

The Role of Organizational Citizenship Behavior in Mediating Organizational Support and Employee Engagement on Organizational Performance

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KEYWORDS	ABSTRACT
Keywords: inflation; Employee Engagement; Organizational Support; Organizational Citizenship Behavior; Organizational Performance. Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. Copyright ©2026 Vifada Management and Digital Business. All rights reserved.	Purpose: This study examines the pathways linking organizational support and Employee Engagement to organizational performance. Research Method: The study employed a quantitative design, with data collected during a single observation period. All 87 employees included in the research population were involved through a saturated sampling technique. Results and Discussion: The model estimation results demonstrate that organizational support and Employee Engagement both exert positive and significant effects on organizational performance. These two factors also encourage the development of Organizational Citizenship Behavior. In the subsequent pathway, such voluntary behavior was shown to contribute to strengthening organizational achievement. Implications: These findings indicate that improving the performance of regional government agencies cannot rely solely on formal regulations and divisions of responsibility, but also requires supportive work experiences, employees' psychological engagement, and a willingness to make additional contributions to the organization. Originality: This research integrates organizational support, Employee Engagement, and OCB in one research model directed at the performance of local government organizations.

Introduction

The performance of public organizations today is no longer solely measured by their ability to absorb budgets or complete administrative tasks. Local governments are required to deliver tangible performance that is tangible to the public (Zhu et al., 2026). This performance can be seen in the quality of public services, program effectiveness, efficient use of resources, and achievement of regional development indicators. In public organizations, employee performance and performance measurement systems are closely linked to overall organizational performance (Biswan & Alim, 2021). In this context, local government organizational performance should be understood as the organization's ability to achieve strategic goals, provide good service, and generate revenue. *outcome* sustainable development (Thomas & Ali, 2024).

Human resource management needs to be aligned with the organization's strategic objectives to improve government performance. The merit system is an important approach because it emphasizes objectivity, competence, qualifications, performance, fairness, and transparency. In accordance with Regulation of the Minister of Administrative and Bureaucratic Reform Number 40 of 2018 concerning Guidelines for the Merit System, civil servant management must be conducted fairly and non-discriminatory. The implementation of the merit system is aimed at building a fair and conducive work environment, strengthening certainty for employees, and fostering a professional attitude in carrying out civil service duties (Naalu et al., 2026).

This research takes the context of the Cilegon City Government. Cilegon City holds a strategic position in Banten Province due to its industrial reputation and coastal characteristics. The Cilegon City Government still faces several development challenges. Several indicators show positive achievements, such as the Human Development Index, a decrease in the Open Unemployment Rate, and investment realization. However, several other indicators still require attention, particularly the poverty rate, economic growth rate, the Gini Ratio, and inflation rate. The poverty rate in Cilegon City in 2024 was recorded at 3.75%, with an economic growth rate of 4.84%. *Ratio* of 0.36, and inflation of 2.72%. These conditions indicate that regional development still requires strengthening so that *outcome* development is increasingly stable, equitable and sustainable (Cilegon City Government, 2025).

Issues of food security, agriculture, and fisheries cannot be viewed solely from a technical implementation perspective. Planning, control, evaluation, and program synchronization are also crucial factors in ensuring that technical programs are implemented on target. Therefore, the Cilegon City Regional Development Planning Agency (Bapperida) is also relevant as a research locus. Bapperida plays a crucial role in planning, controlling, research, development, and evaluating regional development. Bapperida plays a role in formulating development policy directions, coordinating planning across regional agencies, and monitoring the achievement of development targets (Lorena & Bilawal, 2022).

The relationship between Bapperida and the Food Security, Agriculture, and Fisheries Agency is crucial because they represent two key functions in achieving regional government performance. Bapperida represents the strategic function in development planning, control, and evaluation, while the Food Security, Agriculture, and Fisheries Agency represent the technical function in implementing food security, agriculture, and fisheries programs. Therefore, the selection of these two regional agencies is more appropriate because it can illustrate the relationship between development planning and technical program implementation in matters directly related to poverty, economic growth, equity, and food price stability (Hossain et al., 2026).

