significant effect on employee performance, [75], [76]. This means that individuals with Organizational Citizenship Behavior and organizational commitment can increase employee performance for the business and themselves. From the results of the research above, it can be explained that if Organizational Communication is positive (good), then work motivation will increase or be high, high work motivation will increase performance and increase performance by having good Organizational Citizenship Behavior, [60], [98], [107].

H6: Work Motivation is able to mediate the relationship of the influence of Organizational Communication significantly on the Performance of Organizational Citizenship Behavior.

Work motivation influences perceived organizational support's effect on organizational citizenship behavior. Performance factors are also influenced by motivation, job satisfaction, leadership, stress levels, physical conditions of work, compensation systems, work environment, commitment to the organization, and economic, technical, and other behavioral aspects, [18], [42]. Individual work motivation can mediate or further improve performance through its relationship with perceived organizational support, [19]. The results of this study are supported, [42], on members of the Sleman police. The result is that the perception of organizational support has a significant and positive influence on employee performance through work motivation, [73].

Organizational citizenship behavior and organizational commitment have a considerable influence on employee performance, [17], [35]. This indicates that individuals with Organizational Citizenship Behavior and organizational commitment can increase employee performance for both the organization and themselves, [80]. From the results of the research above, it can be explained that if the perception of organizational support is positive (good) then work motivation will increase or high, high work motivation will increase performance and increase the performance of having good Organizational Citizenship Behavior, [90], [108].

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H7: Work Motivation mediates the effect of Perceived Organizational Support on Organizational Citizenship Behavior
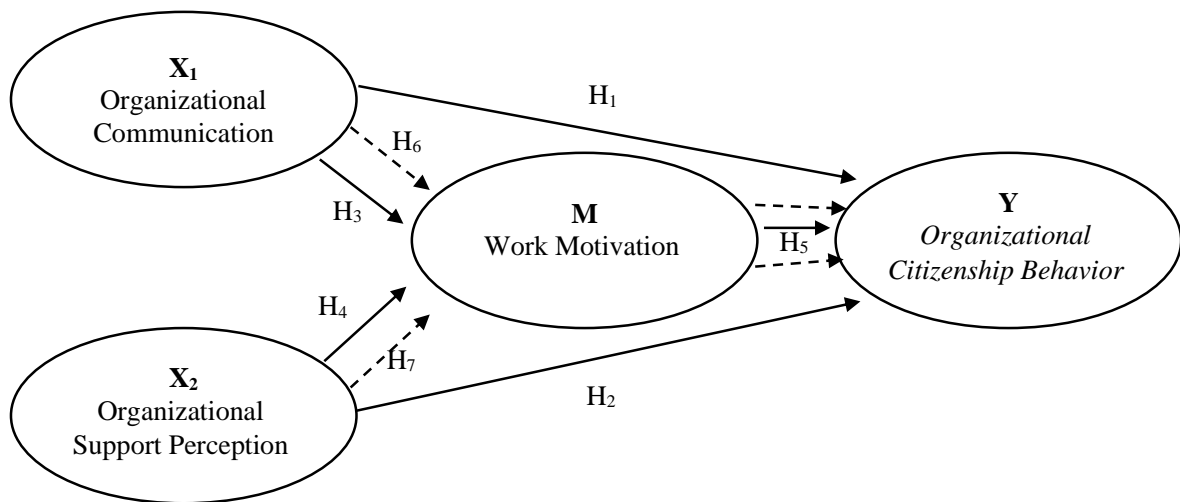

Fig. 1: Research Framework

4 Method

The actions in this study begin with activities to identify difficulties in the research site, articulate problems, and collect basic theories from reinforcing the foundation of each variable, [64] . Data gathering methodologies, instrument setup, and testing procedures were also developed. Given the current population's features and the study's objective, the sampling strategy utilized in this study is a saturated sample, which means that all members of the population are used as samples. This study takes a quantitative approach, with a questionnaire survey that employs the Partial Least Square methodology. The population in this study were employees of PT Mentari Billboard, namely, 125 people.

5 Results and Discussion

5.1 Results

Look at the value of R Square (R2), which is the Goodness of Fit (GoF) Model test. In assessing the model with Partial Least Square, one begins to look at the R Square (R2) for each latent dependent variable. The values of R square are 0.75 (strong), 0.50 (moderate) and 0.25 (weak). The relevance of the prediction value (Q squared) is 0.02 (small), 0.15 (moderate) and 0.35 (large). Testing the Goodness of Fit Structural model on the inner model using predictive relevance (Q2). The Q-Square (Q2) value is greater than 0 (zero), indicating that the model has a predictive relevance value.

