

## THE MEDIATING ROLE OF WORK ENGAGEMENT IN THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

### A Study of Employees at CV Prima Dewata Liquindo

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#### Abstract

Previous research has revealed inconsistent findings regarding the effect of perceived organizational support on organizational citizenship behavior (OCB), particularly when an imbalance exists between the support provided by the organization and the discretionary contributions demonstrated by employees. This study aims to examine the mediating role of work engagement in the relationship between perceived organizational support and OCB among employees of CV Prima Dewata Liquindo. This study employed a quantitative explanatory research design. Data were collected through a questionnaire-based survey using a saturated sampling technique and analyzed using partial least squares structural equation modeling (PLS-SEM). The results indicate that perceived organizational support has a positive and significant effect on both work engagement and OCB. Work engagement was also found to mediate the relationship between perceived organizational support and OCB. These findings support Social Exchange Theory, which explains that the relationship between employees and organizations is based on the principle of reciprocity, whereby organizational support encourages employees to demonstrate more optimal work behaviors. Theoretically, this study reinforces the proposition that work engagement constitutes an important mechanism through which perceived organizational support influences OCB. From a practical perspective, OCB among employees remains suboptimal, particularly in terms of conscientiousness. Therefore, improvements in perceived organizational support and work engagement are required to promote stronger OCB among employees.

**Keywords:** Perceived Organizational Support, Work Engagement, Organizational Citizenship Behavior, Social Exchange Theory.

#### INTRODUCTION

Human resources play a crucial role in organizations because they constitute the primary driving force that determines organizational success. Human resources refer to individuals who perform work within an organization, which can be understood as a consciously coordinated social unit comprising two or more individuals who continuously work together to achieve shared and predetermined objectives (Syarifah, 2021). Therefore, organizations require high-quality human resources to remain

competitive and accomplish their goals in the current era of globalization (Fatmawati & Azizah, 2022).

Organizational success is inseparable from the effective and appropriate management of human resources, which enables employees to work efficiently, effectively, and productively (Salma & Ramli, 2023). Organizations not only seek to recruit and retain employees who are capable of performing their assigned duties effectively but also expect them to demonstrate commitment, act appropriately, and assume responsibilities beyond their formal job requirements (Kapil & Rastogi, 2020). This condition indicates that optimal employee contributions cannot be assessed solely through the fulfillment of formal duties but should also be reflected in voluntary behaviors that extend beyond prescribed organizational roles. Such voluntary employee behaviors are commonly referred to as organizational citizenship behavior (OCB). Wulandari and Panjaitan (2020) explain that OCB is influenced by organizational support and is manifested through employees' willingness to perform tasks beyond their formal responsibilities, actively communicate ideas, demonstrate concern for colleagues, and maintain tolerance in creating a positive work environment. Therefore, OCB represents an important factor contributing to overall organizational effectiveness.

OCB does not emerge spontaneously among employees but is influenced by various individual- and organizational-level factors. Podsakoff et al. (2000) identify three primary factors that contribute to the emergence of OCB, namely work attitudes, organizational factors, and individual factors. Work attitudes represent individuals' psychological evaluations of their organization and job. These attitudes reflect employees' feelings, beliefs, and behavioral tendencies toward various aspects of their work. Organizational factors include organizational support, leadership style, organizational culture, reward systems, and organizational justice. Meanwhile, individual factors refer to employees' personal characteristics, including personality, personal values, and prosocial orientation. These characteristics influence how individuals interpret their work experiences and respond to organizational conditions. Maulana (2025) found that organizational culture is an important factor in fostering employee OCB because it can promote a sense of attachment, togetherness, and mutual concern among employees.

The primary factor examined in this study as a determinant of OCB is perceived organizational support, which refers to the extent to which employees believe that their contributions are valued and their well-being is supported by the organization. When employees perceive that the organization genuinely cares about them, they are more likely to reciprocate through positive behaviors, such as voluntarily assisting colleagues and developing a stronger attachment to their work (Susilo & Rahmawati, 2025).

The emergence of attachment to work indicates that employees who perceive strong organizational support are more likely to demonstrate OCB, as reflected in vigor, which refers to energy and enthusiasm; dedication, which refers to enthusiasm and commitment; and absorption, which refers to complete concentration and involvement in work. These characteristics are consistent with the dimensions of work engagement proposed by Schaufeli et al. (2006). Employees with high levels of work engagement are not only capable of completing their assigned tasks but are also more likely to

demonstrate initiative and concern for their colleagues and organization. This condition encourages employees to voluntarily engage in behaviors that extend beyond their formal roles, ultimately contributing to the development of OCB in the workplace.

Work engagement is considered a mediating variable that can explain the relationship between perceived organizational support and OCB through employees' psychological mechanisms (Alshaabani et al., 2021). Perceived organizational support may directly encourage employees to demonstrate OCB. Indirectly, however, organizational support initially strengthens employee engagement. Employees with high levels of work engagement tend to have a strong desire to achieve organizational goals and devote substantial effort to their work (Bakker, 2011). Therefore, work engagement is expected to bridge the relationship between perceived organizational support and OCB, as the relationship may not be comprehensively explained without considering employee engagement. Based on this reasoning, work engagement was selected as the mediating variable in this study.

