

# PSS on OCB with Work Engagement as a Mediating Variable

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**Abstract.** *With work engagement serving as a mediating variable, this study intends to examine the relationship between perceived supervisor support and organizational citizenship behavior among Kawat Asa Teknik Utama Factory employees. A quantitative approach using a census technique on a sample of 40 employees is the research method employed. Questionnaires that have undergone validity and reliability testing were distributed in order to collect data. Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method was used to analyze the data. The study's findings demonstrated that 1) Organizational Citizenship Behavior is positively and significantly impacted by perceived supervisor support. 2) Work engagement is positively and significantly impacted by perceived supervisor support. 3) Organizational Citizenship Behavior is positively and significantly impacted by work engagement. 4) The connection between perceived supervisor support and organizational citizenship behavior is positively and significantly mediated by work engagement.*

**Keywords:** *Perceived Supervisor Support, Organizational Citizenship Behavior, Work Engagement*

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## INTRODUCTION

In an era of increasingly tight and dynamic industrial competition, the success of a company in achieving operational goals is not only determined by technology and business strategy, but also depends heavily on the contribution of employees as core elements in running business processes. Employees who are highly dedicated and have a strong commitment will make a significant contribution to the success of a company (Albrecht et al., 2021). In modern human resource management, employee behavior is influenced by complex psychological and sociological factors. The success of a company is not only determined by individual performance, but also by the collective initiative of employees outside of formal duties.

In this case, the role of employees becomes very important and cannot be ignored, because employees are a crucial element in achieving company goals (Umihastanti & Frianto, 2022). A supportive work environment plays an important role in encouraging positive employee behavior. This support includes not only physical facilities and technology, but also the quality of interpersonal relationships, especially between employees and superiors (Faizah, 2022). A conducive work environment can increase employee motivation to demonstrate Organizational Citizenship Behavior.

OCB behavior includes the initiative to help coworkers, compliance with company rules and procedures, efficient use of working time, providing valuable ideas, the ability to work independently without direct supervision, behavior characterized by spontaneity and sincerity.

OCB behavior has been shown to increase organizational efficiency, create a positive work environment, and strengthen synergy between employees (Jongchul & Jooyoung, 2023). One example of the application of OCB can be seen in manufacturing companies in Indonesia, where employee involvement in various volunteer initiatives often contributes to increased productivity and product quality.

For example, at the Asa Teknik Utama Wire Factory, which is the first company in West Sumatra in the field of chicken cage production with galvanized wire material. Based on interviews with supervisors at the Asa Teknik Utama Wire Factory. Employees of the Asa Teknik Utama Wire Factory have fulfilled several dimensions of OCB, but there are still several dimensions that are not optimal and are still weak, one of which is Conscientiousness regarding punctuality of attendance during working hours. The following is employee attendance data for the last 5 months.

Table 1. Asa Teknik Utama Wire Factory Employee Attendance Data June-October 2024 Period

Month	Number of employees	A	B	% permission (B/A)	C	%	D	%
		Working days	Permission		Entry day (A-B)	Entry day (C/A)	Late	Late (D/C)
June	40	880	40	4,5%	840	95%	50	5,9%
July	40	1080	50	4,6%	1030	95%	100	9,7%
August	40	1040	20	1,9%	1020	98%	77	7,5%
September	40	1040	32	3%	1008	97%	50	4,9%
October	40	1080	40	3,8%	1040	96%	45	4,3%

Source: Asa Teknik Utama Wire Factory

It can be concluded that although the level of employee attendance is quite good, the percentage of employee requests for leave and employee tardiness shows a relatively high percentage. The high number of tardiness also has the potential to have a negative impact on the effectiveness of the company's operations. In addition, other problems found at Asa Teknik Utama are related to the Sportsmanship dimension. Some employees at Asa Teknik Utama tend to complain when faced with a workload that is considered slightly heavier than usual. In addition, it was also found that some employees were reluctant to admit individual mistakes when mistakes occurred at work.