This phenomenon shows that strengthening the performance of local government organizations cannot be separated from human resource factors. A good program will not produce good results. *outcome optimal* If employees lack strong engagement, feel supported by the organization, or lack the initiative to go above and beyond formal requirements. In the context of food security, agriculture, and fisheries, employees not only perform administrative functions, but also coordinate field work, collect data, foster farmer and fisherman groups, monitor food supplies, provide community support, develop plans, and follow up on emerging technical issues. Therefore, the success of an institution is determined not only by the formal work system, but also by the extent to which employees feel the organization's attention, are engaged in their work, and are willing to contribute beyond their job responsibilities (Asif et al., 2025).

As a first step to map the state of the apparatus at the research location, a pre-survey was conducted of 20 employees of the Cilegon City Regional Development Planning Agency (Bapperida) and the Food Security, Agriculture, and Fisheries Agency. The results indicated that organizational support still requires improvement, particularly in terms of concern, response to complaints, and assistance with employee work challenges. The variable *Employee Engagement*, the results of the pre-survey show that the majority of employees have demonstrated enthusiasm, enthusiasm, meaning in work, and concentration in carrying out their duties. Seen from the variables *Organizational Citizenship Behavior* (OCB), the majority of employees have constructive work behavior, such as willingness to help coworkers, maintaining a positive attitude, maintaining work relationships, and paying attention to organizational progress (Amin et al., 2026).

Previous empirical studies have shown that organizational support, *Employee Engagement*, and OCB are factors closely correlated with performance. OCB plays a significant role in contributing to the performance of public sector employees through voluntary actions, such as helping coworkers, maintaining a healthy work environment, and proactively seeking solutions, which can increase organizational effectiveness (Noviyanti et al., 2025). *Job insecurity* And *person-organization fit* related to the formation of OCB, which further contributes to improving employee performance (Gupitasari et al., 2025). On the other hand, *job satisfaction* and *organizational culture* influences

OCB and employee performance, and positions OCB as a link between job satisfaction and work results (Parna et al., 2024).

Previous literature generally still examines the relationship between these variables separately. Studies that simultaneously position OCB as a mediating mechanism in explaining the influence of organizational support and *Employee Engagement* on organizational performance is still relatively limited. Studies on organizational support, *Employee Engagement*, OCB, and organizational performance are rarely integrated into a single, coherent analytical framework, particularly in local government. Many previous studies also focus on individual performance, rather than organizational performance related to regional development outcomes. Furthermore, few empirical studies have explored how OCB serves as a mediating mechanism in the relationship between organizational support and performance. *Employee Engagement* on the performance of local government organizations. This gap is the fundamental reason why this research is necessary (Waheed et al., 2025).

The distinguishing elements that constitute a new contribution in this research include several main aspects. First, this research integrates organizational support, *Employee Engagement*, and OCB in one research model directed at the performance of local government organizations. Second, OCB is positioned as a mediator to explain how organizational support and *Employee Engagement* can influence organizational performance. Third, this research was conducted within the Cilegon City Government, which has the characteristics of an industrial city with unique development challenges, such as economic growth, welfare equality, unemployment, inflation, and demands for improved public services. Fourth, this research connects studies on Human Resource Management with the performance of public organizations that are oriented towards *outcome* regional development (Lian & Ding, 2025).

Based on this, the problem formulation in this research is 1) Does organizational support have a significant positive effect on organizational performance in regional apparatus at the Cilegon City Government Office?, 2) Is it *Employee Engagement* has a significant positive effect on organizational performance in regional apparatus at the Cilegon City Government Office?, 3) Does organizational support have a significant positive effect on *Organizational Citizenship Behavior* in regional apparatus at the Cilegon City Government Office?, 4) Is it *Employee Engagement* has a significant positive effect on *Organizational Citizenship Behavior* in regional apparatus at the Cilegon City Government Office?, 5) Is it *Organizational Citizenship Behavior* has a significant positive effect on *organizational performance* in regional apparatus at the Cilegon City Government Office?, 6) Does organizational support have a significant positive effect on organizational performance through *Organizational Citizenship Behavior* in regional apparatus at the Cilegon City Government Office?, 7) Is it *Employee Engagement* has a significant positive effect on organizational performance through *Organizational Citizenship Behavior* in the regional apparatus at the Cilegon City Government Office?