This study was conducted at CV Prima Dewata Liquindo, an organization operating in the field of wastewater treatment for the tourism sector, particularly hotels and villas. CV Prima Dewata Liquindo is expected to provide adequate organizational support and pay close attention to the development of employees' work engagement to create a mutually beneficial work environment. In practice, the organization requires employees who not only complete their formal duties but also voluntarily demonstrate behaviors that support the continuity of organizational operations without coercion.

The relatively low level of OCB within the organization is reflected in employees' selective willingness to assist colleagues, which is influenced by workload, the prioritization of core duties, and expectations of rewards or recognition. Employees also demonstrate limited compliance with organizational regulations, while their active participation has not yet reflected a strong sense of engagement. The fluctuating nature of employee work engagement further affects the consistency with which extra-role behaviors are demonstrated. This condition indicates that although employees may perceive organizational support, OCB does not necessarily emerge at an optimal level. Therefore, organizational support must be strengthened to increase work engagement. This argument is consistent with Alshaabani et al. (2021), who state that perceived organizational support may directly encourage employees to demonstrate OCB, while indirectly enhancing OCB by first increasing work engagement.

Perceived organizational support refers to employees' perceptions of the extent to which the organization supports them, values their contributions, and cares about their well-being. Such support creates emotional attachment and commitment to the organization, which subsequently have a positive effect on OCB (Azhar et al., 2019). A comfortable work environment and recognition of employee contributions may strengthen the relationship between perceived organizational support and OCB (Ferdiansyah & Safitri, 2023). Restanti et al. (2024) demonstrated that perceived organizational support has a positive and significant effect on OCB. An increase in employees' perceptions of organizational support may encourage stronger OCB because employees feel valued and cared for by the organization.

Enhancing organizational support not only directly improves OCB but may also strengthen work engagement as a mediating mechanism. The mediating role of work engagement indicates that organizations need to improve perceived organizational support to foster stronger employee engagement, which ultimately enhances OCB (Shams et al., 2020). Work engagement develops when organizations provide employees with adequate support, encouraging them to reciprocate by demonstrating greater dedication, enthusiasm, and pride in their work. These behaviors subsequently strengthen employees' attachment to their jobs (Aldabbas et al., 2021). This relationship is consistent with Social Exchange Theory.

Social Exchange Theory (SET) is considered one of the most relevant theoretical frameworks for explaining workplace behavior (Cropanzano & Mitchell, 2005). Organizations initiate social exchange processes by recognizing employee contributions and demonstrating concern for employee well-being. Such relationships should be continuously developed through trust, loyalty, and mutual commitment. SET explains that when employees feel supported and receive valuable resources from their organization, they become motivated to reciprocate through voluntary behaviors such as OCB. Employees who perceive high levels of organizational support are consequently more likely to work diligently and demonstrate loyalty to the organization (Imran et al., 2020).

Reciprocal relationships are strengthened by factors such as high-quality leader-member exchange and work engagement, both of which contribute to employees' attachment to their work and their willingness to perform beyond formal job requirements (Kapil & Rastogi, 2020). Employees who feel psychologically empowered are more likely to reciprocate organizational support through stronger work engagement and service-oriented OCB (Meira & Hancer, 2021). Employees also tend to become more engaged with the organization when they receive greater organizational support, thereby encouraging them to demonstrate extra-role behaviors, and vice versa (Pamungkas et al., 2024).

Hutabarat (2025) and Kao et al. (2023) similarly found that perceived organizational support has a positive and significant effect on OCB. Perceived organizational support motivates employees to provide greater discretionary contributions to the organization. It also functions as an organizational resource that enhances positive psychological conditions, including personal growth, well-being, and psychological empowerment, which ultimately promote work engagement and OCB (Imran et al., 2020).

The benefits employees receive from organizations are not limited to financial rewards but also include nonfinancial benefits. These benefits may take the form of supervisory support and autonomy in completing work-related responsibilities (Syarifah, 2021). Engaged employees demonstrate higher levels of both in-role and extra-role performance (Borst et al., 2020). Arokiasamy et al. (2025) and Hutabarat (2025) found that perceived organizational support has a positive and significant effect on work engagement. Therefore, employees with high levels of engagement tend to exceed organizational targets, particularly when they feel enthusiastic about their work.

In contrast, Park and Kim (2024) found that perceived organizational support did not have a significant effect on OCB. Employees may consider the emotional support provided by the organization insufficient compared with the effort and contributions they have made. This finding remains consistent with SET, which suggests that individuals reciprocate positive treatment from the organization by making substantial work-related contributions. However, when an imbalance exists between perceived organizational support and employees' work engagement, organizational support may not significantly influence OCB.