Instead, employees tend to blame each other, which can trigger less than ideal work practices. According to Wang (2014), the suboptimal dimension of OCB can be influenced by Perceived Supervisor Support. This study shows that employees who feel they get more support from their supervisors tend to display better OCB behavior. Support from supervisors also increases higher commitment to the company and behaves more proactively in helping coworkers (Zappal et al., 2019). In this context, at the Asa Teknik Utama Wire Factory, there are problems related to employee supervision in complying with the regulations set by the company. As an illustration, when there is no supervisor to supervise directly, employees tend to do personal activities, such as leaving the work area to shop, which can interfere with work productivity.

This condition indicates the need for PSS so that employees can be more focused in carrying out their duties and complying with applicable policies, in order to achieve the company's operational goals. As the support provided by the supervisor increases, employees will feel more appreciated and cared for, which leads to increased motivation and commitment to work. Research conducted by Kissi (2023), shows that PSS not only contributes to increasing levels of work discipline, but also facilitates a more positive work experience for employees. This

can trigger increased Work engagement. The study also said that Work engagement functions as a mediator in PSS.

In addition to being founded on the aforementioned occurrences, the research carried out at the Asa Teknik Utama Wire Factory was also motivated by the findings of earlier studies. According to Sultana et al. (2016), PSS significantly improved OCB. However, Fiernaningsih (2019) claimed that while PSS affected work-life balance, there was no discernible direct impact on OCB. Additionally, using trust as a mediating variable, Akram et al. (2018) found that PSS and supervisor justice had a positive relationship with OCB. Park & Kim (2024) discovered that while PSS did not directly impact OCB, it did have an impact on work engagement. This discrepancy in results suggests that more research is necessary to fully understand the relationship between

PSS, work engagement, and OCB, particularly in the context of Indonesia's manufacturing sector. This study aims to analyze the effect of perceived supervisor support on organizational citizenship behavior among employees at the Asa Teknik Utama Wire Factory. This is based on the phenomenon that occurred there, where there were issues in several dimensions of organizational citizenship behavior, such as poor attendance and sportsmanship, as well as a lack of supervision that affected employee performance. It is thought that OCB conduct, such as adherence to corporate policies, efforts to assist colleagues, and enhancing overall organizational performance, can be increased with supervisor support.

Furthermore, the purpose of this study is to examine the relationship between PSS and employee work engagement. It is anticipated that greater work engagement, which is frequently brought about by supervisor assistance, will boost employee motivation and dedication to the business and inspire them to contribute more effectively in the workplace. In order to comprehend how high levels of work engagement might promote more positive OCB behavior, which can then boost productivity and work quality at the Asa Teknik Utama Wire Factory, this study will also examine the impact of work engagement on OCB. The function of work engagement as a mediating variable in the link between PSS and OCB will also be investigated in this study.

Put another way, the goal of this study is to determine whether boosting work engagement can amplify the beneficial relationship between supervisor support and employee OCB behavior. Understanding the dynamics of the link between these components is key, particularly in the Indonesian manufacturing sector where employee contributions are essential to reaching the operational objectives of the business. Social Exchange Theory, created by Blau is the theory employed in this investigation. According to social exchange theory, people willingly connect with others in the hopes of receiving benefits from them. This behavior is influenced by anticipation of the rewards and is contingent upon a favorable reaction or reward (Ahmad et al., 2023). The significance of reciprocity standards and trust in establishing wholesome and advantageous partnerships.

This idea is applicable in a business setting to explain how supervisor support can affect organizational citizenship behavior. According to Social Exchange Theory, employees' perceptions of their social exchange connection with the firm can be improved by positive reinforcement from supervisors, which in turn can promote behavior that benefits the organization, like OCB. Fan et al. (2023) define organizational citizenship behavior as employees' voluntary acts that go above and beyond their formal duties and job descriptions.

