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The Hidden Forces Behind Employee Citizenship Behavior

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Abstract

This study aims to investigate the direct and indirect effects of perceived organizational support on work engagement and organizational citizenship behavior (OCB). A sample of 60 employees from a clinical laboratory in East Java was examined using a quantitative approach with probability sampling. Data was collected through online questionnaires and analyzed using SmartPLS 3.0 software. The findings reveal that 1) perceived organizational support significantly influences work engagement, 2) work engagement has a significant positive impact on OCB, and 3) perceived organizational support directly affects OCB. Additionally, work engagement mediates the relationship between perceived organizational support and OCB. These results highlight the importance of fostering organizational support to enhance work engagement and citizenship behavior, providing practical insights for improving employee commitment and performance.

Keywords: *Employee performance, mediation, organizational citizenship behavior, perceived organizational support, work engagement*

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1. INTRODUCTION

Health organizations, such as clinical laboratories, play a critical role in delivering quality services, ensuring precision in results, and meeting the needs of consumers undergoing medical examinations. These factors can significantly affect the behavior of organizational members. To achieve optimal performance, leaders within these organizations are expected to foster organizational citizenship behavior, which can impact employee motivation and interactions with colleagues and the organization as a whole.

Laboratories often comprise multidisciplinary teams of technical experts, scientists, medical technologists, and administrative personnel. The dynamics within these teams can significantly affect how individuals interact and contribute to the organization. Recognizing this phenomenon, it is evident that organizations organizational citizenship behavior (OCB) to deliver optimal services to consumers. Previous research has has demonstrated that OCB plays a crucial role in increasing organizational effectiveness. However, questions remain regarding the specific factors that influence OCB.

OCB refers to a set of workplace behaviors that exceed an individual's basic job requirements. This behavior is often described as going above and beyond the call of duty. Research on OCB has been extensive since its introduction nearly twenty years ago (Bateman & Organ, 1983). The concept of positive behavior, known as *Organizational Citizenship Behavior* (OCB), is characterized by actions that contribute to the overall effectiveness of the organization. The theoretical framework of OCB suggests that productivity can be measured quantitatively and qualitatively. Examples of qualitative behaviors exhibited by employees include spontaneously assisting coworkers with urgent tasks and adhering to existing rules within the work environment (Organ et al., 2006).

In the field of organizational studies, perceived organizational support (POS) refers to the extent to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Several studies have found that employee engagement significantly affects organizational citizenship behavior. Employee work engagement involves positive assessments of employee health and encourages optimal functioning within the organizational setting (Adnan et al., 2020). Additionally, Ansong et al. (2024) demonstrate that employee engagement has a significant impact on employee performance.

Employee engagement is described as the level of commitment, motivation, and involvement that employees demonstrate towards their work and the organisation (Saks, 2019) Employee engagement relies heavily on commitment. A lack of employee commitment can lead to feelings of disconnect and disinterest, resulting in decreased productivity, higher turnover rates, and a negative impact on the overall success of the organization (Atiku & Van Wyk, 2024).

This study examines perceived organizational support (POS) and work engagement. Understanding whether POS significantly influences work engagement is crucial, as it helps organizations foster a supportive environment that enhances employee commitment and effort in their roles. This relationship requires empirical validation to determine how effectively organizations can leverage POS to boost engagement.

In addition to this, the potential mediating role of work engagement in the relationship between POS and OCB, is vital to explore. Investigating whether work engagement acts as a conduit through which POS influences OCB can provide valuable insights into how organizations might strateically enhance citizenship behavior by improving engagement levels.

Work engagement also significantly influence OCB. Assessing whether work engagement impacts OCB is essential for understanding how deeply engaging employees in their work contributes to voluntary and beneficial behaviors that extend beyond their formal job requirements. Investigating the direct influence of POS on OCB can shed light on how perceptions of organizational support drive employees to exhibit citizenship behaviors, which are critical for organizational success.

While previous studies have demonstrated a direct relationship between POS and work engagement on OCB, few have explored the role of work engagement as a mediator in this relationship. This research aims to address these gaps by focusing on work engagement as a mediating variable that connects POS to OCB. Furthermore, this study seeks to examine the effect of POS on work engagement, the impact of work engagement on organizational citizenship behavior, and the mediating role of work engagement. The following sections will provide a detailed discussion each of these aspects.

2. LITERATURE REVIEW

Perceived Organizational Support

POS is a crucial concept in the relationship between organizations and employees. According to Arulsenthilkumar and N, 2023, POS refers to employees' perception of how much the organization values their contributions and cares about their well-being. POS has been found to have significant effects on employee performance and overall well-being. Specifically, it reflects employee's views on the extent to which the organization acknowledges their contributions and supports their welfare.

The research results show that perceptions of organizational support significantly influence work engagement. Employees who perceive strong organizational support are more likely to extend personal assistance and feel valued and respected, which can enhance their proactivity at work. Proactive behavior is characterized by employees taking initiative, solving problems independently, and being assertive in addressing challenges. According to Sharma and Dhar (2016), the perception of organizational support encompasses employees' views on how much the organization values their contributions and how concerned it is about their conditions and needs.

H1: Perceived organizational support has a significant influence on *work engagement*

H2: Work *engagement* mediates the relationship between perceived organizational support and *organizational citizenship behavior*

H4: Perceived organizational support has a significant effect on *organizational citizenship behavior*

Organizational Citizenship Behavior

Social Exchange Theory (SET), introduced by Blau et al., (1964), is frequently employed to understand employee behavior in the workplace. Most conceptual model of OCB utilize SET as a theoretical framework (Cropanzano & Mitchell, as cited in Shams et al., 2020).

Studies on the social exchange perspective suggest that this approach primarily focuses on behavioral responses, while often neglecting the symbolic aspects of exchange. To address this limitation, an integration of social exchange-based and organizational identification-based views of the employer-employee relationship is proposed, utilizing SET. This theory is selected as a framework because it encompasses both perspectives. Specifically, research on organizational identification suggests that individuals are more likely to identify with an organization when there is a meaningful overlap between their self-identity and the organization's perceived identity. Furthermore, the extent of this identification also depends on how much employees perceive that the organization regards them as legitimate members (Dutton et al. 1994; Mael and Ashforth 1992; Ashforth et al. 2008) in (Zagenczyk et al., 2011).

Most conceptual models of OCB use SET as their theoretical framework. According to Nadeak (2020), OCB *"is a field of study that investigates the impact that individuals, groups, and structures have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness".* This definition highlights that OCB examines how employee behavior can contribute to enhancing organizational effectiveness.

In his writings, Katz (1964) asserted "*An organization that relies solely on a predetermined behavioral blueprint is a fragile social system."* This statement reflects a profound and philosophical perspective. For an organization to maintain a robust social system, it must cultivate employees who exhibit ' *suprarole* ' performance. This concept serves as the philosophical foundation for what is now recognized as OCB.

According to Organ et al. (2006), OCB comprises five dimensions; altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. *Altruism* refers to behavior that involve helping others with their work-related challenges. *Conscientiousness* includes s behaviors characterized by punctuality, high attendance, and performance that exceeds standard expectations. *Civic virtue* reflects an individual's responsibility to participate in and engage with in organizational life, as well as to contribute to organizational development. *Courtesy* involves demonstratingpoliteness and respect in interactions. *Sportsmanship* describes a tendency to avoid complaining about minor issues. It is essential to understand that OCB represents voluntary behavior that extends beyond primary job duties (Jehanzeb, 2020) and can contribute to increased organizational efficiency and success (Eisenberger et al., 1986).