Organizations generally attempt to create a supportive work environment that enables employees to perform optimally and demonstrate positive organizational behaviors. Yusanrinofitri et al. (2024) demonstrated that work engagement has a positive and significant effect on OCB. Work engagement develops positive relationships and attitudes toward work and the organization through enthusiasm, dedication, and absorption, all of which support the achievement of organizational objectives.

Loyal, committed, and trust-based relationships between organizations and employees develop over time. These relationships are strengthened when organizations demonstrate genuine concern for employees, thereby generating positive work-related outcomes (Kapil & Rastogi, 2020). Arokiasamy et al. (2025) found that work engagement positively and significantly mediates the relationship between organizational support and OCB. Their study also emphasized that work engagement benefits not only the organization but also the employees themselves.

Based on the findings and explanations presented in previous studies, the urgency of this research lies in the importance of understanding how perceived organizational support shapes OCB through work engagement as a mediating variable. This study is intended to provide an empirical basis for the management of CV Prima Dewata Liquindo in designing strategies to strengthen perceived organizational support, thereby sustainably improving employee work engagement and OCB. The findings are also expected to enrich the academic understanding of the relationships among perceived organizational support, work engagement, and OCB.

## **RESEARCH METHOD**

This study employed an explanatory quantitative research design to examine the causal relationship between perceived organizational support and organizational citizenship behavior (OCB), with work engagement serving as the mediating variable. The research was conducted at CV Prima Dewata Liquindo, Denpasar, Bali, where issues related to these three variables had been identified. The study included one exogenous variable, namely perceived organizational support ( $X$ ), and two endogenous variables, namely work engagement ( $Y_1$ ) and organizational citizenship behavior ( $Y_2$ ). The operational definitions of the variables were adapted from the framework developed by Eisenberger et al. (2020) for perceived organizational support, the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli and Bakker (2004) for work engagement, and Organ (2018) for organizational citizenship behavior. These constructs were operationalized into several research dimensions and indicators (Eisenberger et al., 2020; Schaufeli & Bakker, 2004; Organ, 2018).

The study population consisted of all 55 employees of CV Prima Dewata Liquindo, all of whom were included as research respondents using a saturated sampling technique. Both quantitative and qualitative data were collected. Primary data were obtained through interviews and questionnaires distributed via Google Forms, while secondary data included the company's organizational profile and employee records. The research instrument employed a five-point Likert scale and was subsequently subjected to validity and reliability testing. All measurement indicators were declared valid, with Pearson correlation coefficients exceeding 0.30. Furthermore, the reliability test indicated that the Cronbach's alpha coefficients for all constructs exceeded 0.70, confirming that the research instruments were reliable and appropriate for data collection (Sugiyono, 2019; Ghozali, 2021).

Data analysis was performed using descriptive and inferential statistical techniques through Partial Least Squares–Structural Equation Modeling (PLS-SEM). Descriptive statistics were used to describe respondent characteristics and summarize responses to each research variable. Inferential analysis involved evaluating the outer model through convergent validity, discriminant validity, and composite reliability, followed by evaluation of the inner model using the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and hypothesis testing. Both direct and indirect effects were examined using the bootstrapping procedure with a significance level of 5% (t-statistic > 1.96; p-value < 0.05). This procedure enabled the identification of the mediating role of work engagement in the relationship between perceived organizational support and organizational citizenship behavior, determining whether the mediation was full, partial, or absent (Hair et al., 2017; Ghozali, 2021).

## **RESULTS AND DISCUSSION**

### **Respondent Characteristics**

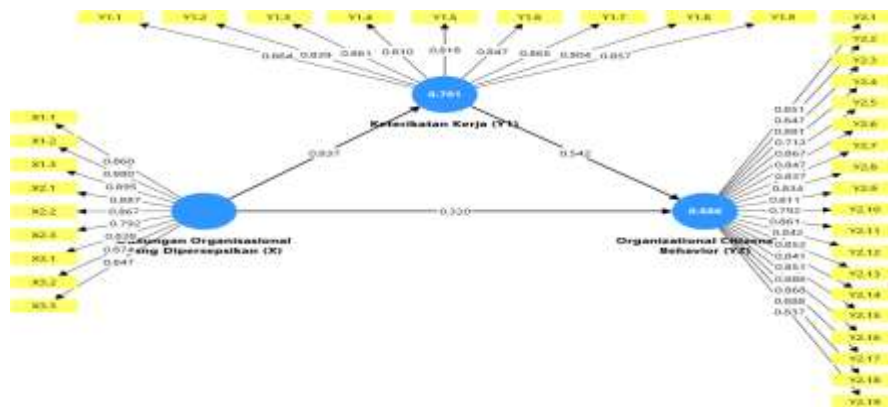
The study involved 55 employees of CV Prima Dewata Liquindo. The respondents were predominantly male (90.9%), aged between 21 and 30 years (65.5%), held bachelor's degrees (56.4%), worked primarily in the Technical Division (81.8%), and were mostly employed as staff members (90.9%). These characteristics reflect the nature of the company, which operates in the wastewater treatment plant (WWTP) industry and therefore requires employees with strong technical competencies, high mobility, and adequate operational expertise.