Even though the organization's compensation system does not formally acknowledge or promote this conduct, it has a big impact on creating a happy work atmosphere. Organ et al. (2006) define organizational citizenship behavior as the freedom of individual action that enhances the efficacy and efficiency of organizational functions and is either directly or indirectly acknowledged by the incentive system. Additionally, OCB encompasses attitudes and behaviors that are advantageous to the organization and cannot be acquired through contracts, salary, or official position requirements.

According to the definition given above, voluntary employee conduct that goes above and beyond the stated duties and obligations in a job description is known as organizational citizenship behavior. Although the organization does not usually formally recognize or award this behavior, it makes a substantial contribution to productivity, effectiveness, and a great work environment. Singh et al. (2020) state that OCB is made up of a number of factors, such as civic virtue, sportsmanship, conscientiousness, courtesy, and altruism.

Perceived Supervisor Support, as defined by Aprianto et al. (2019), is the degree to which supervisors pay attention to the welfare of their staff members and express gratitude for their contributions to the company. Employees' attempts to assist supervisors in accomplishing organizational goals are thought to be a reflection of their appreciation for the support that supervisors provide. Employee perceptions of how much their managers value their efforts and are concerned about their well-being are known as perceived supervisor support (Eisenberger et al., 2002).

According to a number of definitions, the employee's assessment of how much their supervisor appreciates their work, offers sufficient assistance, and is concerned about their welfare is known as perceived supervisor support. This assistance consists of guidance, empowerment, and feedback to help workers perform their jobs as effectively as possible. Several markers of perceived supervisor support include being concerned, paying attention, helpful, and being a good organizer, according to Velasquez et al. (2021).

High levels of enthusiasm, determination, and intense focus are characteristics of job engagement, a good psychological state associated with the workplace. People that are engaged are excited, find purpose in their work, and are totally absorbed in their activities; they find it hard to let go because they love it so much (Schaufeli & Bakker, 2004). Work engagement, according to Ridho (2023), is characterized by motivation, intention, and a favorable evaluation of one's work that supports the development of a sound mental state. This concept highlights the significance of psychological factors in job engagement, which takes into account an individual's emotional and cognitive experiences while performing professional tasks in addition to work outcomes.

Several definitions lead to the conclusion that work engagement is a good psychological state that represents people's complete involvement in their work and is typified by vigor, commitment, and intense focus. People in this state are inspired, passionate, and find purpose in their job, which promotes mental health and peak performance for the organization's progress. Willmer et al. (2019) state that energy, devotion, and absorption are some of the indicators that make up work engagement. The relationship between perceived supervisor support and organizational citizenship behavior is mediated by work engagement.

Because they feel valued, inspired, and taken care of both professionally and emotionally, workers who feel supported by their managers are more likely to be engaged at work. They are then greatly inspired to do more as a result of this involvement, both in official tasks and in the form of voluntary actions like supporting colleagues, upholding cordial working relationships, and actively taking part in organizational activities that advance shared objectives. Put another way, managers who offer constructive criticism can boost staff morale, which in turn leads to high levels of engagement at work and the development of organizational citizenship behavior. This demonstrates how crucial interpersonal interactions are to fostering productive, long-lasting positive work behavior in an organization.

## **METHODS**

With work engagement as a mediating variable, this study uses quantitative methodology and causal research design to test the relationship between perceived superior support and organizational citizenship behavior. The choice of this causal design was made because it allows researchers to test the directional relationship between variables that have been formulated in

