

THE MEDIATING ROLE OF WORK ENGAGEMENT IN THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON OCB-O

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Abstract

In this study, the effect of POS on OCB-O was investigated both directly and indirectly through the use of mediating variable of work engagement (WE). This study was carried out through quantitative research methodology. The sample size of this study was 141 staffs who were randomly chosen using saturated sampling method. The data collection process involved the use of four-point Likert scale questionnaires. Data analysis involved the use of Structural Equation Modeling – Partial Least Square (SEM-PLS) with the aid of Smart PLS software. It was revealed that there exists a positive correlation between POS and OCB-O and also between POS and WE with regression coefficients of 0.392 and 0.665. In addition, there is a positive effect of WE on OCB-O with regression coefficient of 0.463 while it partially mediates the relationship between POS and OCB-O with regression coefficient of 0.308. This implies that when there is an increase in the level of perceived organizational support, the result would be increase in work engagement which subsequently brings about OCB-O.

Keywords: Perceived Organizational Support, Work engagement, Organizational Citizenship Behavior toward Organization (OCB-O)

A. INTRODUCTION

Human resource is a valuable tool for any organization because it acts as a motivator force and a key determinant of organizational goal achievement. This role is particularly important in public sector organizations, which have a direct responsibility to provide services to the community. In this context, employees are not only expected to fulfill their formal job responsibilities but are also encouraged to make additional contributions that support organizational effectiveness. Such contributions are particularly important for public organizations that require employees to demonstrate dedication, concern, and positive behaviors beyond the confines of their formal roles (Midiya, 2025; Abdurrahman et al., 2024). Such discretionary actions that are beyond the formal job roles are known as Organizational

Citizenship Behavior (OCB) and play a significant part in organizational effectiveness and sustainability (McManus *et al.*, 2025; Saad *et al.*, 2024).

OCB is not only understood as a general construct but can also be Classification depending upon the nature of the target. Williams & Anderson (1991) have classified *Organizational Citizenship Behavior into two categories* – OCB-O which stands for *Organizational Citizenship Behavior towards Organization* and OCB-I which stands for *Organizational Citizenship Behavior towards Individuals*. OCB-O includes those behaviors which are done to benefit the organization.. This construct is particularly relevant in public sector organizations because it reflects employees' willingness to actively participate in organizational activities, comply with organizational rules, provide constructive suggestions, and demonstrate concern for organizational development (Iqbal & Yulianti, 2024). However, previous studies have indicated that OCB-O in bureaucratic environments does not always develop optimally. This condition highlights the need to identify factors that can encourage voluntary behaviors oriented toward organizational interests.

This issue is relevant to the context of the Dinas Perhubungan Kota Madiun, a local government institution responsible for transportation, traffic management, public transportation, parking, and motor vehicle inspection. Although the agency achieved its public service and traffic safety targets in 2025, these formal performance achievements do not necessarily reflect optimal extra-role contributions among employees. Initial observations and interviews conducted in this study revealed limited employee participation in expressing ideas during meetings, a tendency among some employees to perform only their primary duties, and less-than-optimal involvement in organizational activities. Attendance records also showed recurring cases of employee lateness from January to April 2026, with the highest number recorded in April 2026, totaling 117 cases. The state means that the dimension of conscientiousness in OCB-O needs more focus on (Dinas Perhubungan Kota Madiun, 2026).

One factor associated with OCB-O is *Perceived Organizational Support (POS)*. In accordance with the In relation to Social Exchange Theory, workers that feel supported within the organization will be likely to reciprocate by exhibiting positive behavior and contributing to tasks other than those that are required by their job description (Ansori & Wulansari, 2021;

Kao et al., 2023). Nonetheless, studies carried out previously have yielded inconsistent findings. McManus et al. (2025) showed the presence of positive impact of POS on OCB-O, whereas Hasibuan & Khalid (2026) reported that the relationship was not significant.

Work engagement is one potential mechanism that may explain the connection between POS and OCB-O. Work-engaged employees will be more ready to put in extra efforts and contribute outside the scope of their official duties (Schaufeli et al., 2002; McManus et al., 2025). However, previous research on its mediating role has also produced inconsistent findings. Ansori & Wulansari (2021) found no significant mediating effect, However, according to McManus et al. (2025), POS had an effect on OCB-O through work engagement. Additionally, literature that examined POS, work engagement, and OCB-O, especially in local government organizations, are still rare.