2. Literature Review and Hypothesis Development

The Influence of Organizational Support on Organizational Performance in the Cilegon City Government

Organizational support reflects employees' assessment of the extent to which the institution recognizes their contributions and demonstrates concern for their well-being. When this support is strongly felt, employees tend to exert greater effort, maintain loyalty, and improve the quality of their work. This can strengthen organizational performance, particularly in achieving strategic goals and delivering public services. In the Cilegon City Government, adequate support is expected to foster an effective, responsive, and results-oriented apparatus (Rahman & Niamul, 2022).

Research findings show that organizational support is positively related to *Organizational Citizenship Behavior* (Ridwan & Tiarapuspa, 2022; Selfita Liasari & Chichi Andriani, 2025). Other research indicates that attention from top management can strengthen employee engagement and dedication to institutional goals (Aliyu & Gebremeskel, 2024). Therefore, theoretically, it can be assumed that the stronger organizational support felt by Cilegon City Government employees will improve organizational performance, as reflected in the achievement of SAKIP and regional development indicators.

H₁: It is suspected that Organizational Support has a positive influence on Organizational Performance in the Cilegon City Government

Influence *Employee Engagement* on Organizational Performance in the Cilegon City Government

Employee engagement indicates the level of employee engagement to their work, reflected in their enthusiasm, perseverance, and ability to focus while carrying out tasks. Employees with strong work engagement are generally more motivated to produce optimal performance, take initiative when facing problems, and align their actions with the direction of the organization. Within the Cilegon City Government, employee engagement is one element that can strengthen the emergence of innovation, improve the quality of public services, and achieve strategic goals as formulated in planning documents and government agency performance accountability reports (Gupta et al., 2026).

The research findings indicate that employee engagement is positively and significantly correlated with increased productivity, customer service quality, and decreased *turnover* (Lusiferina Amalia Utami et al., 2023). Other studies also show that employee engagement has a positive relationship with performance, including in bureaucratic environments such as local government agencies (Rozana et al., 2022). Therefore, theoretically, it can be assumed that increasing employee engagement in the Cilegon City Government will improve organizational performance (Thien et al., 2026).

H₂: *Employee Engagement* has a significant positive effect on Organizational Performance in the Cilegon City Government

The Influence of Organizational Support on *Organizational Citizenship Behavior* to the Cilegon City Government

Organizational Citizenship Behavior, which goes beyond formal obligations, can be driven by employee perceptions of support from within the organization. Based on *Social Exchange Theory* Employees tend to respond positively when the organization treats them fairly, provides leadership support, and creates a conducive work environment. This response can be manifested through a willingness to help colleagues, maintain the agency's reputation, and take initiatives in implementing public services beyond the demands of their position. Within the Cilegon City Government, adequate organizational support is expected to foster OCB, which strengthens internal coordination and the quality of service to the public (Thi et al., 2026).

These results reinforce the evidence that organizational support is a positive and significant trigger for the development of OCB (Ni & Rihayana, 2024). When employees perceive tangible attention and support from the organization, their engagement with their work tends to increase. This engagement can then develop into a willingness to help, take initiative, and contribute beyond job requirements, thereby increasing the organization's chances of achieving its goals (Valentina et al., 2022). Therefore, the stronger the support received by Cilegon City Government employees, the higher their likelihood of demonstrating OCB through voluntary contributions that help improve organizational effectiveness (Belayneh & Singh, 2026).

H₃: It is suspected that Organizational Support has a significant positive effect on *Organizational Citizenship Behavior* to the Cilegon City Government

Influence *Employee Engagement* to *Organizational Citizenship Behavior* to the Cilegon City Government

Employee Engagement on OCB describes the strong psychological connection employees have with their work and organization. This attachment can foster a sense of belonging, pride, and a desire to contribute beyond simply fulfilling job obligations. Employees with high levels of engagement tend to be more willing to help colleagues, maintain conducive working relationships, and take the initiative to improve processes and service quality without always waiting for direction from superiors. In the Cilegon City Government, strong engagement is expected to increase the emergence of OCB, which is needed to face the diversity of government tasks and increasing public demands for public services (Budi et al., 2024).