the hypothesis, so that it can provide a deeper understanding of the mechanism of the relationship between constructs. The Kawat Asa Teknik Utama Factory in Lima Puluh Kota Regency, West Sumatra, was the location of the study. The number of permanent workers at the factory was 40 people who were the research population. Because the population was very small, the entire population was used as a research sample using the census sampling technique. The inclusion criteria in this study were employees who had permanent status and had worked for at least one year. Exclusion criteria included permanent employees who were on long leave or were not actively working during the data collection period. This approach ensures that respondents have adequate work experience and are active in the company's work environment. Data were collected using a closed questionnaire created using theoretical indicators of each variable. Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are the five dimensions used to measure the OCB variable consisting of 25 questions (Singh et al., 2020). There are four indicators and 7 questions used to measure the PSS variable (Velasquez et al., 2021). These indicators are caring, attentive, helpful, and well-organized. Meanwhile, Willmer et al. (2019) created three dimensions of passion, dedication, and absorption to measure the Work Engagement variable, consisting of 9 questions. All research instruments are based on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data collection was carried out in February 2025 by distributing printed questionnaires directly to respondents in their respective work environments. The questionnaire filling period lasts for 14 working days. To anticipate unresponsive or incomplete data, researchers checked the returned questionnaires directly and asked for clarification if necessary. The response rate reached 100% because all target employees managed to provide complete answers. Using SmartPLS software version 4.0, the data analysis method combines the Partial Least Square (PLS) method with the Structural Equation Modeling (SEM) methodology. The reason for using this method is because the research model is complex with mediating variables, the data is not assumed to be normally distributed, and the sample size is relatively small. In addition, SEM-PLS allows researchers to test the validity, reliability, and relationships between variables simultaneously. The analysis was carried out in two main stages: the measurement model (outer model) was evaluated to test the validity and reliability of the construct, and the structural model (inner model) was evaluated to test the hypothesis and relationships between variables. The loading factor values, average variance extracted (AVE), composite reliability, and R-square and t-statistic values to measure the significance of the influence between variables were used to assess the feasibility of the model.

## RESULTS AND DISCUSSION

### Descriptive Analysis

Table 2. Respondent Characteristics

Characteristics	Total	Percentage	Characteristics	Total	Percentage
<b>Gender</b>			<b>Education</b>		
Male	16	40%	SD	6	15%
Female	24	60%	SMP	8	20%
<b>Age</b>			SMA/SMK	25	63%
<25 years	10	25%	Bachelor	1	3%
26-40 years	16	40%	<b>length of work</b>		
41-55 years	10	25%	<1 years	14	35%
>55 years	4	10%	2-5 years	9	23%
			6-9 years	10	25%
			>10 years	7	18%

Source: Primary Process Data

The demographic characteristics of respondents were assessed to provide context for the research data. The respondents included employees of PT Asa Teknik Utama, who varied in terms of gender, age, education level, and years of service. This section helps to frame the analysis by demonstrating the diversity and representativeness of the sample population.

