

# THE INFLUENCE OF POS AND FRINGE BENEFITS ON EMPLOYEE PERFORMANCE WITH OCB MEDIATING VARIABLE

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## ARTICLE INFO

## ABSTRACT

### Keywords:

Perceived Organizational Support, Fringe Benefit, Employee Performance, Organizational Citizenship Behaviour.

Job resources provide close attention to employees to POS in the workplace, provide rewards in the form of fringe benefits, and provide feedback on employee behavior and OCB. it acts as a driving force to achieve performance goals. Companies implementing OCB may face challenges due to a lack of understanding about OCB. POS is necessary to build bridges between managers and employees, especially in human resource development (HRD). The importance of HRD when evaluating employee performance their future goals. This type of research is descriptive and explanatory research using a quantitative approach. This research is used to explain problems related to POS, Fringe Benefits, Employee Performance, and OCB. In this research design, the analysis used is SEM-PLS analysis. The population of this research is finite, where the population studied is known, namely all employees of PT KAI Balai Yasa Surabaya using a non-probability sample technique of 159 respondents. The results of this research show that there is a positive and significant influence between POS directly on employee performance, there is no positive or negative influence and there is no direct influence between fringe benefits on employee performance, there is a positive and significant influence between OCB directly on employee performance, positive influence and positive and significant direct influence of POS on OCB, positive and significant direct influence of fringe benefits on OCB, positive and significant direct influence of POS on employee performance mediated by OCB, positive and significant direct influence of fringe benefits on employee performance mediated by OCB.

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## 1. INTRODUCTION

Background Developing human resources for each employee so that they can survive in their work, identify organizational support, and identify skills, knowledge and specific behavioral requirements which supports employee success in the workplace, positive thinking results in reduced fatigue and stress are achieved through human resource development such as positive motivation, motivation, and confidence to perform their work [1], [2]. POS is associated with improved organizations creativity, employee orientation, increased performance satisfaction, and improved work efficiency. [3], [4].

Perceived organizational support (POS) is necessary to bridge the gap between superiors and employees, specifically the human resource development (HRD) department or human resources department must be able to support emotional support, connection and making them feel respected and have positive self-esteem. Receive attention and recognition from staff. Furthermore, according to [5], reducing levels of mental exhaustion and physical fatigue, the existence of organizational support (POS) provides an opportunity to manage employees and reduce discomfort about their work [6]. HRD strives to maintain and achieve individual survival to overcome stress. With the company's support, healthy employees' work performance will improve.

Job attitude or organizational behavior in culturally diverse companies get used to the scenario and policies of the host country's government by reducing labor pull factors and compensation which is a major problem throughout the world human resources can be considered important for multinational companies that will be talented [7] at the same time, compensation [8] and additional benefits in the form of non-wage remuneration are expected by employees to support sustainable practices depending on top management leadership, strategy, contribution concepts, employee welfare in social organizations, and Implementation as well will become an important employee retention strategy [9], [10].

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The conceptual framework of this research is based on empirical problems so that this research underlies the theory, namely the development of human resources (HR), human resources and organizational behavior according to [11]-[13] are a means of effectiveness in achieving company goals by assessing employee performance to determine whether the work results are target targets has been found to be effectively resolved, as evidenced by employee competency HRD is providing training and development to enable employe to better achieve to targets set by the company/organization in their field of work [14]. The relationship between HRM procedures and organizational performance is partially mediated by OCB [12].

Job analysis for human resource management to provide and identify job positions. This is analysis can be used to formulate organizational behavior in the context of human resources activities. This refers to both rewards and the state of an individual's organizational behavior in terms of knowledge and attitudes towards the individual. According to [15], behavior indicates that attitudes are not immediately realized or innate but are based on knowledge and experience that directly influences a person's reactions. The theory underlying this research is related to the human resource model. Job Demands - Job Resources (JD-R) is a model that refers to job aspects, including physical, mentally, and social aspects, which stimulate the personality to achieve target [16].