In view of this, the main objective This study aims to investigate the effects of Perceived Organizational Support on Organizational Citizenship Behavior towards organizations and to investigate the mediating effect of Work Engagement on the relationship between these two constructs among employees of the Dinas Perhubungan Kota Madiun. The study is intended to provide further understanding on how organizational support can promote organizational citizenship behavior within the public sector.

THEORITICAL REVIEW

Organizational Citizenship Behavior toward Organization

According to Organ (1988), *Organizational Citizenship Behavior (OCB)* may be defined as voluntary behavior that is not formally rewarded and facilitates the effectiveness of the organization. As stated by Williams & Anderson (1991), OCB includes two types, namely Organization Citizenship Behavior towards Organization (OCB-O) and Organization Citizenship Behavior towards Individuals (OCB-I). The former comprises voluntary actions that facilitate the work of the organization, while the latter refers to the actions that benefit individuals working in the organization. McManus et al. (2025) highlight that OCB-O entails the voluntary actions undertaken by employees to benefit the organization in addition to their formal job description. Thus, OCB-O may be regarded as the behavior of the employee This is

something that moves past the formal description of the job to improve organizational effectiveness.

Perceived Organizational Support

Based on According to Eisenberger et al., (1986), The concept Perceived Organizational Support refers to the perceived importance of the employee in the organization and how much care the organization shows towards him/her. Based on Syahputra et al. (2022), organizational support helps in giving employees appreciation and assurance about the provision of help by the organization whenever required for doing their jobs well. According to McManus et al. (2025), POS may also be described as the perception of employees about organizational support, appreciation of contributions made, and care for their well-being. It may, therefore, be said that POS involves the perceptions of employees about the degree of value placed by the organization on their contributions, support, and well-being.

Work Engagement

Work engagement, according to Schaufeli et al. (2002), is a positive and fulfilling emotional and mental state associated with work. This comprises energy, dedication, and absorption. Highly-engaged employees are characterized by their work display excitement and dedication towards their jobs. (Tyas & Rizki, 2022). Park & Kim (2024) further explain that organizational support can encourage employees to develop higher work engagement through the principle of reciprocity in Social Exchange Theory. Therefore, work engagement may be defined as a positive psychological condition that is in employees' enthusiasm, dedication, and deep involvement in carrying out their work.

HYPOTHESIS

H1: The Perceived Organizational Support has a great and significant effect on Organizational Citizenship Behavior towards Organization.

H2: Work Engagement is influenced positively by Perceived Organizational Support.

H3: The effect of work engagement is highly positive towards organizational citizenship behavior towards the organization.

H4: Role of Work Engagement as a Mediator in the Influence of Perceived Organizational Support on Organizational Citizenship Behavior towards Organization.

B. METHOD

Quantitative research methodology with a causal associative A research design was employed in the study to establish the causality of Impact of Independent Variable (Perceived Organizational Support) through Mediator Variable (Work Engagement) on Dependent Variable (Organizational Citizenship Behavior towards Organization). The research was carried out on the employees of Dinas Perhubungan Kota Madiun, where the study population consisted of 141 employees, comprising 55 employees of PNS, 76 government employees of PPPK, and 10 outsourced employees. The entire population of the study was sampled using saturated sampling technique, thus obtaining 141 samples. Primary data were collected using Questionnaire using 4-point Likert Scale and Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis was done using SmartPLS.

C. RESULTS AND DISCUSSION

Coefficient of Determination (R-Square)

The value of R-Square (R^2) is what helps establish the extent to which the exogenous variables contribute to the explanation of the endogenous variables. According to Ghozali & Kusumadewi (2023), R-Square numbers tWhat does 0.75, 0.50, and 0.25 indicate about a high level of explanatory ability, respectively. The results are shown

Table 1 R-Square Results

Variable	R-Square	R-Square Adjusted
Work Engagement	0.442	0.438
Organizational Citizenship Behavior toward Organization	0.610	0.605

Source: Primary Data Processed (2026)

The R-Square value for Work Engagement variable was found to be 0.442 which means that 44.2 percent of the variance for this variable is due to Perceived Organizational Support

and the rest 55.8 percent variance is due to some other variables apart from this model are. The value of R-Square for Organizational Citizenship Behavior towards organization variable was found to be 0.610 which means that 61.0 of the variance of this variable is accounted for by Perceived Organizational Support and Work Engagement and the rest 39.0 percent variance is due to some other variables beyond this model.