Work Engagement

Work Engagement refers to a person's profound and enduring enthusiasm for their professional responsibilities. It encompasses a heightened sense of vitality, concentration, and dedication to job duties, accompanied by deep feelings of satisfaction and contentment derived from one's work efforts. Engaged employees typically demonstrate higher levels of commitment, focus, and motivation, which lead to enhanced efficiency, creativity, and overall job performance (Honnamane, et.al, 2024).

Work engagement is defined as a positive, work-related state of mind characterized by passion, dedication, and absorption (Schaufeli et al., 2002) . It reflects the extent to which individuals engage with their work on physical, emotional, and cognitive levels. Work engagement encompasses three dimensions: vigor, dedication, and absorption. Engaged employees are energetic and resilient, tend to embrace challenging tasks, and demonstrate a strong desire to excel. Research indicates that work engagement is positively related to outcome variables such as job satisfaction and job performance (Christian *et al*. in Zhang & Farndale (2022))

H2: Work engagement mediates the relationship between perceived organizational support and *organizational citizenship behavior*

H3: Work engagement has a significant influence on *organizational citizenship behavior*

Conceptual Framework

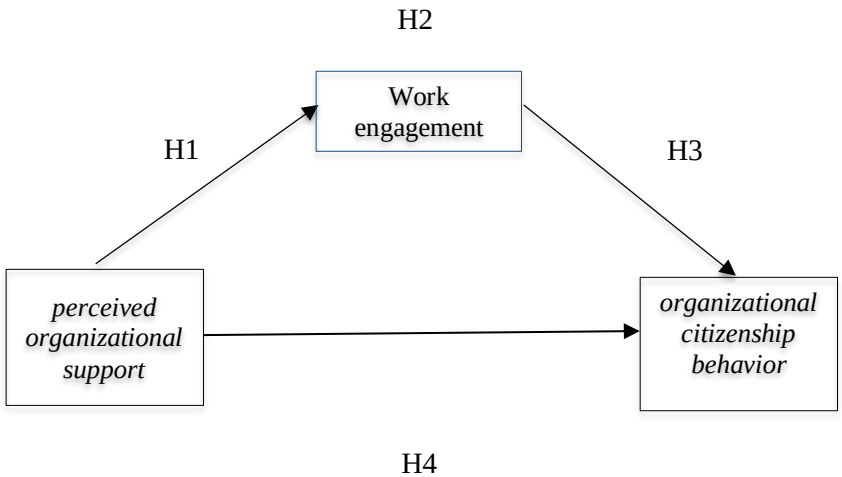

Figure 1. Conceptual Framework

H1: Perceived organizational support *has* a significant influence on *work engagement*

H2: Work engagement mediates the relationship between perceived *organizational* support and *organizational citizenship behavior*

H3: Work engagement has a significant influence on organizational citizenship behavior

H4: Perceived organizational support has a significant effect on *organizational citizenship behavior*

3. RESEARCH METHOD

This quantitative research was based on primary data collected through a questionnaire. Probability sampling was employed for participant selection. The population of this study comprised 81 employees at Laboratorium Klinik Fortuna in East Java. Questionnaires were distributed online and out of the 81 distributed, 60 were returned complete and used as the sample. Probability sampling was appropriate given the known population size. Thus, the final sample consisted of 60 employees who fully completed the online questionnaire.

Research Instrument Testing

Before conducting the PLS analysis, validity and reliability tests were performed to ensure the accuracy and reliability of the questionnaire in measuring the research variables (Solimun, et.al, 2017).

Validity Test

Validity tests were conducted to determine the extent to which questionnaire items accurately measured each concept under study. The validity of the questionnaire was assessed using Pearson's product-moment correlation. An item was considered valid if its correlation coefficient was positive and greater than 0.30, as suggested by Malhotra (2007). The results of the validity test, conducted using the SPSS program, are explained below.

Table 1 | Validity Test Results

Variable	Dimensions	Items	Correlation coefficient	Information
Perceived Organizational Support (POS)	Justice	POS1	0.821	Valid
		POS2	0.509	Valid
		POS3	0.532	Valid
	Support from superiors	POS4	0.594	Valid
		POS5	0.524	Valid
		POS6	0.601	Valid
	Organizational Rewards and Working Conditions	POS7	0.834	Valid
		POS8	0.510	Valid
		POS9	0.727	Valid
Work Engagement (WE)	Spirit	WE1	0.446	Valid
		WE2	0.447	Valid
		WE3	0.592	Valid
		WE4	0.663	Valid
		WE5	0.742	Valid
		WE6	0.653	Valid
	Dedication	WE7	0.665	Valid
		WE8	0.433	Valid
		WE9	0.729	Valid
	Solubility	WE10	0.525	Valid
		WE11	0.411	Valid
		WE12	0.683	Valid
		WE13	0.696	Valid
Organizational Citizenship Behavior (OCB)	*Altruism*	OCB1	0.718	Valid
		OCB2	0.686	Valid
		OCB3	0.601	Valid
		OCB4	0.813	Valid
	Conscientiousness	OCB5	0.513	Valid
		OCB6	0.456	Valid
		OCB7	0.651	Valid
		OCB8	0.747	Valid
	Sportsmanship	OCB9	0.447	Valid
		OCB10	0.595	Valid
		OCB11	0.658	Valid
		OCB12	0.458	Valid
	Civic Virtue	OCB13	0.491	Valid
		OCB14	0.788	Valid

Variable	Dimensions	Items	Correlation coefficient	Information
		OCB15	0.600	Valid
		OCB16	0.582	Valid
	Courtesy	OCB17	0.672	Valid
		OCB18	0.618	Valid
		OCB19	0.554	Valid
		OCB20	0.709	Valid

Source: Data Processing (2024)

Table 1 shows the correlation coefficient values for each questionnaire item, which range from 0.40 to -0.834 (all exceeding the threshold of 0.30). Consequently, it can be concluded that all question items were valid for measuring the variables perceived organizational support, work engagement, and organizational citizenship behavior.

Reliability Test

Reliability testing was conducted to assess the consistency of measurement instruments. The reliability of the questionnaire was evaluated using *Cronbach Alpha.* According to Hair et al., (2014), Cronbach's alpha ranges from 0 to 1, with a generally accepted lower limit of 0.70 indicating good reliability. Value between 0.60 and 0.70 were considered acceptable but not ideal. The results of the reliability test, performed using the SPSS program, are explained below.

Table 2 | Reliability Test Results

Variable	Number of Items	*Cronbach's Alpha*	Information
Perceived Organizational Support (POS)	9	0,799 _	Reliable
Work Engagement (WE)	13	0.847 _	Reliable
Organizational Citizenship Behavior (OCB)	20	0,900 _	Reliable

Source: Data Processing (2024)

Table 2 presents the results oft the reliability tests for the three variables, yielding *Cronbach's alpha values* of 0.799, 0.847, and 0.900 respectively All values exceeded the threshold of 0.70, indicating that the questionnaire items used to measure perceived organizational support, work engagement, and organizational citizenship behavior were reliable and could be considered dependable measuring instruments with good reliability.