Several of JR (job resources) support the process of achieving JD (job demands) through social support and supervision, such as: POS. Feedback comes from OCB or employee behavior in achieving performance, autonomy at work, i.e., the presence of rewards in the form of fringe benefits and OCB [14], [17]. Employment resources serve as the motivation and driving force for employees to achieve their performance goals with salary support [16]. Achieving employee performance in accordance with the targets set by the company requires a very high level of commitment and cooperation from the company's organizational team [18]. Strong support for the poor performance of state-owned and state-owned enterprises (BUMNs) compared to private enterprises, the decline in profits of BUMNs, and the visible ability to repay most debts. BUMN has relatively high labor costs for benefits, a very rigid work culture characterized by bureaucracy, and a lack of family ties.

On the other side, development refers to the process of using development training to enhance an employee's theoretical, conceptual, technical, and ethical abilities in line with the requirements of their job description. HRD is providing training and development to enable employe to better achieve to targets set by the company/organization in their field of work. There is a research gap from previous research findings, including research by [19]. On the other side, development refers to the process of using development training to enhance an employee's theoretical, conceptual, technical, and ethical abilities in line with the requirements of their job description[20] which POS has'nt positive or negative influence and is'nt significant on employee performances.

Then in POS research on OCB [21]-[25] which produced findings that POS had a significant effect on OCB. However, there is similar research conducted by Suahrdi [24] showing that POS cannot directly provide support, which has a negative and insignificant effect on OCB. This means POS cannot provide direct support for employee performances. That skills and education improve employee performance quality. Based on the research gap above, it shows that there is a gap that can be studied further regarding the effect of POS on employee performances through variables are able to mediate, namely organizational citizenship behavior in encouraging better employee performance. Wahyuni [20] suggests that further researchers in the future can further expand research subjects such as examining employee performance to analyze in depth the underlying mechanisms between POS and employee performance.

When POS and Fringe benefits are implemented correctly, employees are rewarded for their high-quality work and contributing behavior, which can enhance job performance. or employee performance, manifested by behavior reflected in organizational citizenship behavior as a mediator. The concept of organizational citizenship behavior is one of the more modern management ideas generated by current management philosophy that has caught the interest of both scholars and practitioners.

Based on the background described, the problem formulation is as follows:

1. How impact does an organization's perceived support have on employee performance?
2. How impact does a fringe benefits have on employee performance?
3. How impact does an organizational citizenship behavior have on employee performance?
4. How impact does a perceived organizational support (POS) have on organizational citizenship behavior?
5. How impact does a fringe benefits have on organizational citizenship behavior?

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6. How impact does a perceived organizational support have on employee performance mediated by (OCB) organizational citizenship behavior?
  7. How impact does a fringe benefit have on employee performance mediated by OCB?
- For researchers, Learning and understanding HRM will be very helpful in determining the impact of POS and fringe benefits on employee performance and job performance, with OCB acting as a mediating variable for employees.

### **Literature Review**

#### **Perceived Organizational Support (Pos)**

Based on organizational support theory [26], there are three types of most employee perceptions that can form perceived organizational support (POS), this aspect will also function as an indicator in POS, specifically:

- 1) Procedural Justice  
Procedural justice is a method used to determine how to allocate resources between workers. Many cases involving fairness in resource allocation have a strong impact on POS. with this the organization cares about employee satisfaction cares about worker happiness.
- 2) Excellent support  
Support from superiors means support from superiors as representatives of the organization showing a kind attitude towards their employees, their work as motivation and understanding of employees what the employee's true goals are.
- 3) Organizational benefits and working conditions Recognition of human resources with active contribution with organizational support. Many rewards and working conditions are related to perceptions of organizational support such as: company recognition, training, role tension, job security and regional autonomy.

#### **Fringe Benefit**

Non-remuneration includes both financial and non-financial additions. such as incentives, while non-financial benefits include allowances, awards, leave, telecommunications support equipment, providing rides or vehicles s, or link publicity opportunities to environmental performance. In addition, currency and non-wage rewards or allowances are seen as more effective in increasing employee involvement in environmental activities [27] in directing, planning, organizing, and controlling very high levels of stress.