Effect Size (F-Square)

F-Squared (f^2) effect size for all exogenous variables on the endogenous variables is determined using the structural equation modeling approach. As noted according to Cohen (1988), effect size f^2 of 0.02, 0.15, and 0.35 are considered as small, medium, and large effect sizes, respectively. The results are presented in Table 2 below

Table 2. F-Square Results

Relationship	F-Square
Perceived Organizational Support → OCB-O	0.220
Perceived Organizational Support → Work Engagement	0.792
Work Engagement → OCB-O	0.308

Source: Primary Data Processed (2026)

Perceived Organizational Support showed an F-Square value of 0.220 in relation to OCB-O, indicating a medium effect, and 0.792 for Work Engagement, indicating a large effect. Meanwhile, Work Engagement obtained an F-Square value of 0.308 for OCB-O, indicating a medium effect.

Hypothesis Testing (Bootstrapping)

The test of hypothesis has been done through bootstrapping approach in SmartPLS based on the analysis of path coefficient, t-statistics, and p-value. As mentioned by Ghozali & Kusumadewi (2023), the acceptance criteria for a hypothesis are that The p-value should be less than 0.05 and the t-statistics greater than 1.96. The outcomes are given in Table 3.

Table 3. Hypothesis Testing Results

Hypothesis	Relationship	Original Sample	T-Statistics	P Values	Decision
H1	POS → OCB-O	0.392	4.407	0.000	Positive and significant
H2	POS → Work engagement	0.665	9.281	0.000	Positive and significant
H3	Work engagement → OCB-O	0.463	5.203	0.000	Positive and significant
H4	POS → Work engagement → OCB-O	0.308	4.224	0.000	Positive and significant mediation

Source: Primary Data Processed (2026)

The first hypothesis test produced t-test value of 4.407 (greater than 1.96) and P value of 0.000 (less than 0.05), therefore, hypothesis one is accepted and suggests that there is a positive effect of the perceived organizational support on Organizational Citizenship Behavior of Organization. It indicates that the employees who have a sense of having organizational support show positive organizational citizenship behavior towards the organization., such as complying with organizational rules, participating in organizational activities, and contributing beyond their formal responsibilities.

The second hypothesis test produced t-statistics value with a value of 9.281 (> 1.96) and a p-value of 0.000 (< 0.05). Therefore, H2 is supported, meaning that the Perceived Organizational Support positively and This implies that employees who perceived high organizational support show higher levels of enthusiasm, dedication and involvement in their work.

The third hypothesis test produced a t-statistics value of 5.203 With t value of 4.798 (> 1.96) and p-value of 0.000 (< 0.05). Hence H3 is accepted to mean that Work Engagement has a significant and positive effect on Organizational Citizenship Behavior towards the Organization. Individuals with high levels of work engagement are bound to be very energetic and proactive in doing their job responsibilities, thereby offering much more than what is expected of them from their job responsibilities. Hypothesis four test showed a t-statistics The t value of 4.224 (> 1.96) and p value of 0.000 (< 0.05); therefore, H4 is accepted, meaning there

is significant mediation of Work Engagement on the association between Perceived Organizational Support and Organizational Citizenship Behavior towards organization. The results show that organizational support does not only affect OCB-O directly, but also indirectly through increasing employees' work engagement.

D. CONCLUSION

Based on the above results, one could, therefore, conclude that there is a positive and significant relationship between Perceived Organizational Support and Organizational Citizenship Behavior towards Organizations (OCB-O) among employees of Dinas Perhubungan Kota Madiun. This means that there is a positive and significant relationship between Perceived Organizational Support and Work Engagement, which implies that organizational attention, recognition, and assistance encourage the employees to engage themselves in work activities. Furthermore, it was found out that there is a positive and significant relationship between Work engagement and OCB-O, and this means that the more they perform voluntarily behaviors beyond their formal job activities. Therefore, organizational support can promote OCB-O through two pathways: directly and indirectly through increased employee engagement.

E. SUGGESTIONS

Based on the findings, Dinas Perhubungan Kota Madiun is advised to maintain and strengthen organizational support by providing attention, recognizing employee contributions, assisting with work-related needs, and creating a workplace where workers feel appreciated and cared for. The organization should also strengthen Work engagement by encouraging enthusiasm, commitment and involvement of employees in work and organizational functions so that engagement can develop into voluntary behavior that supports organizational interests. Future researchers are encouraged to develop the research model by considering other variables beyond Perceived Organizational Support and Work engagement, given that some variation in OCB-O remains unexplained, And to explore various organizational contexts or features to increase knowledge about the determinants of OCB-O in the public sector.

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