Empirical findings also place employee engagement as a crucial factor driving OCB. Strong emotional attachment and mental attention to work tend to encourage employees to go beyond their formal responsibilities and make additional contributions to the organization's interests (Ni & Rihayana, 2024). Furthermore, highly engaged employees tend to exhibit constructive and voluntary behaviors, such as providing suggestions for improvement or actively participating in organizational activities, which are forms of OCB (Nuryanto & Pratiwi, 2024). Based on this theoretical foundation, increased *Employee Engagement* for Cilegon City Government employees is expected to be followed by increasingly strong *Organizational Citizenship Behavior* which is reflected in the implementation of daily work (Liu et al., 2023).

H₄: *Employee Engagement* has a significant positive effect on *Organizational Citizenship Behavior* to the Cilegon City Government

Influence *Organizational Citizenship Behavior* on Organizational Performance in the Cilegon City Government

Organizational Citizenship Behavior has an important contribution to organizational performance because it can facilitate work coordination, reduce conflict, and increase organizational flexibility in facing change. The willingness of employees to help colleagues, take on responsibilities outside of their primary duties, and maintain the agency's reputation can increase the organization's ability to meet performance targets, especially in the bureaucratic environment of the Cilegon City Government which has complex tasks and coordination characteristics. OCB also encourages the creation of a collaborative and conducive work atmosphere, thereby improving the quality of public services and increasing public satisfaction (Alijanzadeh et al., 2026).

Research shows that OCB can strengthen organizational effectiveness by improving productivity, work process efficiency, and service quality. This behavior also serves as a social glue that facilitates work relationships, strengthens coordination, and reduces the potential for conflict between employees (Cecilia et al., 2025). Employees who exhibit high OCB tend to work more collaboratively, take initiative, and contribute beyond formal obligations, thus supporting the achievement of more optimal performance (Cecilia et al., 2025; Rahmawati et al., 2023). Based on this description, increasing OCB among Cilegon City Government employees is expected to enhance the organization's ability to realize strategic goals and meet key performance indicators.

H₅: *Organizational Citizenship Behavior* has a significant positive effect on Organizational Performance in the Cilegon City Government

The Influence of Organizational Support on Organizational Performance through *Organizational Citizenship Behavior* to the Cilegon City Government

Theoretically, organizational support can lead to improved performance through two pathways. The first pathway operates directly, while the second pathway occurs through the formation of OCB as a behavioral link. The experience of receiving attention, appreciation, and assistance from the organization can strengthen employees' bonds with their institution. This bond is then reflected in a willingness to take actions beyond job requirements, such as lightening the workload of colleagues, maintaining work discipline, and contributing to the quality of service to the public. These extra-role behaviors can improve process efficiency, the quality of collaboration, and the organization's ability to achieve performance targets. In the Cilegon City Government, high organizational support is predicted to increase OCB of civil servants, which in turn strengthens organizational performance (Fadhlal et al., 2026).

Research also shows that a positive organizational climate, one of which is shaped by organizational support, can encourage OCB behavior, which then contributes to improved performance (Rahmawati et al., 2023). A conducive organizational climate can support performance effectiveness, while less supportive internal conditions have the potential to slow organizational development (Khasanah & Kusmaryani, 2024). Therefore, OCB is thought to be an intermediary mechanism that channels the influence of organizational support on organizational performance in the Cilegon City Government (Ueranant et al., 2026).

H₆: It is suspected that Organizational Support has a significant positive effect on Organizational Performance through *Organizational Citizenship Behavior* to the Cilegon City Government

Influence Employee Engagement on Organizational Performance through *Organizational Citizenship Behavior* to the Cilegon City Government

Contribution Employee Engagement The impact on organizational performance can be formed through two pathways. In addition to its direct impact, employee engagement in work can first develop into OCB, which then continues its influence towards better organizational performance. Employees with strong work engagement are those who see purpose in their work, are enthusiastic about it, give their best effort, and have a personal attachment to the organization's success. This situation encourages employees to make contributions beyond the demands of their position, such as helping colleagues, maintaining harmonious working relationships, taking on volunteer roles, and demonstrating concern for organizational achievement (Afiahtul et al., 2025).

