



Enhancing Performance Through Perceived Organizational Support: The Mediating Role Of Organizational Citizenship Behavior In Indonesia's Civil Service

Muhammad Fadhlal Maula^{1*}, Mahdani², M. Shabri³, Chairanisa Natasha Miraza⁴

^{1*, 2, 3, 4}Fakultas Ekonomi dan Bisnis, Universitas Syiah Kuala, Banda Aceh, Indonesia

*Corresponding author, e-mail: fadhlalmaula11@gmail.com

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ABSTRACT

This study examines how employee performance in Indonesia's public service is affected by perceived organizational support (POS), with a focus on the mediating function of organizational citizenship behavior (OCB). Despite various reform efforts, a significant portion of Indonesia's civil servants continue to exhibit low performance due to factors such as weak motivation, lack of discipline, and minimal engagement. These challenges highlight the need to explore behavioral and psychological drivers of performance beyond technical interventions. Using a quantitative methodology, information was gathered from 344 employees at the National Civil Service Agency (BKN) and the model was tested using a Structural Equation Modeling approach. A six-item version of the Survey of Perceived Organizational Support (SPOS) was employed to measure POS. OCB through altruism, conscientiousness, sportsmanship, and performance via four government-aligned indicators: quality, quantity, timeliness, and effectiveness. Results demonstrate that POS positively and significantly impact OCB and employee performance. Furthermore, OCB mediates the relationship between POS and employee performance. This finding indicates that supportive organizational environments foster proactive and voluntary behaviors that contribute to improved performance outcomes. These findings highlight the importance of psychological and behavioral dynamics in improving civil service performance. This study offers a novel contribution by integrating POS and OCB within a bureaucratic context, an area rarely addressed in prior research. It advances a holistic model of employee performance applicable to hierarchical public institutions and provides practical insights for public sector leaders aiming to improve service delivery through organizational support.

INTRODUCTION

The performance of Indonesia's State Civil Apparatus (SCA) continues to face significant challenges. According to the National Civil Service Agency, approximately 35% of SCAs are classified as low-performing or “dead wood” due to poor discipline and motivation ([Kompas.com, 2022](#)). This situation hinders bureaucratic reform and the delivery of quality public services. SCA performance is critical in achieving institutional objectives, especially in government agencies closely tied to public service provision. However, performance issues are not merely technical; they are also shaped by perceived organizational support (POS), and employee behavior. Performance reflects the degree to which organizational programs and policies are effectively executed in alignment with strategic goals ([Moeherson, 2009](#)).

In the SCA context, performance can be assessed through measurable targets, service quality, efficiency, and adherence to ethical standards. Beyond fulfilling formal tasks (in-role behavior), employees are also expected to exhibit discretionary, extra-role behaviors that benefit the organization—commonly referred to as Organizational Citizenship Behavior (OCB). These behaviors reflect helpfulness, cooperation, and a strong sense of commitment ([Snape & Redman, 2010](#)). Equally important is the role of organizational support in shaping employee behavior. Employees who feel supported tend to be more secure, valued, and engaged. POS refers to employees' perceptions of

how much the organization acknowledges their contributions and cares for their well-being (Cahayu & Rahyuda, 2019). Rhoades and Eisenberger, as cited in Putranti et al., (2021), emphasize that high POS enhances employees' sense of respect and belonging, which strengthens their psychological attachment and identification with the organization.

This study focuses on civil servants as key actors in public service delivery, analyzing their interactions with institutional support. By including both staff-level and managerial respondents, the research captures a comprehensive view of internal dynamics in public institutions. Using a quantitative approach, this study examines the interrelationships between perceived organizational support (POS), organizational citizenship behavior (OCB), and employee performance (EP) in Indonesia's public sector. Drawing on theoretical and empirical foundations, it aims to determine how OCB mediates the effects of POS on performance. Furthermore, the integration of POS in the model allows deeper insight into how organizational appreciation fosters extra-role behaviors that enhance institutional effectiveness. The findings are expected to contribute to human resource strategies that promote high employee engagement and support sustainable public sector reform.

RESEARCH METHOD

Research Model

This study examined the relationships between perceived organizational support, organizational citizenship behavior (OCB), and employee performance among Indonesian civil servants. Based on previous research, a conceptual framework was developed (Figure 1), positioning perceived organizational support as independent variables, employee performance as the dependent variable, and OCB as a mediator.