Descriptive Analysis

To determine tendencies in respondents' answers regarding the research variables, descriptive analysis was performed by calculating the mean of respondents' responses. The mean value was then categorized using class intervals derived from the following formula:

$$\text{Interval} = \frac{\text{Highest Value} - \text{Lowest Value}}{\text{Number of Classes}}$$

For this analysis, the highest value of respondents' answers was 5, and the lowest value was 1. The number of classes was set at 5, corresponding to the number of response options provided to respondents. The class interval was calculated as follows:

$$\text{Interval} = \frac{5-1}{5} = 0{,}8$$

Based on a class interval of 0.8, the categories for the average respondents' answers were defined as follows:

1.00 – 1.80 = Strongly Disagree / Very Low

1.81 – 2.60 = Disagree / Low

2.61 – 3.40 = Neutral / Enough

3.41– 4.20 = Agree / High

4.21– 5.00 = Strongly Agree / Very High

Descriptive Analysis of the POS Variable

The descriptive statistics for respondents' answers to the POS variable are summarized as follows:

Table 3 | Descriptive Statistics for Perceived Organizational Support

Dimension	Items		Mean Item	Mean Dimension
Justice	POS1	I receive a fair assessment of my contribution to work	3.87	3.78 (High)
	POS2	Superiors provide clear directions for assignments	3.98	
	POS3	I receive a salary commensurate with my contribution to work	3.48	
Support from Superiors	POS4	The organization provides promotional opportunities for me	3.80	3.94 (High)
	POS5	The organization will retain me in the future.	3.95	
	POS6	I was entrusted with completing the job.	4.07	
Organizational Rewards and Working Conditions	POS7	The organization does not assign me excessive workloads	3.78	3.85 (High)
	POS8	The organization provides training to facilitate task completion	3.83	
	POS9	The organization values my opinion	3.95	
Variable Mean			3.86 (High)	

Source: Data Processing (2024)

With a class interval of 0.8, the average category of respondents' answers is as follows:

1.00 – 1.80 = Strongly Disagree /Very Low
1.81 – 2.60 = Disagree /Low
2.61 – 3.40 = Neutral Agree / Enough
3.41 – 4.20 = Agree/High
4.21– 5.00 = Strongly Agree /Very High

Based on Table 3, the mean score of respondents' answers for the *POS variable* was 3.86, which falls within the interval of 3.41 to 4.20. This indicates that respondents generally agreed with the items related to POS. Consequently, respondents assessed the overall level of Perceived Organizational Support variable. within the organization as high. Among the dimensions of Perceived Organizational Support, "Support from Superiors" received the highest rating, with a mean score of 3.94. Conversely, the dimension of "Justice" was rated the lowest, with a mean score of 3.78.

Descriptive Analysis of theWork Engagement (WE) Variables

The descriptive statistics for respondents' answers to the Work Engagement (WE) variables are presented as follows:

Table 4 | Descriptive Statistics for Work Engagement Variables

Dimensions	Items		Mean Items	Mean Dimension
Spirit	WE1	I consistently work diligently, even when outcomes do not meet my expectations.	3.87	3.86 (High)
	WE2	I am able to work for extended periods on a single task.	3.67	
	WE3	I possess a strong mentality in my role as a health analyst.	3.85	
	WE4	I feel both strong and passionate about my work as a health analyst	3.95	
	WE5	In my opinion, working as a health analyst is highly challenging.	3.85	
	WE6	My work inspires me in all aspects of my life	3.97	
Dedication	WE7	I always feel happy about going to work	3.98	3.75 (High)
	WE8	At work, I sometimes feel tired or lack enthusiasm	3.38	
	WE9	I find my role as a health analyst to be very meaningful and full of hope.	3.90	
Solubility	WE10	When I am working, I can easily forget my surroundings	2.67	3.37 (Fair)
	WE11	Time seems to pass quickly when I am engaged in my work.	3.85	

Dimensions	Items		Mean Items	Mean Dimension
	WE12	I feel fully immersed in my work while I am performing it.	3.45	
	WE13	It is difficult to distract me from my work once I am focused.	3.50	
Variable Mean			3.68 (High)	

Source: Data Processing (2024)

Based on Table 4, the mean score of respondents' answers for the Work Engagement variable is 3.68, which falls within the interval of 3.41-4.20. This indicates that respondents generally agree with the items related to Work Engagement, except for items WE8 and WE10, which fall into the "Quite Agree" category (interval 2.61-3.40). This finding suggests that respondents' overall Work Engagement is relatively high. The dimension of Work Engagement with the highest rating is Enthusiasm, as evidenced by the mean score of 3.86. Conversely, the dimension with the lowest rating is Solubility, with a mean score of 3.37.

Descriptive Statistics for OCB Variables

The following statements reflect the Organizational Citizenship Behavior (OCB) variables assessed in the study:

Table 5 | Descriptive Analysis for OCB Variables

Dimensions	Items		Mean Items	Mean Dimension
Altruism	OCB1	I replace a colleague who is absent	3.98	4.03 (High)
	OCB2	I assist colleagues who are overloaded with work.	4.03	
	OCB3	I support my colleagues with incomplete tasks.	4.08	
	OCB4	I dedicate time to help others with work-related issues.	4.03	
Conscientiousness	OCB5	I arrive at the office early to be prepared for the start of the workday.	4.05	4.11 (High)
	OCB6	I restrict telephone conversations to work-related matters and avoid unnecessary discussions.	4.10	
	OCB7	I complete tasks according to established procedures.	4.28	
	OCB8	I create a plan to ensure the effective completion of tasks.	4.00	
Sportsmanship	OCB9	I refrain from complaining while working	4.05	3.96 (High)
	OCB10	I do not seek to find or highlight errors within the organization.	3.60	
	OCB11	I avoid exaggerating problems.	4.08	
	OCB12	I focus on the positive aspects of challenges encountered in the organization.	4.12	
Civic Virtue	OCB13	I contribute to activities that enhance the organization's image.	4.02	3.98 (High)
	OCB14	I attend important meetings and contribute to fostering organizational unity.	4.02	
	OCB15	I provide constructive feedback to my superiors	3.88	
	OCB16	I stay informed about developments within the organization.	4.00	
Courtesy	OCB17	I keep others updated on significant organizational events.	4.13	4.10 (High)
	OCB18	I monitor and adapt to changes and developments within the organization.	4.13	
	OCB19	I read and adhere to organizational announcements.	4.13	
	OCB20	I exercise discretion in determining what is best for the organization.	4.02	
Variable Mean			4.04 (High)	

Source: Data Processing (2024)

Based on Table 5, the mean score for of OCB variables is 4.04, which falls within the interval of 3.41-4.20. This indicates that respondents generally agree with the statements related to OCB.However, item OCB7, which pertains to completing work

according to established procedures, was rated in the "Strongly Agree" range (4.21-5.00). This suggests that, overall, respondents exhibit a high level of OCB. Among the dimensions of OCB, conscientiousness had the highest mean score at 4.11, indicating strong agreement in this area. In contrast, sportsmanship had the lowest mean score at 3.96, reflecting relatively lower agreement compared to other dimensions.

PLS Model Evaluation

In this study, Partial Least Square (PLS) analysis was used to test the hypotheses, utilizing the SmartPLS 3.0 program. PLS analysis involves two types of evaluations: (1) measurement model (outer model), and (2) structural model (inner model). In the outer model, the contribution of each indicator in measuring the construct (validity) is assessed, along with the reliability of the measurement scale in measuring the construct (reliability). In the inner model, the influence of the independent (exogenous) construct on the dependent (endogenous) construct is analyzed (Hair et al., 2014).

PLS Outer Model Evaluation

In evaluating the outer model, we conduct convergent validity tests, discriminant validity tests, and internal consistency tests. The result of each test is explained below.