OCB serves as an intermediary mechanism that transforms employee energy, dedication, and engagement into tangible contributions to the organization. In the context of Bapperida and the Cilegon City Food Security, Agriculture, and Fisheries Agency, actively involved employees with high OCB are expected to facilitate coordination, improve the quality of program implementation, strengthen responsiveness, and support the achievement of organizational targets. This means that the greater the energy, attention, and dedication an employee devotes, the greater the possibility of voluntary behavior outside of job requirements, which ultimately strengthens perceptions of organizational performance (Zhu et al., 2026).

H₇: *Employee Engagement* has a significant positive effect on Organizational Performance through *Organizational Citizenship Behavior* to the Cilegon City Government

3. Research Method

Study design

This study uses a quantitative approach through a survey method. This design allows for measurable, systematic, and efficient analysis of respondent characteristics and the relationships between variables. To maintain systematic and transparent reporting, this study adheres to the reporting principles of data-based survey studies. checklist like CROSS (Checklist for Reporting of Survey Studies), especially in the aspects of population and sample, data collection procedures, response rates, and bias control strategies.

Population and sample

The population in this study includes all employees who meet the characteristics according to the focus and boundaries of the study. The study was conducted in two Regional Apparatus Organizations within the Cilegon City Government: the Cilegon City Bapperida (Regional Development Planning Agency) and the Cilegon City Food Security, Agriculture, and Fisheries Agency (DKP3). All individuals in the population who met the research criteria were selected as respondents using saturated sampling, also known as total sampling the number is 87.

Data collection techniques

The primary data sources for this study were civil servants working at the Cilegon City Regional Development Planning Agency (BAPPERIDA) and the Cilegon City Food Security, Agriculture, and Fisheries Agency. The data were collected directly using a Likert-type questionnaire. Supporting data were obtained through a review of various secondary sources, including official local government documents, agency performance reports, planning documents, personnel information, reference books, and scientific articles relevant to the research construct.

Data analysis techniques

The research data was processed using a quantitative approach using *Structural Equation Modelling-Partial Least Squares* (SEM-PLS). This method was chosen because the research model involves several latent constructs, measurement indicators, and mediating variables that form direct and indirect influence paths. Compared to covariance-based SEM, PLS-SEM is more flexible for analyzing relatively complex models, is oriented towards predictive ability, and does not require

strictly normally distributed data (J. Hair & Alamer, 2022). Into see whether the instrument used is valid, it can be explained in Table 1.

Table 1 AVE, Composite Reliability and Cronbach's Alpha Analysis

Construct	Cronbach's Alpha	rho_a	rho_c	AVE	Information
Organizational Support (X_1)	0.915	0.918	0.929	0.568	Reliable
Employee Engagement (X_2)	0.928	0.930	0.939	0.607	Reliable
Organizational Performance (Z)	0.924	0.926	0.936	0.595	Reliable
Organizational Citizenship Behavior (Y)	0.920	0.923	0.933	0.583	Reliable

Source: SEMpls Analysis (2026)

Based on Table 1. all constructs get value Cronbach's alpha, rho_A, And rho_C above 0.90. These results indicate that the indicators for each construct have a very high level of internal consistency. The AVE values for each construct range from 0.568 to 0.607, and all have exceeded the minimum threshold of 0.50. Thus, the organizational support construct, Employee Engagement, Organizational Citizenship Behavior, and organizational performance is declared reliable and meets convergent validity criteria.

4. Results and Discussion

4.1. Analysis Results

To clarify the results of the research model testing, the following shows the results of data processing using PLS-SEM Algorithm. The figure shows the relationship between variables in the research model, the value outer loading each indicator, as well as the coefficient of determination value for the endogenous construct. Through this figure, it can be seen how the indicators form the Organizational Support construct, Employee Engagement, Organizational Citizenship Behavior, and Organizational Performance. In addition, the figure illustrates the direction of the structural relationship between variables that is in accordance with the research conceptual framework.