Table 1. Goodness of Fit Model (GoF)

Variable	AVE	Composite Reliability	Cronbach's Alpha	R Square
Organizational Communication	0.619	0.947	0.938	-
Work Motivation	0.634	0.912	0.884	0.864
Organizational Citizenship Behavior	0.636	0.963	0.959	0.931
Organizational Support Perception	0.653	0.944	0.933	-

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Table 2. Loading Factor between Latent Variables and Dimensions

Variable	Indicator	Outer Loading	Remark
Organizational Citizenship Behavior	OCB1	0.794	Valid
	OCB2	0.756	Valid
	OCB3	0.816	Valid
	OCB4	0.826	Valid
	OCB5	0.821	Valid
	OCB6	0.791	Valid
	OCB7	0.805	Valid
	OCB8	0.779	Valid
	OCB9	0.804	Valid
	OCB10	0.756	Valid
	OCB11	0.815	Valid
	OCB12	0.760	Valid
	OCB13	0.840	Valid
	OCB14	0.761	Valid
	OCB15	0.805	Valid
Organizational Communication	OC1	0.804	Valid
	OC2	0.789	Valid
	OC3	0.769	Valid
	OC4	0.760	Valid
	OC5	0.719	Valid
	OC6	0.797	Valid
	OC7	0.824	Valid
	OC8	0.790	Valid
	OC9	0.800	Valid
	OC10	0.782	Valid
	OC11	0.813	Valid
Organizational Support Perception	OSP1	0.828	Valid
	OSP2	0.788	Valid
	OSP3	0.787	Valid
	OSP4	0.828	Valid
	OSP5	0.842	Valid
	OSP6	0.824	Valid
	OSP7	0.776	Valid
	OSP8	0.756	Valid
	OSP9	0.821	Valid
Work Motivation	WM1	0.798	Valid
	WM2	0.759	Valid
	WM3	0.796	Valid
	WM4	0.820	Valid
	WM5	0.755	Valid
	WM6	0.819	Valid

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Table 3. The Result of Hypothesis Testing

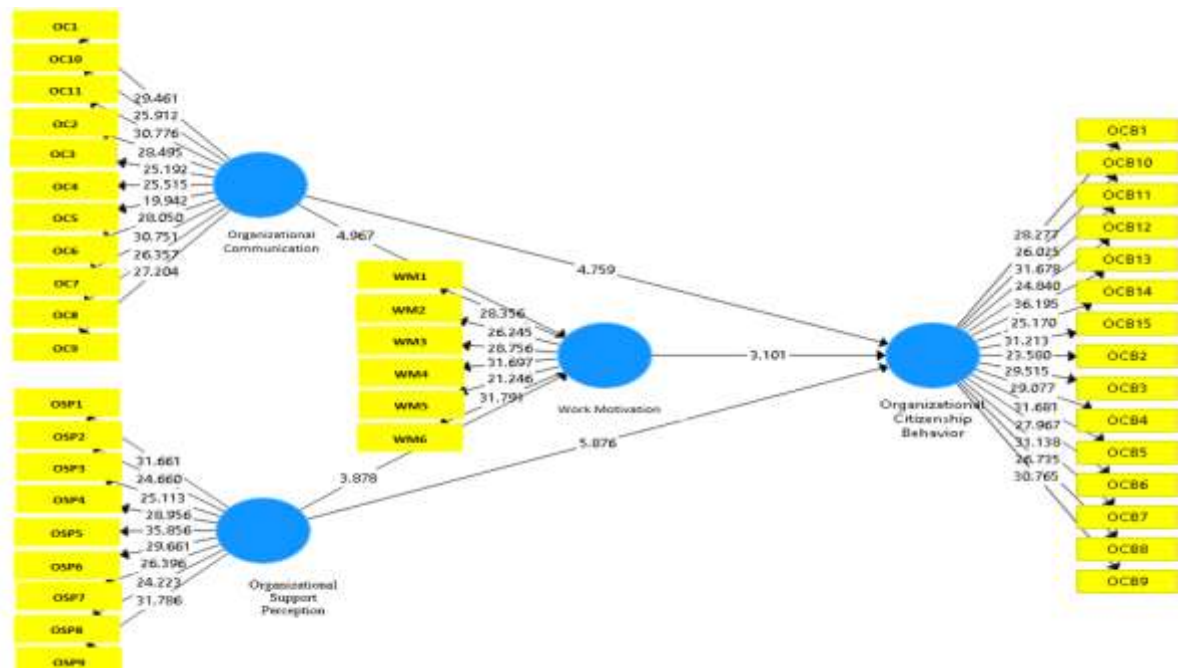|	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Remark
Organizational Communication → Work Motivation	0.538	0.104	5.182	0.000	Positive - Significant
Organizational Communication → Organizational citizenship behavior	0.367	0.076	4.810	0.000	Positive - Significant
Work Motivation → Organizational citizenship behavior	0.215	0.064	3.335	0.001	Positive - Significant
Organizational Support Perception → Work Motivation	0.407	0.101	4.038	0.000	Positive - Significant
Organizational Support Perception → Organizational citizenship behavior	0.408	0.070	5.797	0.000	Positive - Significant
Organizational Communication → Work Motivation → Organizational citizenship behavior	0.116	0.042	2.731	0.007	Part Mediation
Organizational Support Perception → Work Motivation → Organizational citizenship behavior	0.088	0.034	2.563	0.011	Part Mediation