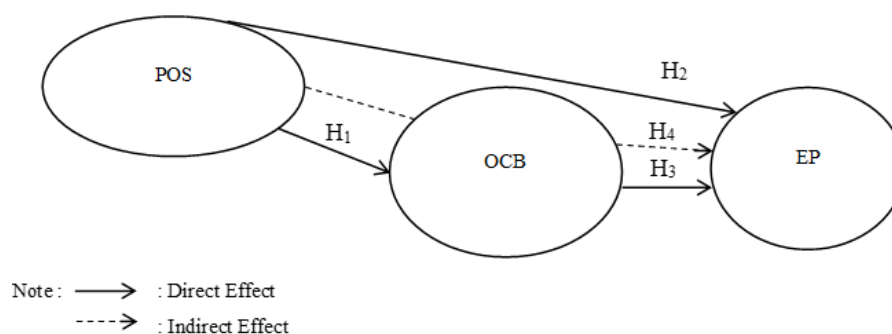


Figure 1. Research Model

Sample and Data Collection

The study targeted civil servants working at the National Civil Service Agency. Data were gathered through a structured questionnaire, accompanied by an introductory note explaining the research objectives. A probability sampling method – specifically, proportionate stratified random sampling – was employed. The population was stratified by job classification: managerial, professional, and administrative staff. Managerial staff are responsible for leading teams, making strategic decisions, and overseeing operations. Professional staff are specialists with specific expertise, such as analysts or technical officers, who support the organization through their knowledge and skills. Meanwhile, administrative staff handle routine tasks and provide essential support for daily operations. This classification helps capture the varied roles and responsibilities across organizational levels, ensuring a more comprehensive

understanding of employee experiences. Sample sizes for each group were determined proportionally based on their representation across the Agency's regional offices. The table below summarizes the sample size calculations using this method:

Table 1. Population and Sample

No	Work Unit	Population				Sample			
		Managerial	Professional	Staff	Total	Managerial	Professional	Staff	Total
1	Central Office Jakarta	84	717	334	1.135	12	100	47	159
2	Regional Office I	10	104	29	143	1	14	4	19
3	Regional Office II	9	58	33	100	1	8	5	14
4	Regional Office III	9	94	22	125	1	12	3	16
5	Regional Office IV	13	69	46	128	2	10	6	18
6	Regional Office V	11	57	11	79	2	8	2	12
7	Regional Office VI	9	63	28	100	1	9	4	14
8	Regional Office VII	12	58	27	97	2	7	4	13
9	Regional Office VIII	11	68	26	105	2	9	4	15
10	Regional Office IX	9	40	18	67	1	6	3	10
11	Regional Office X	11	67	14	92	2	9	2	13
12	Regional Office XI	11	43	18	72	2	6	3	11
13	Regional Office XII	11	64	25	100	2	9	3	14
14	Regional Office XIII	9	39	14	62	1	5	2	8
15	Regional Office XIV	9	33	20	62	1	5	2	8
Total		228	1574	665	2.467	33	217	94	344

Source: Employee data report (November 2024)

An electronic questionnaire was distributed via online channels (WhatsApp), both directly to employees and through the HR subdivision, between February 17 and April 25, 2025. Of the 389 invitations sent, 344 valid responses were received, yielding a response rate of approximately 88.43%. Table 2 presents the demographic characteristics of the respondents.

Table 2. Respondent Characteristics

No.	Characteristics	Frequency	Percentage
1.	Gender		
	Man	160	46.5
	Woman	184	53.5
Total		344	100
2.	Age		
	23 – 34 Years	196	57
	35 – 50 Years	131	38.1
	>50 Years	17	4.9
Total		344	100
3.	Job Position		
	Managerial	33	9.6
	Professional	217	63.1
	Staff	94	27.3
Total		344	100
4.	Work Units		
	BKN Central Office	159	46.2
	Regional Office I	19	5.5

	Regional Office II	14	4.1
	Regional Office III	16	4.7
	Regional Office IV	18	5.2
	Regional Office V	12	3.5
	Regional Office VI	14	4.1
	Regional Office VII	13	3.8
	Regional Office VIII	15	4.4
	Regional Office IX	10	2.9
	Regional Office X	13	3.8
	Regional Office XI	11	3.2
	Regional Office XII	14	4.1
	Regional Office XIII	8	2.3
	Regional Office XIV	8	2.3
	Total	344	100
5.	Work Tenure		
	< 2 Years	20	5.8
	2 - 5 Years	82	23.8
	5 - 10 Years	151	43.9
	> 10 Years	91	26.5
	Total	344	100

Source: Data Analysis

As presented in Table 2, the majority of respondents were female, totaling 184 individuals. The largest proportion of participants, accounting for 58%, fell within the 23–34 age range. Additionally, the data indicated that 63.1% of the respondents held professional positions. A significant portion, representing 46.2%, were based at the headquarters of the National Civil Service Agency. Lastly, the highest proportion of work tenure was observed among employees with 2 to 5 years of service, comprising 43.9% of the total sample.