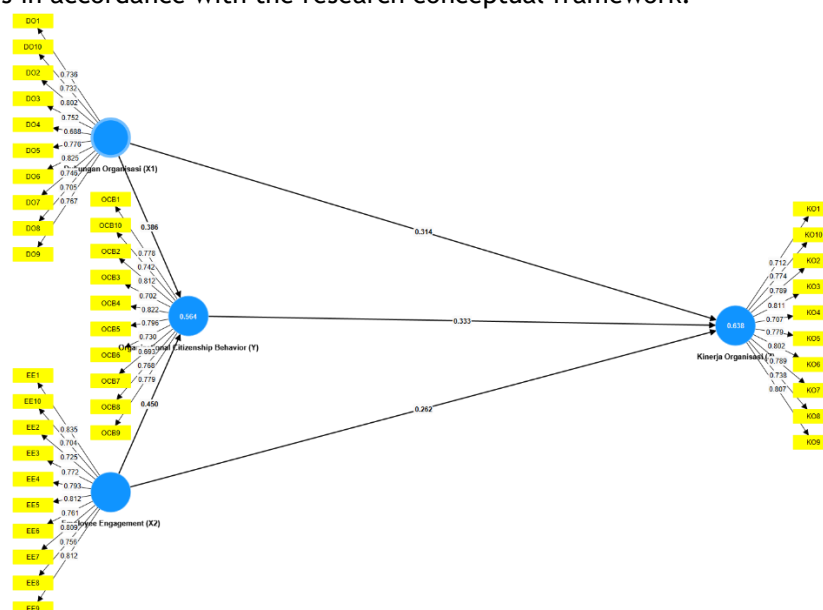


Figure 1 PLS-SEM Test Results Algorithm

Figure 1 shows that the ability of each indicator to reflect the latent construct is indicated by the value on the connecting line between the indicator and the construct, namely the value outer loading. Most of the indicators have a value outer loading above 0.70, generally indicating good

convergent validity. Meanwhile, the numbers on the lines connecting the latent constructs are path coefficients that describe the direction and magnitude of the influence between variables in the structural model. A higher value indicates a stronger influence, while a positive value indicates a unidirectional relationship. The values listed for the endogenous constructs indicate the value R-Square, namely the extent of variation in endogenous constructs that can be explained by exogenous constructs in the model. Overall, Figure 1 provides an overview of the quality of indicators in representing constructs, the direction and strength of relationships between variables, and the ability of the structural model to explain endogenous constructs.

Next, a hypothesis test is carried out to see whether the relationship is significant or not and whether each hypothesis that is built is accepted.

Table 2 Hypothesis test

Hypothesis	Relationship	Coefficient	STDEV	t-statistics	P-value	Result
H1	Organizational Support (X ₁) -> Organizational Performance (Z)	0.314	0.087	3.593	0,000	Accepted
H2	Employee Engagement (X ₂) - > Organizational Performance (Z)	0.262	0.124	2.108	0,035	Accepted
H3	Organizational Support (X ₁) -> OCB (Y)	0.386	0.086	4.491	0,000	Accepted
H4	Employee Engagement (X ₂) - > OCB (Y)	0.450	0.094	4.788	0,000	Accepted
H5	OCB (Y) -> organizational performance (Z)	0.333	0.089	3.732	0,000	Accepted
H6	Organizational Support (X ₁) -> OCB (Y) -> organizational performance (Z)	0.129	0.046	2.770	0,006	Accepted
H7	Employee Engagement (X ₂) -> OCB (Y) -> organizational performance (Z)	0.150	0.058	2.594	0,010	Accepted

Based on Table 1, all direct relationships in the model are positive and significant. Organizational support has a positive effect on organizational performance with a path coefficient of 0.314, *t-statistic*3,593, and *p-value* < 0,001. *Employee Engagement* also has a positive influence on organizational performance with a coefficient of 0.262, *t-statistic*2,108, and *p-value* 0,035.

In relation to *Organizational Citizenship Behavior*, organizational support shows a coefficient of 0.386, *t-statistic*4,491, and *p-value*< 0.001. Meanwhile, *Employee Engagement* has a positive effect on OCB with a coefficient of 0.450, *t-statistic*4,788, and *p-value*< 0.001. OCB has also been proven to have a positive effect on organizational performance with a coefficient of 0.333, *t-statistic*3,732, and *p-value* < 0,001.