The descriptive analysis revealed that respondents generally perceived perceived organizational support, work engagement, and organizational citizenship behavior (OCB) to be at relatively high levels, with mean scores of 2.88, 3.15, and 2.95, respectively. Nevertheless, several aspects require further managerial attention, particularly the clarity of task assignments from supervisors, enhancement of employee enthusiasm and work engagement, and improvement of employee discipline in complying with organizational regulations. Conversely, workplace safety and comfort, employees' enjoyment of their work, and tolerance toward organizational conditions received the highest ratings, indicating that the organization has established a relatively supportive work environment despite the need for further improvement in several dimensions.

## Data Analysis Results

The research data were analyzed using the Partial Least Squares (PLS) technique with SmartPLS version 4 software. Partial Least Squares (PLS) is a component-based or variance-based Structural Equation Modeling (SEM) approach. According to Ghozali (2021, p. 17), PLS represents an alternative approach that shifts from covariance-based SEM to variance-based SEM. Structural equation modeling enables the simultaneous examination of the relationships among perceived organizational support, work engagement, and organizational citizenship behavior while addressing potential measurement limitations. The results of the PLS analysis are presented in Figure 1.

**Figure 1. Structural Equation Model of the Study**



Source: Prepared by the authors, 2026

## Measurement Model Evaluation (Outer Model)

### Convergent Validity

**Table 1. Convergent Validity Test Results**

| No. Variable                                    | Sub-Dimension                               | Indicator | Outer Loadings | Description |
|-------------------------------------------------|---------------------------------------------|-----------|----------------|-------------|
| 1<br>Perceived<br>Organizational<br>Support (X) | Fairness                                    | X.1       | 0.860          | Valid       |
|                                                 |                                             | X.2       | 0.880          | Valid       |
|                                                 |                                             | X.3       | 0.895          | Valid       |
|                                                 | Supervisor Support                          | X.4       | 0.887          | Valid       |
|                                                 |                                             | X.5       | 0.867          | Valid       |
|                                                 |                                             | X.6       | 0.792          | Valid       |
|                                                 | Organizational<br>Rewards and<br>Conditions | Job X.7   | 0.838          | Valid       |
|                                                 |                                             | X.8       | 0.874          | Valid       |
|                                                 |                                             | X.9       | 0.847          | Valid       |
| 2<br>Work Engagement<br>(Y <sub>1</sub> )       | Engagement<br>Vigor                         | Y1.1      | 0.839          | Valid       |

| No. Variable | Sub-Dimension                                               | Indicator                | Outer Loadings | Description |
|--------------|-------------------------------------------------------------|--------------------------|----------------|-------------|
| 3            | Organizational<br>Citizenship<br>Behavior (Y <sub>2</sub> ) |                          |                |             |
|              |                                                             | Y1.2                     | 0.864          | Valid       |
|              |                                                             | Y1.3                     | 0.861          | Valid       |
|              |                                                             | <b>Dedication</b>        | Y1.4           | 0.810       |
|              |                                                             |                          | Y1.5           | 0.818       |
|              |                                                             |                          | Y1.6           | 0.847       |
|              |                                                             | <b>Absorption</b>        | Y1.7           | 0.865       |
|              |                                                             |                          | Y1.8           | 0.804       |
|              |                                                             |                          | Y1.9           | 0.857       |
|              |                                                             | <b>Altruism</b>          | Y2.1           | 0.851       |
|              |                                                             |                          | Y2.2           | 0.847       |
|              |                                                             |                          | Y2.3           | 0.881       |
|              |                                                             |                          | Y2.4           | 0.712       |
|              |                                                             | <b>Courtesy</b>          | Y2.5           | 0.867       |
|              |                                                             |                          | Y2.6           | 0.847       |
|              |                                                             |                          | Y2.7           | 0.837       |
|              |                                                             |                          | Y2.8           | 0.834       |
|              |                                                             | <b>Sportsmanship</b>     | Y2.9           | 0.811       |
|              |                                                             |                          | Y2.10          | 0.792       |
|              |                                                             |                          | Y2.11          | 0.861       |
|              |                                                             | <b>Civic Virtue</b>      | Y2.12          | 0.842       |
|              |                                                             |                          | Y2.13          | 0.852       |
|              |                                                             |                          | Y2.14          | 0.841       |
|              |                                                             |                          | Y2.15          | 0.851       |
|              |                                                             | <b>Conscientiousness</b> | Y2.16          | 0.886       |
|              |                                                             |                          | Y2.17          | 0.868       |
|              |                                                             |                          | Y2.18          | 0.888       |
|              |                                                             |                          | Y2.19          | 0.837       |

Source: Prepared by the authors, 2026.