Convergent Validity Test

Convergent validity refers to the principle that indicators of a construct should be highly correlated. To test convergent validity, the outer loading value (loading factor) is used. An indicator is considered to exhibit convergent validity if it has an outer loading (loading factor) value greater than 0.70 (Hair et al., 2014). The following is an image of the initial outer model using 42 indicators

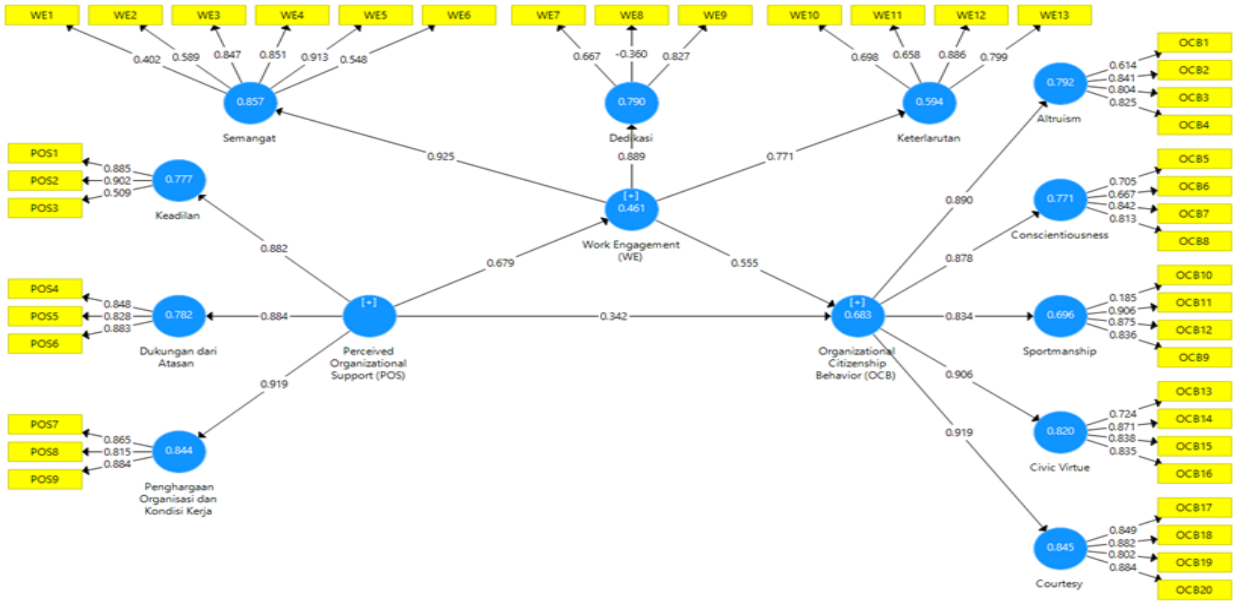

Figure 2. *Outer Initial Model*

The model with 42 indicators produces the following outer loading values:

Table 6 | Values Outer Initial Model Loading

Variable	Dimensions		*Outer Loading*
Perceived Organizational Support (POS)	Justice	POS1	0.885
		POS2	0.902
		POS3	**0.509**
	Support from superiors	POS4	0.848
		POS5	0.828
		POS6	0.883
	Organizational rewards and working conditions	POS7	0.865
		POS8	0.815
		POS9	0.884
Work	Spirit	WE1	**0.402**
		WE2	**0.589**

Variable	Dimensions		*Outer Loading*
Engagement (WE)		WE3	0.847
		WE4	0.851
		WE5	0.913
		WE6	**0.548**
	Dedication	WE7	**0.667**
		WE8	**-0.360**
		WE9	0.827
	Solubility	WE10	**0.698**
		WE11	**0.658**
		WE12	0.886
		WE13	0.799
Organizational Citizenship Behavior (OCB)	*Altruism*	OCB1	**0.614**
		OCB2	0.841
		OCB3	0.804
		OCB4	0.825
	Conscientiousness	OCB5	0.705
		OCB6	**0.667**
		OCB7	0.842
		OCB8	0.813
	Sportsmanship	OCB9	0.836
		OCB10	**0.185**
		OCB11	0.906
		OCB12	0.875
	Civic Virtue	OCB13	0.724
		OCB14	0.871
		OCB15	0.838
		OCB16	0.835
	Courtesy	OCB17	0.849
		OCB18	0.882
		OCB19	0.802
		OCB20	0.884

Source: Data Processing (2024)

Based on Table 6, it is evident that 11 indicators did not meet convergent validity criteria because their outer loading values (loading factor) were below 0.70. These are POS3, WE1, WE2, WE6, WE7, WE8, WE10, WE11, OCB1, OCB6, and OCB10. The ineffective indicators were then removed, and convergent validity testing was conducted again. The following is representation of the outer model after the removal of these 11 indicators that did not meet convergent validity criteria:

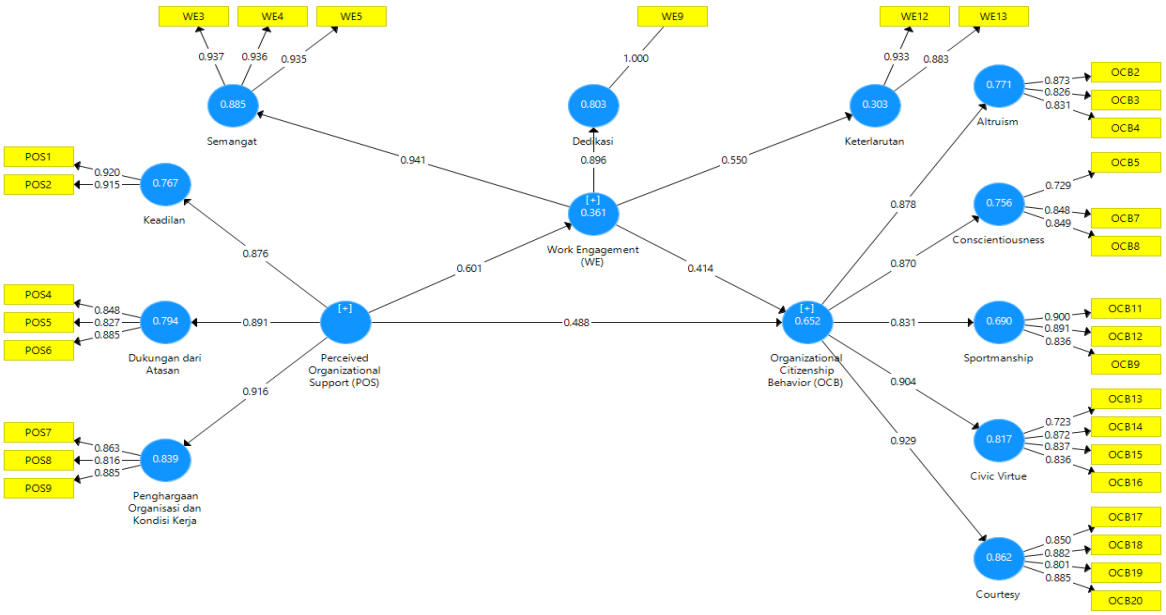

Figure 3. *Outer Reduction Model*

Outer loading values produced by the model after indicator reduction are as follows:

Table 7 | Outer Loading Values of the Reduced Model

Variable	Dimensions		*Outer Loading*
Perceived Organizational Support (POS)	Justice	POS1	0.920
		POS2	0.915
	Support from superiors	POS4	0.848
		POS5	0.827
		POS6	0.885
	Organizational rewards and working conditions	POS7	0.863
		POS8	0.816
		POS9	0.885
Work Engagement (WE)	Spirit	WE3	0.937
		WE4	0.936
		WE5	0.935
	Dedication	WE9	1,000
	Solubility	WE12	0.933
		WE13	0.883
Organizational Citizenship Behavior (OCB)	*Altruism*	OCB2	0.873
		OCB3	0.826
		OCB4	0.831
	Conscientiousness	OCB5	0.729
		OCB7	0.848
		OCB8	0.849
	Sportsmanship	OCB9	0.836
		OCB11	0.900
		OCB12	0.891
	Civic Virtue	OCB13	0.723
		OCB14	0.872
		OCB15	0.837
		OCB16	0.836
	Courtesy	OCB17	0.850
		OCB18	0.882
		OCB19	0.801
		OCB20	0.885