Fig. 2: Bootstrapping Test Results

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5.2 Discussion

The Effect of Communication on Organizational Citizenship Behavior. Based on this study hypothesis assessment, the results of the T-statistic value of 4,810, the original sample value of 0.367, and the P Values of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-values value is less than 0.05, these results indicate that communication has a positive and significant effect on organizational citizenship behavior. Communication can affect organizational citizenship behavior through a good supervisor who communicates with employees and provides direction and technical assistance to employees, [86]. This study is in line with the opinion that organizational communication has a significant positive effect on organizational citizenship behavior. That is, the better organizational communication carried out by employees in the internal and external scope, the level of job satisfaction owned by employees will be better, [69].

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior. Based on this study hypothesis assessment, the results of the T-statistic value of 5.797, the original sample value of 0.408, and the P Values of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-values value is less than 0.05, these results indicate that the Perception of Organizational Support has a positive and significant effect on organizational citizenship behavior. Perceived organizational support is the degree to which employees believe the organization values its contribution and cares about employee well-being. This is supported by the results of research which found that there is a positive relationship between the perceived organizational support variable and organizational citizenship behavior, [26], [43].

The Effect of Organizational Communication on Work Motivation. The T-statistic value of 5.182, the original sample value of 0.538, and the P values of 0.000 were obtained from the hypothesis test in this study. The T-statistic value is more than the T-table value of 1.96, the original sample value is positive, and the P-value is less than 0.05, hence, communication has a positive and significant influence on work motivation. This research shows that in an organization, communication is needed in order to increase and generate motivation. For example, it was providing direction or guiding organizational members in the implementation of job desks or tasks, providing motivation to organizational members on how to improve work performance better, controlling the behavior of organizational members such as complaints felt by members, and exchanging information related to the implementation of tasks within the organization to make it more efficient. maximum in the process, [27]. Through the results of this study, it is explained that organizational communication influences work motivation. This is in line with the research which proves that organizational communication has a significant positive effect on work motivation, [69], [110].

The Influence of Perceived Organizational Support on Work Motivation. The T-statistic value of 4,038, the original sample value of 0.407, and the P values of 0.000 were obtained from the hypothesis test in this study. The T-statistic value exceeds the T-table value of 1.96, the original sample value is positive, and the P-value is less than 0.05. this result indicates that the perception of organizational support positively and significantly affects work motivation. The perception of organizational support has a positive relationship with work motivation because it can encourage employees to show their abilities which become pride themselves, [81]. In addition, organizational support has a big contribution to the continuity of the company, and the company can directly monitor its subordinates to foster strong employee motivation, [87]. This research is supported, [61], which shows that the perceived organizational support variable positively and significantly influences employee motivation, [61].