## Data Analysis

### Outer Model

Validity test

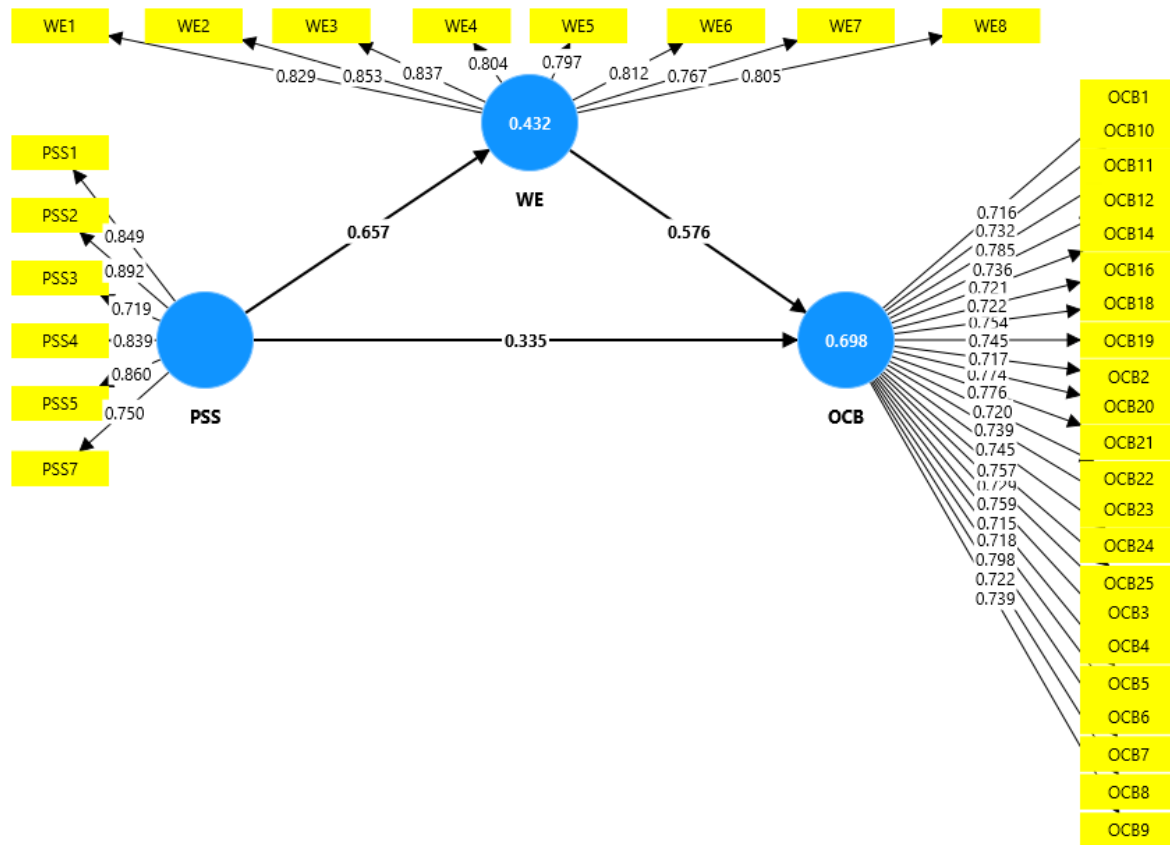


Figure 1 Outer Model

Source: Smart PLS 4, Year 2025

The following figure illustrates the results of the convergent validity test through the outer loading value of each indicator in the measurement model. Based on the results of the outer loading test, it can be seen that each indicator in each variable has a loading factor value above 0.7. So that all indicators in this study can be stated to have met the convergent validity criteria (Haryono, 2016). In addition to the Loading Factor value, to analyze the validity of research data, the Average Variance Extracted (AVE) value can be used. The following are the results of the validity test using the AVE value.

Table 1 Average variance extracted (AVE)

	Average variance extracted (AVE)
OCB	0,551
PSS	0,673
WE	0,662

Source: Smart PLS 4, Year 2025

Based on the table above, it can be seen that all Average Variance Extracted (AVE) values have values above 0.5, which means that the constructs in the model have good convergent validity and are acceptable. This result implies that more than half of the variance in the indicators is explained by the underlying construct, which meets the important requirements for construct validity in structural equation modeling. In the validity test, apart from Convergent Validity, another aspect that is assessed is Discriminant Validity, which is measured using the Fornell-Larcker method.

Table 2 Fornell-Larcker

	OCB	PSS	WE
OCB	0,742		
PSS	0,714	0,821	
WE	0,796	0,657	0,813

Source: Smart PLS 4, Year 2025

This table evaluates the discriminant validity of the model using the Fornell-Larcker criterion. Discriminant validity ensures that a construct is truly different from other constructs in the model. Based on the table above, the AVE square root value of each variable is greater than the correlation value between variables, so it can be concluded that this study has good discriminant validity.

### Reliability Test

Table 3 Reliability Test

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
OCB	0,961	0,963	0,964
PSS	0,902	0,901	0,925
WE	0,927	0,930	0,940

Source: Smart PLS 4, Year 2025

Based on the test results presented in the table, the Cronbach's Alpha and Composite Reliability values for all constructs were  $\geq 0.7$ . These values indicate that the research instrument has high reliability. Thus, all constructs in the estimated model meet the reliability criteria and can be declared reliable (Haryono, 2016).

### Inner Model

The inner model can be evaluated using the R-Square value on the endogenous construct, the t-test, and the significance of the structural path parameters. This evaluation is carried out to assess the strength of the influence between variables in the research model.