Source: Data Processing (2024)

Table 7 shows that, after the reduction of 11 indicators that did not meet convergent validity, all remaining indicators (31 indicators) had outer loading values greater than 0.70. This indicates that these 31 indicators met the criteria for convergent validity, meaning they are capable of measuring the dimensions of the variables POS, WE, and OCB. Consequently, these 31 indicators were deemed suitable for further analysis. In addition to examining outer loading values, convergent validity was also assessed using the Average Variance Extracted (AVE) values. An indicator is considered to meet convergent validity if the AVE value is greater than 0.50 (Hair et al., 2014:130). The following are the AVE values for the dimensions of the research variables:

Table 8 | AVE Values

Variable	Dimensions	AVE value
Perceived Organizational Support (POS)	Justice	0.841
	Support from superiors	0.728
	Organizational rewards and working conditions	0.731
Work Engagement (WE)	Spirit	0.876
	Dedication	1,000
	Solubility	0.825
Organizational Citizenship Behavior (OCB)	*Altruism*	0.712
	Conscientiousness	0.657
	Sportsmanship	0.768
	Civic Virtue	0.671
	Courtesy	0.731

Source: Data Processing (2024)

Based on Table 8, it is observed that all dimensions of the POS, WE, and OCB variables have AVE values greater than 0.50. The dedication dimension has an AVE value of 1.00 because it contains only a single indicator; thus, both the AVE value and composite reliability must be 1. These results indicate that all dimensions of the variables used in the research meet the criteria for convergent validity.

Discriminate Validity Test

Discriminant validity relates to the principle that indicators from different dimensions or variables should not be highly correlated with each other. To test discriminant validity, the cross-loading value are used. An indicator is considered to meet discriminant validity if it has the highest cross-loading value on the dimensions or variable - it is intended to measure compared to other dimensions or variables. The following are the cross-loading values for each indicator:

Table 9 | Cross Loading Values

	Dimensions										
	KEA	DUK	PENG	SEM	DED	KET	ALT	CON	SPO	CIV	COU
POS1	**0.920**	0.569	0.733	0.457	0.513	0.602	0.534	0.597	0.574	0.602	0.635
POS2	**0.915**	0.635	0.611	0.477	0.532	0.578	0.621	0.596	0.623	0.604	0.756
POS4	0.600	**0.848**	0.621	0.404	0.369	0.366	0.481	0.534	0.413	0.557	0.635
POS5	0.445	**0.827**	0.565	0.225	0.211	0.347	0.514	0.370	0.319	0.446	0.508
POS6	0.622	**0.885**	0.638	0.407	0.475	0.290	0.525	0.464	0.507	0.525	0.626
POS7	0.693	0.601	**0.863**	0.431	0.429	0.358	0.449	0.469	0.484	0.502	0.577
POS8	0.482	0.476	**0.816**	0.231	0.408	0.395	0.289	0.170	0.368	0.243	0.305
POS9	0.684	0.728	**0.885**	0.272	0.409	0.345	0.494	0.409	0.439	0.463	0.541
WE3	0.417	0.364	0.264	**0.937**	0.702	0.191	0.476	0.418	0.400	0.515	0.479
WE4	0.514	0.378	0.374	**0.936**	0.808	0.292	0.538	0.426	0.505	0.426	0.606
WE5	0.495	0.408	0.391	**0.935**	0.785	0.267	0.591	0.441	0.575	0.614	0.575
WE9	0.570	0.419	0.485	0.829	**1,000**	0.349	0.541	0.473	0.604	0.468	0.584
WE12	0.649	0.460	0.552	0.411	0.443	**0.933**	0.498	0.513	0.432	0.529	0.603
WE13	0.505	0.219	0.301	0.159	0.284	**0.883**	0.274	0.367	0.336	0.271	0.365
OCB2	0.558	0.508	0.423	0.554	0.539	0.399	**0.873**	0.538	0.566	0.555	0.722
OCB3	0.394	0.377	0.393	0.501	0.489	0.281	**0.826**	0.448	0.372	0.498	0.572
OCB4	0.606	0.584	0.420	0.508	0.461	0.413	**0.831**	0.685	0.590	0.811	0.771
OCB5	0.470	0.438	0.254	0.327	0.264	0.412	0.370	**0.729**	0.518	0.560	0.484
OCB7	0.563	0.399	0.334	0.394	0.434	0.368	0.613	**0.848**	0.636	0.519	0.660
OCB8	0.545	0.475	0.421	0.388	0.433	0.426	0.627	**0.849**	0.603	0.766	0.625
OCB	0.422	0.363	0.367	0.429	0.450	0.327	0.469	0.580	**0.836**	0.537	0.512

9											
OCB 11	0.626	0.453	0.470	0.488	0.582	0.441	0.619	0.647	**0.900**	0.593	0.675
OCB 12	0.648	0.461	0.485	0.471	0.546	0.351	0.525	0.674	**0.891**	0.608	0.650
OCB 13	0.501	0.376	0.357	0.420	0.371	0.291	0.502	0.681	0.644	**0.723**	0.595
OCB 14	0.575	0.509	0.392	0.436	0.341	0.347	0.728	0.701	0.550	**0.872**	0.747
OCB 15	0.491	0.474	0.365	0.508	0.378	0.346	0.581	0.537	0.531	**0.837**	0.513
OCB 16	0.579	0.597	0.464	0.453	0.449	0.513	0.641	0.569	0.446	**0.836**	0.683
OCB 17	0.605	0.486	0.339	0.511	0.370	0.374	0.670	0.567	0.503	0.647	**0.850**
OCB 18	0.615	0.641	0.496	0.448	0.472	0.398	0.714	0.597	0.554	0.623	**0.882**
OCB 19	0.546	0.606	0.461	0.505	0.617	0.354	0.673	0.619	0.660	0.604	**0.801**
OCB 20	0.802	0.634	0.621	0.559	0.533	0.522	0.767	0.713	0.678	0.784	**0.885**

Source: Data Processing (2024)

From Table 9, it is evident that all indicators measuring the dimensions of Perceived Organizational Support, Work Engagement, and Organizational Citizenship Behavior variables have fulfilled discriminant validity. This is demonstrated by each indicator having the highest cross-loading value for the dimension it is intended to measure (values in bold) and lower values for other dimensions. In addition to examining cross-loading, another method used to test discriminant validity is comparing the square root of the Average Variance Extracted (AVE) with the correlation coefficients (Fornell-Larcker criterion). If the square root of the AVE for a dimension or variable is greater than the correlation of that dimension or variable with other dimensions or variables, it is considered to have good discriminant validity. The following table presents the AVE roots and correlation values:

Table 10 | AVE Roots and Correlation

	KEA	DUK	PENG	SEM	DED	KET	ALT	CON	SPO	CIV	COU
KeA	**0.917**										
DUK	0.656	**0.853**									
PENG	0.734	0.714	**0.855**								
SeM	0.509	0.410	0.368	**0.936**							
DeD	0.570	0.419	0.485	0.829	**1,000**						
KeT	0.643	0.390	0.424	0.269	0.349	**0.908**					

ALT	0.629	0.593	0.490	0.573	0.541	0.440	**0.844**				
CON	0.651	0.538	0.422	0.458	0.473	0.494	0.674	**0.811**			
SPO	0.652	0.489	0.507	0.529	0.604	0.428	0.617	0.725	**0.876**		
CIV	0.657	0.599	0.483	0.553	0.468	0.457	0.755	0.764	0.662	**0.819**	
COU	0.757	0.694	0.567	0.593	0.584	0.486	0.828	0.733	0.704	0.782	**0.855**

Source: Data Processing (2024)

From Table 10, it can be observed that the values on the diagonal represent the square root of the Average Variance Extracted (AVE) for each dimension. The analysis indicates that each dimension's AVE root value exceeds the correlation values between that dimension and other dimensions within the model. Consequently, it can be concluded that the dimensions of Perceived Organizational Support, Work Engagement, and Organizational Citizenship Behavior exhibit strong discriminant validity.