The Effect of Work Motivation on Organizational Citizenship Behavior. The T-statistic value of 3.335, the original sample value of 0.215, and the P value of 0.001 were obtained from the hypothesis test in this study. The T-statistic value is greater than the T-table value of 1.96, the original sample value is positive, and the P-value is less than 0.05, indicating that work motivation has a positive and significant influence on organizational citizenship behavior. Motivation is a desire or will that arises from within the employee, which can encourage the emergence of enthusiasm to work optimally so that the company can achieve its goals, so that good motivation will increase employee citizenship behavior, [89], [91]. From the results of research as known that work motivation has a positive influence on Organizational Citizenship Behavior. This proves that good work motivation can directly produce optimal individual performance, [28], [31], [32].

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The Effect of Work Motivation in Mediating the Effect of Organizational Communication on Organizational Citizenship Behavior. Based on the hypothesis test findings in this study, the T-statistic value of 2,731, the value of the original sample of 0.116, and the value of P value of 0.007. The T-statistic value is greater than the T-table value of 1.96, the original sample value is positive, and the P value is less than 0.05. this result shows that work motivation can mediate Organizational Communication on Organizational Citizenship Behavior.

These results indicate that building organizational communication can form positive motivation in employees' minds, [97]. When employees do not work well, motivation can influence the relationship of organizational communication to organizational citizenship behavior. From the research results above, it can be explained that if Organizational Communication is positive (good) then work motivation will increase or high, high work motivation will increase performance and increase good Organizational Citizenship Behavior. The results of this study are supported by the research that shows that Work Motivation is able to mediate Organizational Communication on Organizational Citizenship Behavior, [29], [38].

The influence of work motivation in mediating the effect of perceived organizational support on organizational citizenship behavior. The T-statistic value in this study was 2,563, the original sample value was 0.088, and the P Values were 0.011. The T-statistic value is bigger than the T-table value of 1.96, the original sample value is positive, and the P-values are less than 0.05, indicating that work motivation is able to mediate the effect of Perceived Organizational Support on Organizational Citizenship Behavior.

Individual work motivation is able to mediate or further enhance Organizational Citizenship Behavior through its relationship with perceived organizational support, [66]. From the research results above, it can be explained that if the perception of organizational support is positive (good) then work motivation will increase or high, high work motivation will increase performance and increase the performance of having good Organizational Citizenship Behavior, [67]. The results of this study are supported, [68], by members of the Sleman Police. The results show that the perception of organizational support has a significant and positive influence on Organizational Citizenship Behavior through work motivation, [68].

6 Conclusions and Recommendations

6.1 Conclusion
This study aims to examine the factors associated with organizational communication, perceived organizational support, job motivation, and organizational citizenship behavior. The findings of this study were gathered through employee research, [62], [63]. Massively major motivation affects employee behavior that is voluntary outside the job description and is not regulated in company regulations, but it is very profitable for the company because it can increase the effectiveness and efficiency of the organization, [77]. The following conclusions may be derived from the findings of the computations in this study:

1) Employee motivation is significantly improved by organizational communication. This suggests that employee motivation will rise if the company's organizational communication is strong.
2) Organizational communication has a considerable favorable influence on employees' organizational citizenship behavior. This indicates that if a company's communication is good, it will foster an attitude of employee citizenship behavior.
3) Work motivation has a strong favorable influence on workers' organizational citizenship behavior. This suggests that if employee motivation is strong, employee civic behavior is also high.
4) Their perception of organizational support significantly influences employees' job motivation. This indicates that if employees have a positive view of corporate support, their motivation will grow.
5) Employees' perceptions of organizational support have a considerable favorable influence on corporate citizenship behavior. This suggests that the attitude toward citizenship behavior will improve if organizational support is perceived as positive.
6) Work Motivation moderates the impact of organizational communication on organizational citizenship behavior among employees. This suggests that organizational communication can be mediated by job incentives in order to increase organizational citizenship behavior.
7) Work Motivation moderates the influence of perceived organizational support on organizational citizenship behavior among employees. This suggests that job motivation can act as a conduit for organizational support in terms of improving organizational citizenship behavior.

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6.2 Recommendation.

The company always creates civic behavior among employees, such as making gatherings so that employees get closer and remind each other to complete work. Schedule meetings between departments so as not to prevent employees from obtaining information. Make maximum efforts to select employees in providing material and non-material support to employees' families, such as Health or Education assistance. Carry out well and always motivate employees so that employees can direct each other in their work. I can direct coworkers in completing tasks. Suggestions for future researchers, who will do research on the same topic and utilize this study as a reference, need to be re-examined since there may be comments that are not suitable because, as a writer, I believe there are still many shortcomings and limits.

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