Table 4 Inner Model

	R-square	Adjusted R-square
OCB	0,698	0,681
WE	0,432	0,417

Source: Smart PLS 4, Year 2025

The R-square value for the Organizational Citizenship Behavior variable is 0.698. This shows that 69.8% of the variation in OCB can be explained by the independent variables used in the model, while the remaining 30.2% is explained by other variables outside the model. Meanwhile, the R-square value for the Work Engagement (WE) variable is 0.432. This shows that

43.2% of the variation in Work Engagement can be explained by the independent variables in the model, and the remaining 56.8% is influenced by other factors outside the model.

### **Hypotesist Test**

Hypothesis testing is conducted to analyze the direct, indirect, and total effects between latent variables, both individually and interactively. This process uses the bootstrapping method which is run through the SmartPLS 4 program.

Table 5. Hypotesist Test

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
PSS -> OCB	0,335	0,340	0,105	3,203	0,001
PSS -> WE	0,657	0,663	0,091	7,233	0,000
WE -> OCB	0,576	0,578	0,115	5,010	0,000
PSS -> WE -> OCB	0,379	0,379	0,079	4,781	0,000

Source: Smart PLS 4, Year 2025

This table summarizes the results of hypothesis testing conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). Each hypothesis is evaluated based on the calculated t-statistic and corresponding p-value, which determine the significance of the proposed relationships among variables.

### **Perceived Supervisor Support on Organizational Citizenship Behavior**

The results show that Perceived Supervisor Support has a positive and significant effect on Organizational Citizenship Behavior with a path coefficient value of 0.335, T-statistic 3.203 (>1.96), and P-value 0.001 (<0.05). This shows that the higher the employee's perception of support from superiors, the higher their tendency to show OCB. This finding supports the H1 hypothesis in the study that the perception of support from superiors plays an important role in encouraging the emergence of extra-role behavior that is beneficial to the organization.

### **Perceived Supervisor Support on Work Engagement**

The results show that Perceived Supervisor Support has a positive and significant effect on Work Engagement, with a path coefficient value of 0.657, a T-statistic value of 7.233 (> 1.96), and a P-value of 0.000 (< 0.05). This shows that the higher the support felt by employees from their superiors, the higher the level of work engagement possessed by the employees. This finding strengthens hypothesis H2 which states that the perception of support from superiors is an important factor in increasing employee emotional and cognitive involvement in their work.

### **Work Engagement on Organizational Citizenship Behavior**

The results show that Work Engagement has a positive and significant effect on Organizational Citizenship Behavior, with a path coefficient value of 0.576, a T-statistic value of 5.010 (>1.96), and a P-value of 0.000 (<0.05). This shows that the higher the level of work engagement possessed by employees, the higher their tendency to display OCB. These findings provide empirical evidence for hypothesis H3, which states that work engagement plays an important role in encouraging employees to make voluntary contributions outside their formal roles.

### **Perceived Supervisor Support towards Organizational Citizenship Behavior is Mediated by Work Engagement**

The results show that Work Engagement positively and significantly mediates the influence of Perceived Supervisor Support on Organizational Citizenship Behavior. With a path

coefficient value of 0.379, T-statistic of 4.781 ( $> 1.96$ ), and P-value of 0.000 ( $< 0.05$ ). This shows that perceived support from superiors not only directly increases employees' organizational citizenship behavior, but also indirectly through increased work engagement. Thus, hypothesis H4 which states that Work Engagement mediates the relationship between Perceived Supervisor Support and Organizational Citizenship Behavior can be accepted.