Internal Consistency Test

The internal consistency test assessed the reliability of indicators in measuring a construct. In PLS analysis, the internal consistency test were evaluated using two measures; Cronbach's alpha and composite reliability. Cronbach's alpha represented the lower bound of reliability, while composite reliability provided the actual reliability value of a construct. The conventional threshold for Cronbach 's alpha was greater than 0.60, whereas composite reliability should have exceeded 0.70, although a value of 0.60 was still considered acceptable (Hair et al ., 2017: 127). The following are the Cronbach's alpha and composite reliability values for each dimension of the research variables:

Table 11 | Cronbach's Alpha and Composite Reliability Values

Variable	Dimensions	*Cronbach's Alpha*	*Composite Reliability*
Perceived Organizational Support (POS)	Justice	0.811	0.914
	Support from superiors	0.814	0.889
	Organizational rewards and working conditions	0.817	0.891
Work Engagement (WE)	Spirit	0.929	0.955
	Dedication	1,000	1,000
	Solubility	0.791	0.904
Organizational Citizenship Behavior (OCB)	*Altruism*	0.800	0.881
	Conscientiousness	0.738	0.851
	Sportsmanship	0.848	0.908
	Civic Virtue	0.834	0.890
	Courtesy	0.877	0.916

Source: Data Processing (2024)

Based on Table 11, it was evident that all dimensions of the Perceived Organizational Support, Work Engagement, and Organizational Citizenship Behavior variables had Cronbach's alpha values greater than 0.70 and composite reliability values exceeding 0.70. These results indicated that each variable dimension demonstrated good *reliability*.

Evaluation of the PLS Inner Model

In the evaluation of the inner model, the following analyses were conducted collinearity analysis, measurement level R2, measurement level Q2Q2, measurement level f2f2 effect size, and model fit evaluation.

Colllinearity Analysis

Collinearity referred to the level of correlation between exogenous variables that was too high, leading to redundancy in influence and potentially rendering a significant effect insignificant. Collinearity was measured using the Variance Inflation Factor (VIF). A VIF value above 5.0 was considered indicative of high collinearity (Hair et al., 2017:158). The following were the VIF values for each research variable:

Table 12 | VIF value

Variable	*Perceived Organizational Support* (POS)	*Work Engagement* (WE)	*Organizational Citizenship Behavior* (OCB)
Perceived Organizational Support (POS)		1,000	1,566
Work Engagement (WE)			1,566
Organizational Citizenship Behavior (OCB)			

Source: Data Processing (2024)

Table 12 shows the path of influence on *WE*. It was observed that the VIF value for the POS variable was 1,000, which is less than 5, indicating that it was free from collinearity. Similarly, for the path of influence on Organizational Citizenship Behavior, the VIF values for both Perceived Organizational Support and Work Engagement variables were 1.566, which is also less than 5, indicating that these variables were free from collinearity. Based on these results, the research model was concluded to be free from collinearity.

Analysis of Coefficients of Determination (R-Square)

Coefficients of determination, or R-Square, indicated the extent to which exogenous variables could explain endogenous variables. The R-Square value ranged from 0 to 1. According to Hair et al. (2017), R-Square values were classified as substantial (strong) at 0.75, moderate at 0.50 and weak at 0.25. The following were the R-Square values produced by the research model:

Table 13 | R-Square Value

Endogenous Variables	*R-Square*	Category
Work Engagement (WE)	0.361	*Moderate* _
Organizational Citizenship Behavior (OCB)	0.652	*Moderate* _

Source: Data Processing (2024)

From Table 13, the R-Square value for the Work Engagement variable was 0.361, indicating that the percentage of influence of Perceived Organizational Support on Work Engagement was 36.1%, which fell into the moderate category. Additionally, the R-Square value for the Organizational Citizenship Behavior variable was 0.652, meaning that the combined influence of Perceived Organizational Support and Work Engagement on Organizational Citizenship Behavior was 65.2%, also categorized as moderate.

Predictive Relevance Analysis (Q-Square)

The measurement of *Q-Square* was conducted using blindfolding techniques. The model was considered to meet the criteria for predictive relevance if the Q-Square coefficient exceeded 0. A Q-Square value greater than 0 indicated that the model

had predictive relevance for a particular endogenous construct, whereas a value of 0 or below indicated a lack of predictive relevance (Hair et al ., 2017:207). For predictive relevance levels, values of 0.02, 0.15, and 0.35 represented small, medium, or large predictive relevance for a particular endogenous construct, respectively. Following are the Q-Square values resulting from the research model:

Table 14 | *Q-Square Value*

Endogenous Variables	*Q -Square*	Category
Work Engagement (WE)	0.201	Currently
Organizational Citizenship Behavior (OCB)	0.351	Big

Source: Data Processing (2024)

Based on Table 14, it was evident that the resulting Q-Square values were greater than 0. The Q-Square value for the WE construct was 0.201, which was classified as moderate predictive relevance, indicating that the POS variable had a moderate relevance in predicting WE. Furthermore, for the OCB construct, the Q-Square value was 0.351, which was classified as large predictive relevance, meaning that POS and WE had substantial relevance in predicting OCB.

f-Square Effect Size Analysis

The f-Square value indicated the contribution of an exogenous construct to the R-Square of an endogenous construct. The following were the f-Square values obtained the research model :

Table 15 | f-Square value

Variable	*Perceived Organizational Support* (POS)	*Work Engagement* (WE)	*Organizational Citizenship Behavior* (OCB)
Perceived Organizational Support (POS)		0.566	0.437
Work Engagement (WE)			0.315
Organizational Citizenship Behavior (OCB)			

Source: Data Processing (2024)

From Table 15 it was evident that in the OCB column, the largest value was found in POS construct (0.437). This indicated that POS contributed more significantly to increasing OCB compared to WE.

Model Suitability Analysis (Model Fit)

Model fit analysis was conducted to determine whether the model used in this research aligned with the empirical data. Measurement of model fit was performed using the Standardized Root Mean Square Residual (SRMR) value. The SRMR represents the degree of difference between the model and the data, with smaller values closer to zero being preferable. According to Hair et al. (2017:208), an SRMR value of less than 0.08 indicated that the model was fit or suitable (good fit). An SRMR value of less than 0.12 indicated that the model was still within acceptable limits (marginal fit), while an SRMR value greater than 0.12 indicated that the model was not fit (poor fit). The following are the SRMR values produced by the research model:

Table 16 | SRMR value

Fit Models	Criteria	Saturated Model	Estimated Model
SRMR	< 0.08 or < 0.12	0.111	0.119

Source: Data Processing (2024)

Based on Table 16, it was known that the SRMR value of the estimated model was 0.119. This value was greater than 0.08 but still smaller than 0.12, leading to the conclusion that the conceptual model developed in this research had model suitability within acceptable limits (marginal fit)..