Measures

The questionnaire employed a five-point Likert scale for all measurement items, ranging from 1 (strongly disagree) to 5 (strongly agree). The section assessing Perceived Organizational Support (POS) consisted of six items, including examples such as “My organization is very concerned about employee welfare” adapted from [Zhang et al., \(2023\)](#). The results of the descriptive analysis indicated a mean score of 3.88 with a standard deviation of 1.007 (see Table 3). The Organizational Citizenship Behavior (OCB) instrument utilized in this study was adapted from [Naqshbandi et al., \(2016\)](#), comprising three dimensions and a total of 12 items—for example, “I often talk about my desire to quit this job”. Responses were measured using a five-point Likert scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). The descriptive statistical results indicated a mean score of 4.08 and a standard deviation of 0.920 (refer to Table 3). This study employs performance measurement indicators originally introduced by Robbins, as cited in [Bintoro and Daryanto \(2017:107\)](#), which encompass the following aspects: (1) Quality of Work; (2) Quantity of Output; (3) Timeliness; (4) Cost Efficiency; and (5) Independence. Nonetheless, the present research utilizes only four of these indicators—for instance, “I use the available resources efficiently to complete the work”. The selection of these indicators is based on their relevance to the performance evaluation standards applied by the National Civil Service Agency (Badan

Kepegawaian Negara), as stipulated in the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022. The descriptive statistics revealed a mean score of 4.20 and a standard deviation of 0.942 (see Table 3).

Table 3. Descriptive Statistics of Variable

No.	Variable	Mean	Std. Deviation
1	Perceived organizational support	3,88	1,007
2	Organizational citizenship behavior	4,08	0,920
3	Employee performance	4,20	0,942
	Average	4,04	0,936

Source : Compiled by the author from SPSS 30.0 output, (2025)

RESULTS AND DISCUSSION

Given that several variables are measured through dimensions, this study adopts a second-order construct model. In CB-SEM, such constructs are analyzed in two stages: from the latent variable to its indicators, and from the latent variable to its dimensional sub-constructs (Ghozali & Latan, 2015). This study utilized CB-SEM to assess and confirm the theoretical relationships proposed in the research model (Dash & Paul, 2021). To assess the measurement model, Hair et al., (2017) and Fang et al., (2021) asserted that researchers must calculate each individual item's reliability, convergent validity, and discriminant validity. SPSS was employed for descriptive analysis, whereas SmartPLS was utilized for confirmatory factor analysis and CB-SEM procedures.

Measurement Model Assessment

The evaluation of the measurement model begins with analyzing the factor loadings of each indicator associated with its respective construct. As outlined by Hair et al., (2019), item loadings within the range of 0.60 to 0.70 are generally deemed sufficient for retention. In the present research, all indicators—both in the first-order and second-order constructs—demonstrated loadings exceeding 0.60 (refer to Tables 4 and 5), thereby satisfying the requirement for individual indicator reliability. Regarding internal consistency, Hair et al., (2019) recommend that the composite reliability (CR) value for each construct should be no less than 0.70. The CR values reported in Tables 4 and 5, across both stages of analysis, ranged from 0.892 to 0.949. These values confirm the reliability of each construct measured, aligning with the reliability standards suggested in earlier literature (Zimmerman et al., 1993). To verify convergent validity, Chin & Marcoulides (1998) proposed that the average variance extracted (AVE) should meet or exceed a minimum value of 0.50. As shown in Tables 4 and 5, all constructs in this study demonstrated AVE scores above this threshold in both first-order and second-order analyses. Consequently, these results affirm that convergent validity has been adequately achieved for the constructs in question.

**Table 4. Standardized Loading Factor (SLF),
Average Variance Extracted (AVE),
Composite Reliability (CR), and Cronbach's Alpha in First Order**

N o	Dimension /Variable	Indicato r	Outer loadings (standardized)	AVE	Composite Reliability	Cronbach' s Alpha
1	AL	AL.1	0,864	0,72 9	0,915	0,915
		AL.2	0,865			
		AL.3	0,854			
		AL.4	0,833			
2	CON	CON.1	0,833	0,67 4	0,892	0,891
		CON.2	0,847			
		CON.3	0,840			
		CON.4	0,761			
3	EP	EP.1	0,855	0,80 1	0,942	0,941
		EP.2	0,898			
		EP.3	0,916			
		EP.4	0,910			
4	POS	POS.1	0,869	0,75 6	0,949	0,949
		POS.2	0,902			
		POS.3	0,882			
		POS.4	0,841			
		POS.5	0,847			
		POS.6	0,872			
5	SPR	SPR.1	0,868	0,78 8	0,937	0,937
		SPR.2	0,926			
		SPR.3	0,897			
		SPR.4	0,858			