Table 1 presents the results of the convergent validity assessment. The findings indicate that all indicators of Perceived Organizational Support, Work Engagement, and Organizational Citizenship Behavior (OCB) have outer loading values greater than 0.70, demonstrating that each indicator is valid and adequately represents its respective latent construct. Convergent validity was evaluated by examining both the outer loading values of individual indicators and the Average Variance Extracted (AVE). A construct is considered to exhibit satisfactory convergent validity when its AVE value

exceeds 0.50, indicating that the construct explains more than half of the variance in its indicators. The AVE results are presented in Table 2.

**Table 2. Average Variance Extracted (AVE) Results**

| Variable                                              | AVE   |
|-------------------------------------------------------|-------|
| Perceived Organizational Support (X)                  | 0.740 |
| Work Engagement (Y <sub>1</sub> )                     | 0.707 |
| Organizational Citizenship Behavior (Y <sub>2</sub> ) | 0.711 |

Source: Prepared by the authors, 2026.

As shown in Table 2, the AVE values for Perceived Organizational Support, Work Engagement, and Organizational Citizenship Behavior are 0.740, 0.707, and 0.711, respectively. Since all AVE values exceed the recommended threshold of 0.50, each construct demonstrates satisfactory convergent validity. These findings confirm that the measurement model possesses adequate construct validity, indicating that the indicators effectively capture the underlying latent variables included in this study.

### Discriminant Validity

**Table 3. Cross Loadings Results**

| Indicator | Perceived Support (X) | Organizational Work Engagement (Y <sub>1</sub> ) | Organizational Citizenship Behavior (Y <sub>2</sub> ) |
|-----------|-----------------------|--------------------------------------------------|-------------------------------------------------------|
| X.1       | 0.860                 | 0.693                                            | 0.659                                                 |
| X.2       | 0.880                 | 0.726                                            | 0.691                                                 |
| X.3       | 0.895                 | 0.778                                            | 0.654                                                 |
| X.4       | 0.887                 | 0.666                                            | 0.677                                                 |
| X.5       | 0.867                 | 0.738                                            | 0.706                                                 |
| X.6       | 0.792                 | 0.723                                            | 0.663                                                 |
| X.7       | 0.838                 | 0.678                                            | 0.599                                                 |
| X.8       | 0.874                 | 0.736                                            | 0.691                                                 |
| X.9       | 0.847                 | 0.734                                            | 0.639                                                 |
| Y1.1      | 0.699                 | 0.864                                            | 0.708                                                 |
| Y1.2      | 0.766                 | 0.839                                            | 0.758                                                 |
| Y1.3      | 0.642                 | 0.861                                            | 0.707                                                 |
| Y1.4      | 0.611                 | 0.810                                            | 0.571                                                 |
| Y1.5      | 0.699                 | 0.818                                            | 0.675                                                 |
| Y1.6      | 0.705                 | 0.847                                            | 0.691                                                 |
| Y1.7      | 0.697                 | 0.865                                            | 0.672                                                 |
| Y1.8      | 0.750                 | 0.804                                            | 0.648                                                 |
| Y1.9      | 0.743                 | 0.857                                            | 0.672                                                 |
| Y2.1      | 0.612                 | 0.669                                            | 0.851                                                 |
| Y2.2      | 0.637                 | 0.630                                            | 0.847                                                 |

| Indicator | Perceived<br>Support (X) | Organizational Work<br>Engagement (Y <sub>1</sub> ) | Organizational<br>Behavior (Y <sub>2</sub> ) | Citizenship |
|-----------|--------------------------|-----------------------------------------------------|----------------------------------------------|-------------|
| Y2.3      | 0.696                    | 0.688                                               | 0.881                                        |             |
| Y2.4      | 0.506                    | 0.643                                               | 0.712                                        |             |
| Y2.5      | 0.685                    | 0.706                                               | 0.867                                        |             |
| Y2.6      | 0.691                    | 0.723                                               | 0.847                                        |             |
| Y2.7      | 0.641                    | 0.707                                               | 0.837                                        |             |
| Y2.8      | 0.650                    | 0.665                                               | 0.834                                        |             |
| Y2.9      | 0.655                    | 0.623                                               | 0.811                                        |             |
| Y2.10     | 0.585                    | 0.616                                               | 0.792                                        |             |
| Y2.11     | 0.662                    | 0.702                                               | 0.861                                        |             |
| Y2.12     | 0.682                    | 0.699                                               | 0.842                                        |             |
| Y2.13     | 0.617                    | 0.704                                               | 0.852                                        |             |
| Y2.14     | 0.668                    | 0.690                                               | 0.841                                        |             |
| Y2.15     | 0.672                    | 0.735                                               | 0.851                                        |             |
| Y2.16     | 0.667                    | 0.692                                               | 0.886                                        |             |
| Y2.17     | 0.629                    | 0.677                                               | 0.868                                        |             |
| Y2.18     | 0.750                    | 0.752                                               | 0.888                                        |             |
| Y2.19     | 0.645                    | 0.617                                               | 0.837                                        |             |

Source: Prepared by the authors, 2026.