According to Rivai in [28], indirect remuneration (fringe benefits) is additional remuneration given to all employees based on company policy as an effort to improve employee welfare, for example in the form of facilities such as: compensation, money, pension insurance and others. With compensation, organizations can receive/Create, maintain, and maintain productivity. Without adequate remuneration for existing staff in general, resignation from the organization, high absenteeism or lack of discipline and other symptoms may appear in the company.

By providing non-wage or allowances or rewards, employees will work voluntarily beyond the responsibilities they were given to minimize stress levels at office. Stres is a negative human respons by various complex individuals and life problems [29]. Especially work pressure in particular, work pressure can cause stress symptoms such as body and mental fatigue, which can lead to further illnesses. physical or emotional consequences that happen when an employee's needs, resources, and talents are not matched with the demands of their employment [30]. According to recent research, over half of workers report feeling a lot of stress, and two thirds report finding it difficult to focus on work [31].

#### **Organizational Citizenship Behaviour**

Organs on Wasman and Siagian [32] proposed a widely accepted definition of OCB. This organ model has 2 main characteristics, first, OCB is a group of employees' autonomous behavior whose evidence is the result of their intrinsic motivation. Second, go beyond the obligations contained in the employment letter between the employee and the company. An employee's conduct in going beyond what was required for their initial duties to the company determines their organizational citizenship behavior (OCB).

Organizational citizenship behavior (OCB) awareness goes beyond employee working conditions and plays a larger role in the psychological environment and workplace [33], organ discovered for the first-time what OCB is five dimensions of primary OCB of internal organs [32]:

1. Altruism is the act of helping other employees without coercion in carrying out work closely related to company operations.
- 2) Civic virtue is voluntary work in support of organizational functions.

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- 3) Conscientiousness, the integrity of the role performed exceeds minimum standard duties.
- 4) Courtesy, lightening the burden of other people's work.
- 5) Sportsmanship s an activity that does not make people tired and cause problems for other people.

Discretionary behavior with awareness of helping other people's work is recognized by a formal reward system is referred to as OCB, he further refinement is required.

**Employee Performance**

Performance refers to an employee's job success in performing his or her duties and responsibilities Performance, in the words of [34], is the outcome of work and work behavior attained in finishing certain tasks and obligations within a specific amount of time. Human competencies and skills are not effective enough to be displayed on the surface directly. Measurements must be carried out by evaluating employee work through quality and quantity in accordance with job specifications that have been determined by the organization. Job evaluation must be as objective as possible so that it can be used as useful information for supervisors or managers in relation to employee needs, as well as employee promotions and behavior. According to Busro [35], the factors that influence performance according to Herawati [36].

- 1) Motivational factors (motivation). Driving factors (motivation). Motivation refers to the attitude of managers and employees towards work situations in the organizational environment.
- 2) Skill Elements.communication abilities and skills, IQ and thinking. This means someone with an above average IQ (IQ 105-120) and even better, a very good IQ, who is talented, clever, well trained for the job, and the way they do their job daily. Managers and employees who know this means they are more effective and efficient in getting the most out of their work.