Source : Compiled by the author from SmartPLS 4.1.0.9 output, (2025)

Table 5. Standardized Loading Factor (SLF), Average Variance Extracted (AVE), and Composite Reliability (CR) in Second Order

No.	Variable	Dimension	Standardized loading factor (SLF)	AVE	Composite Reliability
1	OCB	AL	0,945	0,785	0,916
		CON	0,844		
		SPR	0,865		

Source : Compiled by the author from SmartPLS 4.1.0.9 output, (2025)

To assess discriminant validity, the Fornell-Larcker Criterion is used, which is a traditional method that has been employed for over 30 years by comparing the square root of the Average Variance Extracted (AVE) of each construct with the correlations between other constructs in the model (Hair et al., 2019). In this study, Based on the Table 6, the overall root of AVE (Fornell-Larcker Criterion) for each the construct has a greater value than its correlation with other variables. This is because the square root of the AVE value for each construct yields a value greater than the correlation value between constructs and other constructs in the model, thus the model can be stated to have good discriminant validity according to Fornell and Larcker.

Table 6. Fornell & Larcker

Variable/ Dimension	AL	CON	KP	POS	SPR
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AL	(0,854)				
CON	0,797	(0,821)			
KP	0,797	0,712	(0,895)		
POS	0,578	0,517	0,632	(0,869)	
SPR	0,817	0,730	0,730	0,530	(0,888)

Source: Compiled by the author from SmartPLS 4.1.0.9 output, (2025)

Structural Model Assessment

In the context of this study, the R^2 value for Organizational Citizenship Behavior (OCB) was recorded at 0.375, while Employee Performance (EP) achieved 0.733, indicating a satisfactory level of explanatory power (refer to Table 7). This study utilized the bootstrapping procedure involving 1,000 resamples and a total sample of 344 respondents to analyze the significance and strength of the path coefficients, following the guidelines established by Hair et al. (2019). The outcomes derived from the structural model are illustrated in Table 8 and Figure 2.

The first hypothesis (H1) proposed that POS exerts a positive influence on OCB. The statistical output (see Table 8 and Figure 2) confirmed this relationship, showing a significant positive path ($\beta = 0.552$, $t = 6.616$, $p < 0.05$), thus supporting H1. Likewise, findings showed a significant positive association between POS and EP ($\beta = 0.159$, $t = 2.661$, $p < 0.05$), lending support to H2. The link between OCB and EP was also significant ($\beta = 0.695$, $t = 7.694$, $p < 0.05$), leading to the acceptance of H3. The mediating effect of OCB on the relationship between POS and EP showed a statistically significant indirect effect ($\beta = 0.384$, $t = 4.678$, $p < 0.05$), which supports H4. Mediation analysis, as outlined by Hair et al. (2014), suggests that full mediation occurs when the indirect effect is significant while the direct effect is not. Conversely, if both the direct and indirect paths show significant effects, the relationship is considered to exhibit partial mediation. In this study, since both direct and indirect influences in H4 is significant, the findings indicate partial mediation.

Table 7. R-square

No.	Variable	R ²
1	Organizational citizenship behavior	0.375
2	Employee Performance	0.733

Source: Compiled by the author from SmartPLS 4.1.0.9 output, (2025)

Table 8. Hypothesis Testing

Hypothesis	Relationship	Path coefficient	t-value (O/STDEV)	P Values	Decision
H1	POS -> OCB	0.552	6.616	0.000	Supported
H2	POS -> EP	0.159	2.661	0.008	Supported
H3	OCB -> EP	0.695	7.694	0.000	Supported
H4	POS-> OCB -> EP	0.384	4.678	0.000	Supported Partial Mediation

Source: Compiled by the author from SmartPLS 4.1.0.9 output, (2025)