Employees of the Asa Teknik Utama wire plant exhibit organizational citizenship behavior that is influenced by perceived supervisor support, according to the results of the testing of hypothesis 1. This finding is consistent with Sultana et al. (2016)'s research, which indicated that PSS significantly and favorably affects OCB. The study demonstrates how encouraging managers can boost staff morale and engagement, which in turn promotes extracurricular activities like assisting colleagues, showing devotion to the business, and taking initiative on one's own. Workers will be inspired to go above and beyond the call of duty if they believe their managers value their contributions, care about their well-being, and encourage their professional growth (Kurniawan et al., 2021). Furthermore, according to research by Sounthary et al. (2020), workers who perceive that their supervisors are supporting them are more likely to exhibit high OCB behavior because they believe that this support reflects the company's overall focus and support. It may be inferred from the testing of hypothesis 2 that employee work engagement at the Asa Teknik Utama wire production is influenced by perceived supervisor support.

These findings are consistent with studies by Hamzah & Nordin (2022), which found that high PSS can boost employees' positive emotions and lower their negative ones, increasing their work engagement. Employee engagement at work is positively correlated with perceived support (Sulistiyan et al., 2022). This is consistent with Darmawan & Alawiyah's findings from 2024. Supervisor support will improve employee views, making workers feel valued and cared for, which in turn boosts their motivation and engagement at work. It is possible to draw the conclusion that work engagement influences organizational citizenship behavior in Asa Teknik Utama wire plant workers based on the testing of hypothesis 3. These findings are pertinent to Mnan et al.'s research from 2023. Motivated and emotionally invested workers are more likely to take voluntary actions that advance the business. Employees that are highly engaged at work are frequently inspired to go above and beyond their official responsibilities (Latifah & Efendi, 2018).

Employees with high levels of job engagement frequently take on activities outside of their primary responsibilities, which is consistent with earlier research by Noida (2024). Positive physical, mental, and emotional energy is produced in the workplace by work engagement, which eventually promotes regular extra-role behavior and fosters teamwork. It can be inferred from the testing of hypothesis 4 that the impact of perceived supervisor support on organizational citizenship behavior in Asa Teknik Utama wire plant workers is mediated by job engagement. The study's findings are consistent with those of R & Safitri (2023), who found that supervisor support may raise employee engagement at work, which may then promote the formation of extra-role behavior, or OCB. The interaction between PSS and OCB gains significance with this mediating role since work engagement serves to fortify emotional ties and employee dedication to the company. According to Wahyuni and Sulastrri (2020), work engagement is the primary factor influencing employees' increased propensity to contribute outside of their designated duties.

## CONCLUSION

Employees' organizational citizenship behavior at the Kawat Asa Teknik Utama Factory is positively and significantly impacted by perceived supervisor support, according to the findings of the data analysis and discussion that have taken place. This research suggests that employees are more likely to engage in extra-role behavior that promotes the development of a positive and effective work environment when they experience greater support from their superiors. Support from superiors can boost employee work engagement on an emotional, cognitive, and physical

level. Additionally, it has been demonstrated that perceived supervisor support has a favorable and significant impact on work engagement. The study's findings also showed that organizational citizenship behavior is positively and significantly impacted by work engagement, with highly engaged employees more likely to be proactive, enthusiastic, and exhibit positive organizational behavior. Additionally, the association between perceived supervisor support and organizational citizenship behavior is considerably mediated by work engagement. To put it another way, supervisors' encouragement not only directly influences OCB behavior but also indirectly, by raising employee work engagement levels. Thus, it is possible to draw the conclusion that work engagement is a key mediating factor in enhancing the impact of perceived supervisor support on organizational citizenship behavior.

## SUGGESTION

The management of the Asa Teknik Utama Wire Factory is advised to maximize the role of superiors in consistently supporting staff members by means of open communication, giving feedback, and fostering a positive work environment, in light of the study's findings. In order to promote Organizational Citizenship Behavior overall, the organization should also boost employee work engagement by modifying the workload, establishing suitable challenges, and expressing gratitude for active participation, even in non-mandatory activities. To make the research findings more thorough and pertinent to the advancement of human resource management science, it is advised that future researchers broaden the scope of the study to include additional industrial sectors and think about including variables like job satisfaction or organizational culture.

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