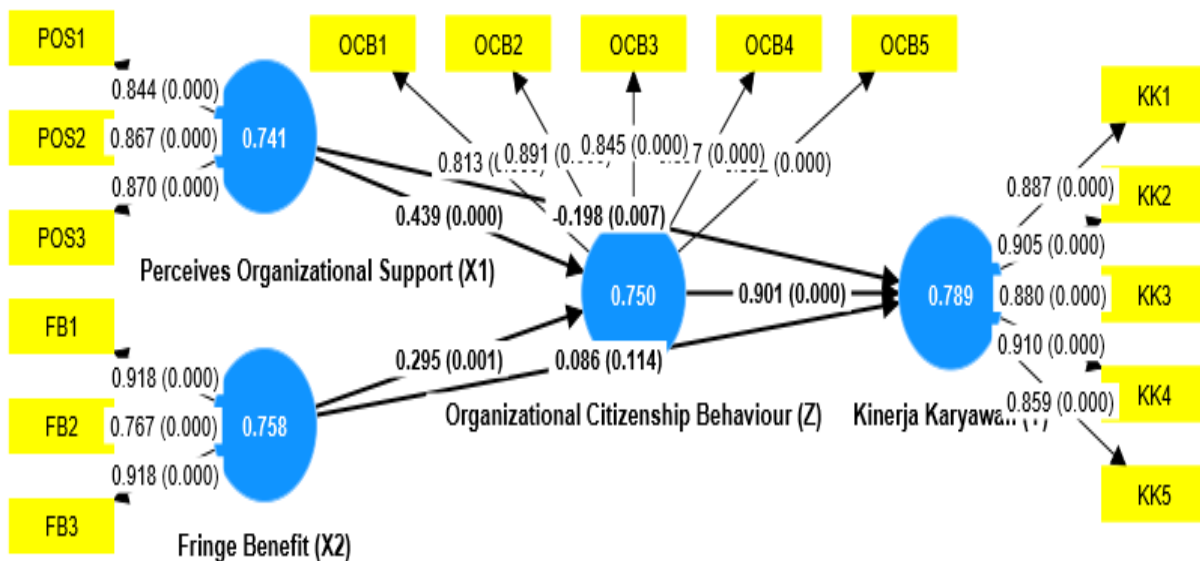
**2. METHOD**

The research design is an explanation of the approach. This researchs is quantitative research. In this research, the population is a population the PT KAI branch , totaling 268 employees, especially organic (operational) employees and their employees. To make the survey easier, the sample size can be calculated using a sample size calculator to non probability sample technique of 159 respondents.

**3. RESULT AND DISCUSSION**

**Test the Hypotesis**

Hypothesis testing is performed to find out whether the hypothesis is accepted or rejected by statistical t-value > 1.96 and p value < 0.05, proving that the variable relationship is significant. Hypothesis analysis testing was performed using bootstrapping using SmartPLS 4.0 software. The results of testing the direct and indirect impact hypotheses are shown in the following figure.



**Gambar 1.** Results of Research Hypothesis Testing

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**a. Test direct influe**

**Tabel 1** Path Coefficient

Hipotesis	Path Coefficient	P-value	F-Square	Keterangan
Perceives Organizational Support (X1) -> employee performance (Y)	-0.198	0.007	0.057	Accepted
Perceives Organizational Support (X1) -> Organizational Citizenship Behaviour (Z)	0.439	0.000	0.071	Accepted
Fringe Benefit (X2) -> employee performance (Y)	0.086	0.114	0.012	Reject
Fringe Benefit (X2) -> Organizational Citizenship Behaviour (Z)	0.295	0.001	0.184	Accepted
Organizational Citizenship Behaviour (Z) -> employee performance (Y)	0.901	0.000	1.452	Accepted

- 1) There is a direct positive and significant influence of perceived organizational support on employee performance. Based on table 1, it is explained that the path coefficient is 0.1918 with a p value of 0.007, thus H1 is accepted.
- 2) There is a negative and significant direct influence of fringe benefits on employee performance. Based on able 1, it is explained that if the path coefficient is 0.086 with a p value of 0.114, thus H2 is rejected.
- 3) There is a direct positive and significant influence of organizational citizenship behavior on employee performance. Based on table 1, it is explained that H3 is accepted when the path coefficient is 0.901 and the p-value is 0.000.
- 4) Perceived organizational support on organizational citizenship behavior has a direct positive and significant impact. Based on table 1, it explains that the path coefficient is 0.439 and the p-value is 0.000, so H4 is accepted.
- 5) Fringe benefits have a direct positive and significant impact on organizational citizenship behavior. Based on table 1, it is explained that H5 is accepted when the path coefficient is 0.295 and the p-value is 0.001.

**b. Indirect test**

In this test, the results are based on the analysis of specific indirect effects. The hypothesis is accepted if t-statistic T-table value is > 1.960 and the p-value < 0.05. The specific indirect effect analysis results are as follows.