4. RESULTS AND DISCUSSION

4.1 RESULTS

PLS Model Hypothesis Testing

In PLS analysis, hypothesis testing for each path was conducted using the bootstrapping method, which produced standard error estimation values used for t-statistic calculations. Subsequently, the significance of the influence of each path was tested using t-statistics or p-value. The following is an image of the inner model produced using the bootstrapping method:

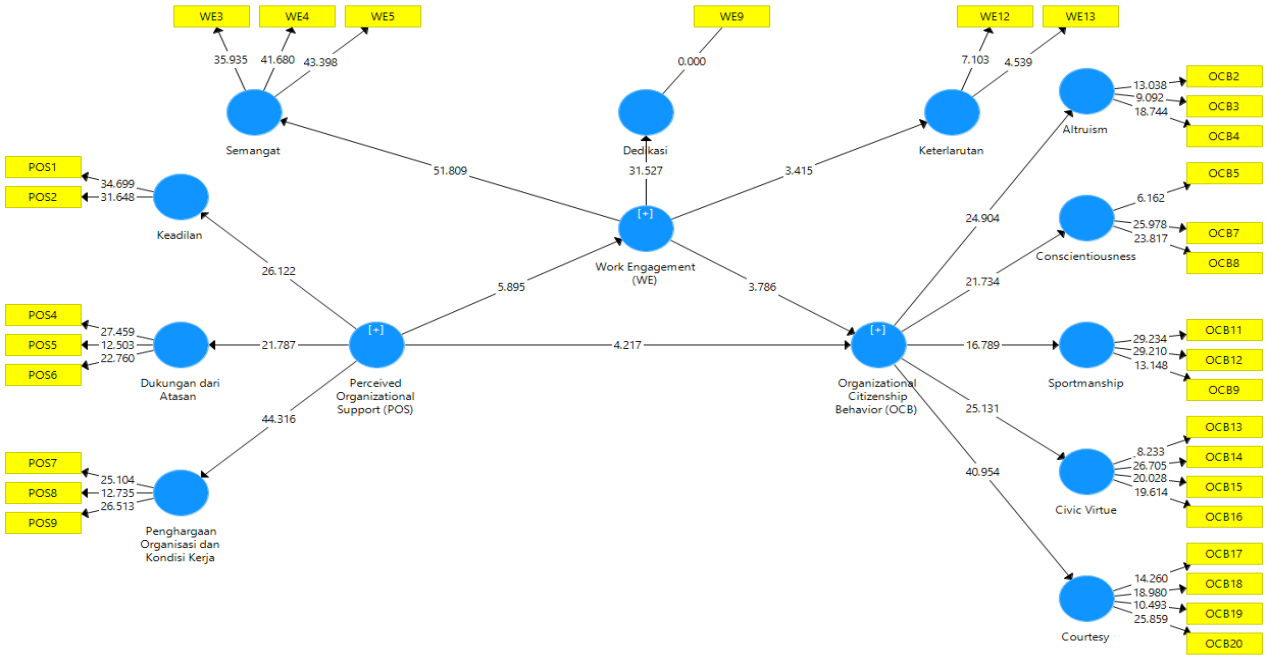

Figure 4. *Inner Model*

In this research, significance test were conducted for the follwing: second-order constructs,*direct effecs,* and *indirect effects*.

Second Order Construct Significance Test

The first significance test to be conducted is the assessment of the significance of the second-order construct paths or variable dimensions. Dimensions are considered to have a significant weight in forming the research variables if they have a t-statistic greater than 1.96 (at a significance level of α = 5%) or a p-value less than 0.05 (at a significance level of α = 5%).
The results for the second-order construct significance test or variable dimensions are as follows:

Table 17 | Second Order Construct Significance Test

Variable	Dimensions	*Coefficient*	*T-Statistics*	*P-Value*
Perceived Organizational Support (POS)	Justice	0.876	26,122	0,000
	Support from superiors	0.891	21,787	0,000
	Organizational rewards and working conditions	0.916	44,316	0,000
Work Engagement (WE)	Spirit	0.941	51,809	0,000
	Dedication	0.896	31,527	0,000
	Solubility	0.550	3,415	0.001
	Altruism	0.878	24,904	0,000

Organizational Citizenship Behavior (OCB)	*Conscientiousness*	0.870	21,734	0,000
	Sportsmanship	0.831	16,789	0,000
	Civic Virtue	0.904	25,131	0,000
	Courtesy	0.929	40,954	0,000

Source: Data Processing (2024)

The analysis of the significance tests for each second-order construct provided valuable insights into the contributions of various dimensions to the overall constructs of Perceived Organizational Support (POS), Work Engagement (WE), and Organizational Citizenship Behavior (OCB).

For the Perceived Organizational Support (POS) variable, all three dimensions—Justice, Support from Superiors, and Organizational Rewards and Working Conditions—demonstrated t-statistics exceeding the critical value of 1.96 and p-values below the threshold of 0.05. This statistical significance confirms that these dimensions significantly contribute to the Perceived Organizational Support construct. Among these, Organizational Rewards and Working Conditions emerged as the most influential dimension, with a coefficient value of 0.916, indicating its strong impact on the Perceived Organizational Support. In contrast, Justice, while still significant, had a slightly lower coefficient value of 0.876, reflecting its comparatively smaller contribution to the construct. Similarly, the dimensions of Work Engagement (WE)—Enthusiasm, Dedication, and Solubility—also exhibited t-statistics greater than 1.96 and p-values less than 0.05, underscoring their significant role in shaping the Work Engagement variable. Among these dimensions, Spirit demonstrated the most substantial contribution, with a coefficient value of 0.941, highlighting its major role in influencing Work Engagement. Conversely, Solubility, though still contributing to Work Engagement, had the smallest impact with a coefficient value of 0.550. For the Organizational Citizenship Behavior (OCB) variable, all five dimensions—Altruism, Conscientiousness, Sportsmanship, Civic Virtue, and Courtesy—showed t-statistics above 1.96 and p-values below 0.05, indicating that they significantly reflect the Organizational Citizenship Behavior construct. Of these dimensions, Courtesy had the highest coefficient value of 0.929, marking it as the most significant contributor to the Organizational Citizenship Behavior. On the other hand, Sportsmanship, although still a relevant dimension, had the lowest coefficient value of 0.831, suggesting a relatively smaller, though still meaningful, contribution to the Organizational Citizenship Behavior variable. Overall, these findings illustrate the varying degrees of influence that different dimensions exert on the constructs of Perceived Organizational Support, Work Engagement, and Organizational Citizenship Behavior. The dimensions with higher coefficient values have been identified as more critical in shaping each construct, providing a nuanced understanding of the factors that significantly impact organizational behavior and engagement.