The Fornell–Larcker criterion was employed to assess discriminant validity by comparing the square root of the Average Variance Extracted (AVE) for each latent construct with its correlations with other latent constructs. Discriminant validity is considered satisfactory when the square root of the AVE exceeds the correlations between the construct and the other latent variables.

**Table 4. Fornell–Larcker Criterion Results**

| Constructs                             | Perceived<br>Organizational<br>Support | Work<br>Engagement | Organizational<br>Citizenship Behavior |
|----------------------------------------|----------------------------------------|--------------------|----------------------------------------|
| Perceived<br>Organizational<br>Support | <b>0.861</b>                           |                    |                                        |
| Work Engagement                        | 0.837                                  | <b>0.841</b>       |                                        |
| Organizational<br>Citizenship Behavior | 0.773                                  | 0.809              | <b>0.843</b>                           |

Source: Prepared by the authors, 2026.

In addition, discriminant validity was further evaluated using the Heterotrait–Monotrait Ratio (HTMT). A construct is considered to satisfy discriminant validity when the HTMT value is below 0.90. The results indicate that all HTMT values among the study variables are below the recommended threshold of 0.90, confirming that each

construct is empirically distinct and that the measurement model demonstrates adequate discriminant validity. The HTMT results are presented in Table 5.

**Table 5. Heterotrait–Monotrait Ratio (HTMT) Results**

| Constructs                             | Perceived<br>Organizational<br>Support | Work<br>Engagement | Organizational<br>Citizenship Behavior |
|----------------------------------------|----------------------------------------|--------------------|----------------------------------------|
| Perceived<br>Organizational<br>Support |                                        |                    |                                        |
| Work Engagement                        | 0.876                                  |                    |                                        |
| Organizational<br>Citizenship Behavior | 0.798                                  | 0.837              |                                        |

Source: Prepared by the authors, 2026.

### Composite Reliability

**Table 6. Composite Reliability Results**

| Variable                                  | Cronbach's<br>Alpha | Composite<br>Reliability | Description |
|-------------------------------------------|---------------------|--------------------------|-------------|
| Perceived Organizational Support          | 0.956               | 0.962                    | Reliable    |
| Work Engagement                           | 0.948               | 0.956                    | Reliable    |
| Organizational<br>Citizenship<br>Behavior | 0.977               | 0.979                    | Reliable    |

Source: Prepared by the authors, 2026.

As presented in Table 6, the composite reliability values for Perceived Organizational Support, Work Engagement, and Organizational Citizenship Behavior all exceed the recommended threshold of 0.70. These findings indicate that each construct demonstrates a high level of internal consistency reliability, confirming that all indicators consistently measure their respective latent constructs. Therefore, the measurement instruments used in this study are considered reliable.

### Structural Model Evaluation (Inner Model)

The structural model (inner model) was evaluated to examine and predict the causal relationships among the latent variables included in the research model. The inner model specifies the structural relationships between the independent and dependent constructs. Structural model evaluation was conducted using the coefficient of determination ( $R^2$ ) and the predictive relevance ( $Q^2$ ) measures.

### Coefficient of Determination ( $R^2$ )

**Table 7. Coefficient of Determination ( $R^2$ ) Results**

| Variable        | $R^2$ | Adjusted $R^2$ |
|-----------------|-------|----------------|
| Work Engagement | 0.701 | 0.695          |

| Variable                            | R <sup>2</sup> | Adjusted R <sup>2</sup> |
|-------------------------------------|----------------|-------------------------|
| Organizational Citizenship Behavior | 0.686          | 0.673                   |

Source: Prepared by the authors, 2026.

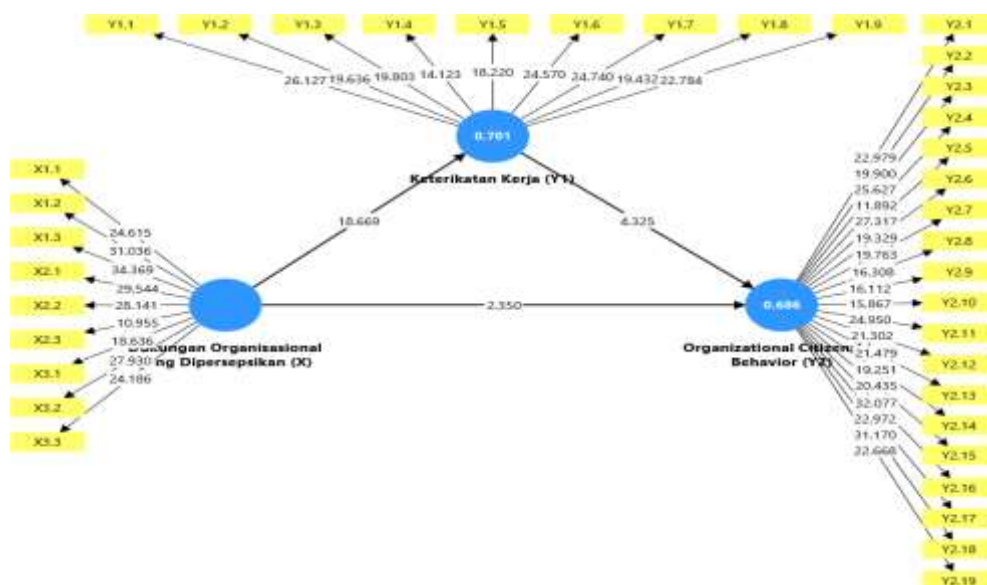
As shown in Table 7, the R<sup>2</sup> value for Work Engagement is 0.701, indicating that 70.1% of the variance in work engagement is explained by perceived organizational support, while the remaining 29.9% is attributable to factors not included in the present study. Meanwhile, the R<sup>2</sup> value for Organizational Citizenship Behavior is 0.686, suggesting that 68.6% of the variance in OCB is jointly explained by perceived organizational support and work engagement, whereas the remaining 31.4% is explained by other variables beyond the scope of this research.