**Tabel 2** Analisis Mediasi

Hipotesis	Path Coefficient	P-value	Ket.
Perceives Organizational Support (X1) -> Organizational Citizenship Behaviour (Z) -> employee performance (Y)	0.395	0.000	Accepted
Fringe Benefit (X2) -> Organizational Citizenship Behaviour (Z) -> employee performance (Y)	0.266	0.001	Accepted

There is a direct positive and significant influence of perceived organizational support on employee performance mediated by organizational citizenship behavior. It is explained that if the path coefficient is 0.395 with a p value of 0.00, then H6 is accepted. There is a positive and significant direct influence of fringe benefits on employee performance mediated by organizational citizenship behavior. It is explained that if the path coefficient is 0.266 with a p value of 0.001, then H7 is accepted.

**Discussion**

This research uses a quantitative approach using a questionnaire as a data collection technique. According to Sugiyono [37], quantitative research is a research method that aims to test a given hypothesis using numerical data and statistical analysis. Quantitative research aims to measure data and often uses various statistical techniques. Data collection through surveys using questionnaires distributed to 159 employees. This analysis uses smart partial less square (Smart PLS).

### **The Influence of Perceived Organizational Support on Employee Performance**

Perceived organizational support (X1) has a favorable and significant impact on employee performance (Y) for PT.KAI Balai Yasa personnel, according to the analysis's findings. There is research to support the findings of this study [20]. Employee performance is positively and significantly impacted by perceived organizational support. Increasing employee performance can lead to more effective and efficient production by bolstering perceived organizational support (POS).

Research, on the other hand, indicates that employee performance is neither positively and negligibly impacted by perceived organizational support. Wahyuni [20] since it is believed in this study that supervisors never take employee complaints seriously, which could affect employee performance decreases.

A high POS Interdependence Relationship can improve employee performance, while good performance can also increase POS. Increased Employee engagement to POS might boost their incentive to work harder and their loyalty to the company. Desire to Contribute where Employees who feel supported tend to have a higher desire to contribute actively to the organization.

It can be concluded that the POS is high but needs to be increased again, because the higher the POS in the company, Employee performance can be used to gauge how much this can enhance career growth. This is further demonstrated by survey data, which indicate that POS enhances staff performance at PT.KAI Balai Yasa and fosters emotional well-being. Therefore, an employee's performance increases with POS.

### **The Effect of Fringe Benefits on Employee Performance**

According to the findings of the analysis, employee performance (Y) for PT.KAI Balai Yasa personnel is not significantly impacted by the fringe benefit variable (X2), either positively or negatively. Research backs up the findings of this study [24]. Because it is considered in this research that some employees do not receive fringe benefits so that employee performance decreases.

However, study is conflicting when it comes to the claim that fringe benefits significantly and favorably affect employee performance [22]–[25]. Employee performance is positively and significantly impacted by fringe benefits. Increasing fringe benefits can boost productivity, which in turn raises workers' quality of life. In addition to enhancing employees' quality of life, fringe benefits also offer a sense of stability and financial safety. Employees who receive fringe benefits feel appreciated and are more motivated to do their work better. Benefits like health insurance and paid time off allow workers to strike a balance between their personal and professional lives.

The correlation between fringe benefits and worker productivity demonstrates that workers who receive fringe benefits tend to have higher motivation, better job satisfaction, and more productive performance. After providing fringe benefits to its employees, the company saw a significant increase in productivity and quality of teamwork. By providing health and wellness programs to employees, companies reduce absenteeism and performance decline. By holding regular team development activities, companies create a solid work culture, increase collaboration and effective performance.

The following variables affect how fringe benefits affect employee performance, corporate culture that pays attention to employee welfare, management commitment in implementing fringe benefits. External factors, namely the level of competition in the industry with related industry standards and policies. Companies need to plan and evaluate the effectiveness of fringe benefits periodically to guarantee the company's and its employees' maximum benefits.