Direct Effect Significance Test

The second significance test involved evaluating the direct effects of specific paths, namely H1, H3, and H4. A direct effect is considered significant if it exhibits a t-statistic greater than 1.96 (indicating a two-tailed error rate of 5%) or a p-value smaller than 0.05 (reflecting an error rate of 5%). Effect significance test :

Table 18 | Direct Effect Significance Test

	Path Coefficient	*T-Statistics*	*P-Value*
Perceived Organizational Support (POS) -> *Work Engagement* (WE)	0.601	5,895	0,000
Work Engagement (WE) -> *Organizational Citizenship Behavior* (OCB)	0.414	3,786	0,000
Perceived Organizational Support (POS) -> *Organizational Citizenship Behavior* (OCB)	0.488	4,217	0,000

Source: Data Processing (2024)

The direct effect significance tests revealed several key findings regarding the relationships between the constructs in the model. First, the influence of Perceived Organizational Support on Work Engagement was significant. The path coefficient for this relationship was 0.601, with a t-statistic value of 5.895, which exceeds the critical threshold of 1.96, and a p-value of 0.000, which is well below the 0.05 significance level. These results confirm that Perceived Organizational Support has a significant positive effect on Work Engagement. Specifically, the positive path coefficient indicates that increased Perceived Organizational Support is associated with higher levels of Work Engagement. Thus, Hypothesis 1 (H1) was supported, demonstrating that as employees perceive more organizational support, their engagement levels increase. Next, the significance of the direct effect of Work Engagement on Organizational Citizenship Behavior was assessed. The path coefficient for this relationship was 0.414, and the t-statistic was 3.786, which is greater than 1.96, with a p-value of 0.000. These values confirm a significant positive effect of Work Engagement on Organizational Citizenship Behavior. The positive path coefficient suggests that higher Work Engagement leads to greater Organizational Citizenship Behavior. Consequently, Hypothesis 3 (H3) was supported, indicating that employees who are more engaged in their work are more likely to exhibit citizenship behaviors. Finally, the effect of Perceived Organizational Support on Organizational Citizenship Behavior was also significant. The path coefficient in this case was 0.488, with a t-statistic of 4.217 and a p-value of 0.000. These results demonstrate a significant positive impact of Perceived Organizational Support on Organizational Citizenship Behavior. The positive path coefficient indicates that greater Perceived Organizational Support is associated with increased Organizational Citizenship Behavior. Therefore, Hypothesis 4 (H4) was supported, showing that employees who perceive higher levels of organizational support are more likely to engage in citizenship behaviors. In summary, the direct effect significance tests confirmed that each hypothesized path had a significant impact on its respective outcome variable, validating the proposed relationships in the research model.

Indirect Effect Significance Test

The next significance test involved examining the indirect influence path, specifically Hypothesis 2 (H2). An indirect effect is considered significant if it yields a t-statistic greater than 1.96 (with a two-tailed error rate of $\alpha = 5\%$) or a p-value less than 0.05 (with an error rate of $\alpha = 5\%$). In assessing indirect effects, it is crucial not only to determine the significance of the indirect influence or mediating effect but also to understand the nature of the mediation. The nature of mediation can be discerned by evaluating both the direct and indirect effects. If the direct effect of an exogenous variable on an endogenous variable is significant, and the indirect effect through the mediating variable is also significant, it is indicative of partial or complementary mediation. Conversely, if the direct effect of the exogenous variable on the endogenous variable is not significant, but the indirect effect through the mediating variable is significant, this suggests full or perfect mediation (Baron & Kenny, 1986; Zhao et al., 2010). *Indirect* influence significance test:

Table 19 | Indirect Effect Hypothesis Testing (Indirect Effect)

	Path Coefficient	*T-Statistics*	*P-Value*
Perceived Organizational Support (POS) -> *Work Engagement* (WE) -> *Organizational Citizenship Behavior* (OCB)	0.249	2,936	0.003

Source: Data Processing (2024)

Table 19 presents the path coefficient for the indirect influence of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) through Work Engagement, which was found to be 0.249. This result was accompanied by a t-statistic of 2.936, exceeding the threshold of 1.96, and a p-value of 0.003, which is below the 0.05 significance level. These findings indicate that the indirect influence of POS on OCB through Work Engagement is significant. In other words, Work Engagement mediates the relationship between Perceived Organizational Support and Organizational Citizenship Behavior..

The positive path coefficient suggests that increasing Perceived Organizational Support significantly enhances Work Engagement, which in turn significantly boosts Organizational Citizenship Behavior. Consequently, Hypothesis 2 (H2) is supported. The results demonstrate that Perceived Organizational Support influences Organizational Citizenship Behavior both directly and indirectly through Work Engagement, reflecting partial mediation. This partial mediation implies that Perceived Organizational Support can affect Organizational Citizenship Behavior directly or indirectly through Work Engagement, making the mediation type partial or complementary.

The practical implication of these findings is that enhancing Organizational Citizenship Behavior can be achieved not only by increasing Perceived Organizational Support but also by fostering higher levels of Work Engagement. Improving Work Engagement will further enhance Organizational Citizenship Behavior, highlighting the importance of both direct support and engagement in driving positive organizational outcomes.

4.2 DISCUSSION

Perception of Organizational Support Influences Work Engagement

In recent years, the scope of research on OCB has expanded. Our study contributes to both theory and practice by analyzing the roles of POS, WE, and OCB. Research on OCB continues to develop theories and concepts to more deeply understand the factors that influence OCB.

The research results indicate that perceptions of organizational support influence work engagement. These findings align with research conducted by Canboy et al. (2023), which identified a significant positive relationship between meaningfulness and involvement, perceptions of organizational support and meaningfulness, as well as perceptions of organizational support and work engagement. Conversely, these results do not support research by Jeihanzeib (n.d.), which found an insignificant influence between perceptions of organizational support, employee development, and organizational commitment.

Work engagement mediates the influence of POS on OCB

The results of this study indicate that work engagement mediates the influence of POS on OCB. These findings are in line with research conducted by Alshaabani et al. (2021), which states that employee engagement can serve as a strong mediator between POS and OCB.

Work engagement has a significant effect on OCB

The results of this study indicate that work engagement has a significant effect on OCB. These findings align with research conducted by Alshaabani et al., (2021)and Yulianti & Widyaswendra (2019), which suggests that work engagement positively influences OCB (Singh et al., 2023). This result contrasts with research by Ramadhan and Kamela (2023), which did not find a significant influence between WE and OCB.

POS influences OCB

The results of this research indicate that perceptions of organizational support have a positive effect on organizational citizenship behavior. These findings support previous research conducted by Singh et al. (2023) and Shams et al. (2020). However, they contrast with studies suggesting that perceptions of organizational support have no effect on organizational citizenship behavior (Jeihanzeib, n.d., 2020). This study corroborates the findings of Canboy et al. (2023), which state that there is a significant positive relationship between meaningfulness and involvement, perceptions of organizational support, and meaningfulness, as well as between perceptions of organizational support and work engagement. Additionally, Liang et al. (2023) also demonstrated that perceived organizational support has a positive effect on organizational citizenship behavior.

5. CONCLUSION

Perceptions of organizational support influence work engagement. Work engagement mediates the influence of perceived organizational support on organizational citizenship behavior. Work engagement has a significant effect on organizational

citizenship behavior, and perceptions of organizational support have a positive effect on organizational citizenship behavior.

From this research, we can conclude that for companies, it is important to provide perceived support to employees to foster enthusiasm, dedication, and immersion in work as indicators of work engagement. These factors ultimately contribute to behaviors that exceed the minimum requirements of the organization (organizational citizenship behavior). However, this research also has limitations. It was conducted in only one company operating in the health sector, so further research could explore various sectors for broader applicability. Additionally, future research could develop and examine other variables theoretically influencing organizational citizenship behavior.

6. LIMITATION AND IMPLICATION

Limitation

This research has limitations. The first limitation is that the population in this study is restricted to employees within a single company operating in the health sector, which means the research findings may not be generalizable to other companies or sectors. Therefore, future researchers are encouraged to conduct studies in different types of businesses to broaden the applicability of the results. Additionally, future research could explore various variables, such as leadership styles, to understand their influence on organizational citizenship behavior and relate these influences to demographic factors.

Implication

The implication of this research for management are significant. Employees' perceptions of organizational support and their work engagement can lead to enhanced organizational citizenship behavior (OCB). Furthermore, work engagement mediates the relationship between perceptions of organizational support and OCB. Therefore, management should focus on how employees perceive organizational support and their level of work engagement, as these factors are crucial in fostering OCB. By addressing and improving perceptions of support and engagement, management can effectively promote behaviors that exceed basic job requirements, ultimately benefiting the organization.

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