### Predictive Relevance (Q<sup>2</sup>)

The Q<sup>2</sup> predictive relevance statistic was used to evaluate the predictive capability of the structural model, where a Q<sup>2</sup> value greater than zero indicates that the model possesses predictive relevance. The analysis yielded a Q<sup>2</sup> value of 0.906, demonstrating that the proposed model has excellent predictive capability and satisfies the criteria for a well-fitting structural model. This result indicates that 90.6% of the variance in Organizational Citizenship Behavior (OCB) can be explained by Perceived Organizational Support and Work Engagement, while the remaining 9.4% is attributable to other factors not incorporated into the research model.

### Hypothesis Testing

Figure 2. Hypothesis Testing Results



Source: Prepared by the authors, 2026.

Figure 2 illustrates the four hypotheses tested in this study. The first hypothesis proposes that Perceived Organizational Support has a positive and significant effect on Work Engagement. The second hypothesis proposes that Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior (OCB). The third hypothesis proposes that Work Engagement has a positive and significant effect on Organizational Citizenship Behavior (OCB).

significant effect on Organizational Citizenship Behavior. Finally, the fourth hypothesis proposes that Work Engagement mediates the relationship between Perceived Organizational Support and Organizational Citizenship Behavior. The results of the hypothesis testing are presented in Table 8.

**Table 8. Hypothesis Testing Results**

|                                                                                          | Original<br>Sample | t-<br>Statistic | p-<br>Value | Description |
|------------------------------------------------------------------------------------------|--------------------|-----------------|-------------|-------------|
| <b>Direct Effects</b>                                                                    |                    |                 |             |             |
| Perceived Organizational Support → Organizational Citizenship Behavior                   | 0.320              | 2.350           | 0.019       | Significant |
| Perceived Organizational Support → Work Engagement                                       | 0.837              | 18.669          | 0.000       | Significant |
| Work Engagement → Organizational Citizenship Behavior                                    | 0.542              | 4.325           | 0.000       | Significant |
| <b>Indirect Effects</b>                                                                  |                    |                 |             |             |
| Perceived Organizational Support → Work Engagement → Organizational Citizenship Behavior | 0.453              | 4.115           | 0.000       | Significant |

Source: Prepared by the authors, 2026.

Based on the bootstrapping results presented in Table 8, the findings of the hypothesis testing can be explained as follows.

**1. The Effect of Perceived Organizational Support on Work Engagement**

The effect of Perceived Organizational Support on Work Engagement yielded a path coefficient of 0.837, with a p-value of 0.000 ( $< 0.05$ ) and a t-statistic of 18.669 ( $> 1.96$ ). These results indicate that Perceived Organizational Support has a positive and statistically significant effect on Work Engagement. Accordingly, higher levels of perceived organizational support are associated with significantly higher levels of employee work engagement. Therefore, the first hypothesis is supported.

**2. The Effect of Perceived Organizational Support on Organizational Citizenship Behavior**

The effect of Perceived Organizational Support on Organizational Citizenship Behavior produced a path coefficient of 0.320, with a p-value of 0.019 ( $< 0.05$ ) and a t-statistic of 2.350 ( $> 1.96$ ). These findings indicate that Perceived Organizational Support exerts a positive and significant influence on Organizational Citizenship Behavior. This implies that employees who perceive greater organizational support are more likely to exhibit higher levels of OCB. Therefore, the second hypothesis is supported.

**3. The Effect of Work Engagement on Organizational Citizenship Behavior**

The effect of Work Engagement on Organizational Citizenship Behavior yielded a path coefficient of 0.542, with a p-value of 0.000 ( $< 0.05$ ) and a t-statistic of 4.325 ( $> 1.96$ ). These results demonstrate that Work Engagement has a positive and significant effect on Organizational Citizenship Behavior. Accordingly, employees with higher levels of work engagement tend to demonstrate stronger organizational citizenship behaviors. Therefore, the third hypothesis is supported.