### **The Effect of Employee Performance on Organizational Citizenship Behavior**

The variable Organizational Citizenship Behavior (Z) has a positive and significant influence on employee performance (Y) for PT.KAI Balai Yasa personnel, according to the analysis's findings. The findings of this study are corroborated by research [38], [39]. Employee performance is significantly and favorably impacted by OCB. Employee performance can be enhanced by strengthening OCB, and this can be shown in more work produced by a strong team.

OCB is employee conduct that advances the organization's success. but is not within the scope of their official duties. Employees with high OCB tend to be more productive, happier, and have stronger relationships with their superiors. Management must build strong working relationships with employees to create a cooperative work environment and encourage positive behavior and increase OCB. Training, development, rewards, and open communication should also be encouraged as strategies to increase OCB.

Working with a solid team enhances worker performance. OCB is employee conduct that advances the organization's success but is not within the scope of their official duties. Some concepts include organizational policies, procedures, and ethics, coworker support, and management support. Factors that

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influence OCB on employee performance include employee personality, work conditions, and organizational culture. Employee performance appraisals should include direct observations of their behavior and contributions to the organization more clearly.

The connection between employee performance and OCB is that OCB predicts employee work performance better than just measuring task performance. Employees with high OCB tend to be more productive and produce more added value for the organization. Employees with high OCB have stronger relationships with their superiors and are more likely to receive rewards and recognition.

The advantage of having workers with high OCB are typically happier. High OCB workers typically have higher job satisfaction and are happier and more content with their employment. Because they feel they are an important part of the organization. OCB can help create a cooperative work environment, which can result in better cooperation between workers as well as management. Workers with OCB and a sense of belonging to the company are typically more creative and innovative in solving problems and their work tasks. Strategies for increasing employee OCB, namely education and training, can help employees develop the skills, knowledge and attitudes needed by the organization. Open communication between employees and management can help build trust and lower uncertainty to raise OCB.

#### **The impact of perceived organizational support on the behavior of organizational citizenship.**

PT.KAI Balai Yasa employees' Organizational Citizenship Behavior (Y) is positively and significantly influenced by the variable Perceived Organizational Support (X1), according to the analysis's findings [40]. On OCB, perceived organizational support has a favorable and substantial impact. Increasing POS (Perceived Organizational Support) helps foster a collaborative atmosphere that benefits all stakeholders.

The importance of OCB in POS can increase organizational effectiveness, strengthen a positive work culture, and create a cooperative environment that benefits all parties. Implement POS in the workplace by providing rewards and recognition to employees who perform well, providing flexibility and opportunities to maintain a balance between work and personal life, providing support and opportunities for employees to develop in their careers.

Perceived Organizational Support (POS) is an important factor in forming a positive work culture. Discover how POS can influence organizational compliance behavior (OCB) and its benefits in organizations. The basic principles of POS are that organizations must communicate honestly and transparently with employees. Employees must feel confident that the organization will support them. Organizations must provide fair benefits to employees. The connection between POS and Organizational Citizenship Behavior (OCB), specifically that robust POS might raise the likelihood that staff members will participate in OCB, including helping colleagues, increasing productivity, and making positive contributions to the organization.

#### **Direct Influence of Fringe Benefits on Organizational Citizenship Behavior**

It has been determined from the analysis's findings that the fringe benefit variable (X2) significantly and favorably influences on Organizational Citizenship Behavior (Z) in PT.KAI Balai Yasa employees. The results of this research are supported by research [41], [42]. Fringe benefits significantly and favorably impact OCB. OCB can be strengthened by enhancing fringe benefits, and this can be seen in the greater collaboration to accomplish shared objectives.

Fringe benefits have a big impact on employees' organizational citizenship behavior. Therefore, to improve employee performance, management must pay close attention and effectively administer fringe benefits. Fringe perks' impact on corporate citizenship practices (OCB) is an interesting thing that not only provides increased job satisfaction but can also influence employee commitment in working together to achieve common goals. To explore the relationship between fringe benefits and OCB viz

- 1) Employees who receive adequate fringe benefits tend to be more willing to help their co-workers or make donations to the organization.
- 2) Fringe benefits can increase employees' feelings of attachment to the organization, so that they care more about the company's success,
- 2) fringe benefits help create a conducive organizational climate and Encourage workers to sufficiently accomplish common objectives to boost their job satisfaction, which can then create loyalty.
- 3) With attractive fringe benefits, employees tend to be more satisfied and rarely move to another company.
- 4) Companies that provide good fringe benefits tend to retain high potential employees in the long term.