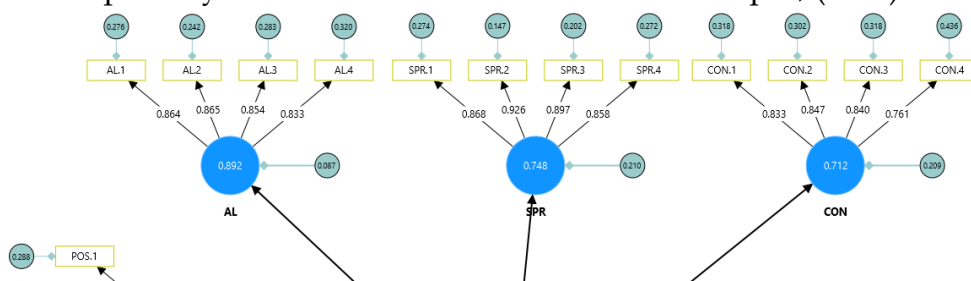


Figure 2. Bootstrapping Model CB-SEM (Smart PLS)

Discussion

a. The Relationship Between Perceived Organizational Support, Organizational Citizenship Behavior, and Employee Performance

The findings demonstrate that Perceived Organizational Support (POS) has a positive effect on both Organizational Citizenship Behavior (OCB) and employee performance (EP). Employees who feel supported—both emotionally and through tangible resources—are more likely to exhibit voluntary behaviors such as helping colleagues, demonstrating loyalty, and contributing proactively to organizational objectives. This sense of reciprocity enhances motivation, commitment, and overall productivity. At the National Civil Service Agency (BKN), POS is evident through initiatives such as capacity-building programs, performance incentives, improved facilities, and a focus on employee welfare, all of which foster a supportive climate that encourages engagement and extra-role behavior.

These results align with previous research. [Alshaabani et al. \(2021\)](#) found that POS significantly boosts OCB by enhancing employee engagement and commitment. Similarly, [Eisenberger et al. \(2002\)](#) noted that perceived support strengthens work relationships and encourages voluntary contributions to organizational goals. [Chiang and Hsieh \(2012\)](#) further confirmed that POS improves both task performance and extra-role behavior, leading to a more harmonious and effective workplace. [Hochwarter et al. \(2006\)](#) also observed that organizational support helps reduce employee stress, further contributing to improved performance. Moreover, [Rhoades and Eisenberger \(2002\)](#) emphasized that POS strengthens affective commitment, which reinforces employees' willingness to perform at their best.

b. The Relationship Between Organizational Citizenship Behavior and Employee Performance: The Mediating Role of OCB

The findings indicate a significant positive association between Organizational Citizenship Behavior (OCB) and employee performance (EP), with OCB also serving as a partial mediator in the relationships between Perceived Organizational Support (POS) and EP. This suggests that when employees voluntarily engage in behaviors beyond their formal roles—such as assisting coworkers and demonstrating initiative—organizations benefit from improved resource utilization and a more supportive psychological climate, ultimately leading to enhanced overall performance. Consistent with prior research ([Bell & Menguc, 2002](#); [Chien & Hung, 2008](#); [Podsakoff &](#)

MacKenzie, 1994; Yoon & Suh, 2003), the study confirms that self-initiated actions like consistent cooperation and excellence in task execution are central to improving employee performance. Tsai et al. (2007) also emphasized that proactive support among coworkers reflects strong performance, while Yoon and Suh (2003) noted that in service contexts, customer perceptions of quality often mirror employees' internal performance levels.

The mediating role of OCB emerged in the relationship between POS and EP. This aligns with Chen (2008), who explained that employees who feel supported by their organization tend to reciprocate by engaging in OCB, which ultimately contributes to better job outcomes. Organizational care, recognition, and support play a crucial role in encouraging such behaviors. Chiang and Hsieh (2012) likewise confirmed that POS has both direct and indirect effects on performance by strengthening OCB, further underscoring its importance as a driver of employee effectiveness and workplace harmony.

Theoretical and Practical Contribution

This study contributes theoretically by extending Social Exchange Theory (SET) within the public sector context, demonstrating how Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) interact to enhance civil servant performance in a bureaucratic setting. By modeling OCB as a second-order construct, the research offers a more comprehensive understanding of its dimensions and mediating role. Practically, the findings highlight that fostering a supportive work environment can stimulate extra-role behaviors that lead to improved performance. This offers public institutions, particularly in developing countries, a strategic pathway to enhance service delivery through non-financial, behaviorally driven HRM practices.

CONCLUSION

This study explored the interrelationships among perceived organizational support (POS), organizational citizenship behavior (OCB), and employee performance at the National Civil Service Agency. Based on prior research, a causal model was tested using data from civil servants, with results confirming all hypotheses. POS were found to significantly and positively influence employee performance, both directly and indirectly through OCB. The findings underscore that employees who feel supported are more likely to demonstrate extra-role behaviors that enhance productivity. For public institutions, a supportive, value-driven work environment plays a critical role in shaping employee behavior and performance, reinforcing the strategic importance of human capital in achieving organizational objectives.

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