#### 4. The Mediating Role of Work Engagement in the Relationship Between Perceived Organizational Support and Organizational Citizenship Behavior

The indirect effect analysis produced an original sample estimate of 0.453, with a p-value of 0.000 ( $< 0.05$ ) and a t-statistic of 4.115 ( $> 1.96$ ). These findings indicate that Work Engagement serves as a significant mediating variable in the relationship between Perceived Organizational Support and Organizational Citizenship Behavior. Based on the mediation assessment criteria, the mediation is classified as complementary partial mediation, indicating that Work Engagement partially mediates the positive relationship between Perceived Organizational Support and Organizational Citizenship Behavior. Consequently, the fourth hypothesis is supported.

#### Mediation Analysis

The mediation analysis was conducted by examining the significance of the direct effects between the exogenous variable and the mediating variable, the mediating variable and the endogenous variable, as well as the exogenous variable and the endogenous variable. The results indicate that Perceived Organizational Support has a positive and significant effect on Work Engagement ( $p = 0.000$ ), Work Engagement has a positive and significant effect on Organizational Citizenship Behavior (OCB) ( $p = 0.000$ ), and Perceived Organizational Support also has a positive and significant direct effect on Organizational Citizenship Behavior ( $p = 0.019$ ). Since all three structural paths are positive and statistically significant, Work Engagement functions as a mediating variable with a complementary partial mediation effect. These findings suggest that work engagement strengthens the positive influence of perceived organizational support on organizational citizenship behavior, although this relationship is also affected by other factors beyond the proposed mediation model.

#### Discussion

The findings of this study demonstrate that Perceived Organizational Support has a positive and significant effect on both Organizational Citizenship Behavior (OCB) and Work Engagement. Employees who perceive that they receive attention, recognition, trust, and support from their organization are more likely to engage in discretionary behaviors that extend beyond their formal job responsibilities, such as assisting colleagues, maintaining harmonious working relationships, and making greater contributions to the organization. These findings are consistent with Social Exchange Theory, which posits that favorable treatment from the organization encourages employees to reciprocate through positive attitudes and behaviors that benefit the organization. The present findings are also consistent with those reported by Purbosari and Suharti (2024), Andrade and Neves (2022), Bonaiuto et al. (2022), Katsaros (2024), and Rahmi et al. (2021), all of whom concluded that perceived organizational support plays a crucial role in enhancing both work engagement and organizational citizenship behavior.

This study further confirms that Work Engagement exerts a positive and significant influence on Organizational Citizenship Behavior. Employees who demonstrate high levels of vigor, dedication, and absorption in their work are more likely to voluntarily contribute beyond their formal job requirements, thereby improving

overall organizational effectiveness. The preliminary survey findings revealed that employees' sense of pride in their work, trust in the organization, and enthusiasm toward their job encourage them to assist colleagues, willingly accept additional responsibilities, and actively participate in various organizational activities. These findings provide further support for Social Exchange Theory and are consistent with the studies conducted by Pratama and Riana (2024), Gusharyani et al. (2023), Citrawati and Mujiati (2024), and Sudiyani and Rihayana (2024), which identified work engagement as an important determinant of organizational citizenship behavior.

Furthermore, Work Engagement was found to mediate the relationship between Perceived Organizational Support and Organizational Citizenship Behavior through a complementary partial mediation mechanism. This finding indicates that perceived organizational support enhances OCB not only directly but also indirectly by strengthening employees' work engagement. When employees perceive that they are valued and supported by their organization, they become more engaged in their work, which subsequently encourages them to exhibit discretionary behaviors that contribute to organizational effectiveness. These findings further reinforce Social Exchange Theory and are consistent with the results reported by Azizah et al. (2024), Saefudin (2023), Tawil et al. (2023), and Park and Kim (2024), who emphasized that work engagement serves as an important psychological mechanism through which perceived organizational support promotes organizational citizenship behavior.

## CONCLUSION

Based on the findings of this study, several conclusions can be drawn.

1. Perceived Organizational Support has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of employees at CV Prima Dewata Liquindo. Higher levels of perceived organizational support are associated with higher levels of employees' organizational citizenship behavior, and vice versa.
2. Perceived Organizational Support has a positive and significant effect on Work Engagement among employees of CV Prima Dewata Liquindo. Employees who perceive greater organizational support demonstrate higher levels of work engagement, whereas lower levels of perceived support are associated with lower work engagement.
3. Work Engagement has a positive and significant effect on the Organizational Citizenship Behavior of employees at CV Prima Dewata Liquindo. Employees with higher levels of work engagement are more likely to exhibit stronger organizational citizenship behavior.
4. Work Engagement mediates the relationship between Perceived Organizational Support and Organizational Citizenship Behavior among employees of CV Prima Dewata Liquindo. These findings indicate that when employees perceive a high level of organizational support, their work engagement increases, which subsequently enhances their organizational citizenship behavior. The mediation effect identified in this study is classified as complementary partial mediation, indicating that perceived organizational support influences organizational citizenship behavior both directly and indirectly through work engagement.

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