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- 5) Fringe Benefit Management Techniques by determining the appropriate budget allocation for fringe benefits and using employee data collection with employee surveys to understand their preferences and needs. convey information regarding fringe benefits clearly and regularly to employees.

#### **The Impact of Employee Performance on Perceived Organizational Support, Mediated by Organizational Citizenship Behavior.**

Based on the analysis's findings, it is discovered that, among PT.KAI Balai Yasa employees, the variable Perceived Organizational Support (X1), through organizational citizenship behavior (Z), has a positive and significant impact on employee performance (Y). The findings of this study are corroborated by research [43]–[46]. Through the mediation of OCB, perceived organizational support has a favorable and considerable impact on employee performance. Employee performance can be enhanced by strengthening POS through the OCB, which is reflected in employees' confidence in their success because there is support from superiors with awards so that employees become more enthusiastic about working.

This study demonstrates that, with OCB acting as a mediator, POS perceptions have a favorable impact on employee performance. This study's conclusion is that to increase employee performance, it's critical to focus on organizational support and establish a positive work environment. The perception of POS has a significant impact on worker performance. The findings of this research, we will look at how OCB plays a role in this relationship. POS perception is an employee's belief that their organization cares about and supports their success. Factors such as communication, fairness, and social support may influence these perceptions. Employees who feel supported tend to be more productive and produce better performance. Employees who feel supported will feel more motivated to achieve company targets and are more likely to volunteer for organizational tasks.

The perception of organizational support can motivate employees to work harder and provide better performance outcomes, which is how OCB mediates the relationship between POS and employee performance, they tend to have higher trust and volunteer for the organization. POS perception can reduce the level of employees' stress levels, enhancing their wellbeing.

OCB mediates factors that affect the relationship between staff performance and point of sale; specifically, leaders that show concern and support for their team can boost staff impressions of support. OCB which encourages cooperation and mutual support will influence perceptions of organizational support. Open and clear communication between management and employees will strengthen the perception of organizational support.

#### **Organizational Citizenship Behavior Mediates the Effect of Fringe Benefits on Employee Performance**

The analysis's conclusions show that, through organizational citizenship behavior (Z) acting as a mediating factor, the fringe benefit variable (X2) has a positive and significant impact on employee performance (Y). among PT. KAI Balai Yasa personnel. The idea that team goals can be realized by offering premiums or extra benefits to employees whose work is completed within the allotted time. By helping others with duties regardless of whether they are not working in a team, this promotes organizational citizenship behavior and ensures that the work goal is fulfilled and successfully finished by the company's deadline.

Fringe Benefits provide employees with additional facilities that make them more satisfied and motivated, causing employees to behave OCB by helping and contributing positively to the organization and there is an increase in employee performance due to the combination of adequate fringe benefits and high OCB. Companies provide adequate fringe benefits to improve employee performance effectively and OCB also must be preserved and enhanced in its role as a crucial intermediary in the link between fringe benefits and employee performance. Management needs to plan sufficient resources to support the implementation of fringe benefits and OCB development.

#### **4. CONCLUSION**

The Impact of Fringe Benefits and Point of Sale on Employee Performance with OCB Mediating Variable is the title of the study. It is possible to conclude the following: POS has a favorable and substantial impact on staff performance. Fringe benefit have no appreciable positive impact on employee performance. OCB significantly and favorably affects staff performance. POS significantly and favorably affects OCB. The fringe benefit significantly and favorably affects OCB OCB acts as a mediator between POS and staff performance. OCB acts as a mediator between fringe benefits and worker performance. Future research can undertake to enrich the literature of this discipline, testing the influence of moderator variables should also be considered. Future findings by exploring this relationship through more

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sophisticated case studies or measuring with different parameters such as overtime pay, schedule flexibility etc.

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