These results indicate that increasing organizational support, such as attention from leaders, policies that Favor employees, and the creation of a conducive work environment, can encourage organizational performance. *Employee Engagement* High levels of support also make employees more enthusiastic, focused, and willing to optimize their abilities in carrying out their work. This support and involvement can then encourage the emergence of OCB, such as helping coworkers, maintaining a healthy work environment, demonstrating initiative, and carrying out tasks beyond formal requirements. These behaviors ultimately contribute to improved organizational performance. Thus, all directly influence hypotheses in this study are empirically supported.

organizational support has a positive and significant influence on organizational performance through *Organizational Citizenship Behavior* This is indicated by the indirect influence coefficient of 0.129, the value *t-statistic*2,770, and *p-value*0.006. These findings indicate that organizational support not only directly improves performance but also encourages employees to engage in voluntary

behaviors beyond their formal obligations. These behaviors, in turn, contribute to improved organizational performance.

Employee Engagement also proven to have a positive and significant influence on organizational performance through OCB, with a coefficient of 0.150, *t-statistic*2,594, and *p-value*0.010. Employees who are strongly engaged in their work tend to demonstrate enthusiasm, responsibility, and a willingness to help coworkers and take initiative in completing tasks. This voluntary behavior supports the smooth running of work processes and contributes to organizational performance.

4.2. Discussion

The Influence of Organizational Support on Organizational Performance

The test results show that organizational support has a positive and significant effect on organizational performance, with a path coefficient of 0.314, a value of *t-statistic*3,593, and *p-value*< 0.001. Based on these results, it is clear that support from various parts of the organization is crucial for local government organizations to function well. The best way for organizations to demonstrate their support for employees is by recognizing and appreciating their efforts, responding to their concerns and complaints, and providing assistance when they encounter difficulties at work. Employees are more likely to meet deadlines, maintain quality standards, and contribute to the organization's success when they perceive support from the organization.

The findings of Prayoga et al. (2025) and Wargoputri et al. (2024) reinforce the view that perceived organizational support is a crucial factor influencing employee performance. Similarly, Susanty et al. (2025) demonstrated that the influence of organizational support on employee performance can occur through employee engagement. Mahmoud et al. (2023) also found a relationship between perceived organizational support and performance achievement in the hospitality industry. This study applies these findings to the local government sector, expanding previous research that has largely focused on professional organizations, companies, hotels, and banks. Planning, technical services, coordination, and achieving regional development goals are areas where public organizations benefit from organizational support.

Influence Employee Engagement on Organizational Performance

The test results show that Employee Engagement has a positive and significant effect on organizational performance, with a path coefficient of 0.262, a value *t-statistic*2,108, and *p-value*0.035. These findings indicate that the higher the employee engagement in carrying out their work, the better their assessment of the organization's performance achievements. When employees are engaged, they demonstrate that they care about the work they do and are fully dedicated to their duties. Employees who are highly engaged not only attend work but also give their full concentration and effort to complete the tasks assigned. Because this condition increases seriousness, work direction, and responsibility, organizational performance is also positively affected. The higher the level of engagement, the better the organizational performance. *Employee Engagement*, the greater the organization's opportunity to improve the quality of work results, speed up task completion, and achieve predetermined targets.

The results of this study reinforce the findings of Rajendran and Doraisamy (2022), who examined the relationship between *Employee Engagement* on pharmaceutical company employees and organizational effectiveness. Badarani et al. (2025) examined the relationship between *Employee Engagement* and organizational success at the Central Statistics Agency, while Emilisa et al. (2025) also studied the same issue, so the findings of this study are in line with the results of that study. Furthermore, the relationship between psychological engagement and job performance has been proven by Kumari et al. (2023). Compared with other studies, this study provides stronger support for the conditions that exist in local government organizations, such as Bapperida and DKP3 Cilegon City. In other words, if an organization wants to be more productive, deliver higher-quality services, and achieve program goals, then *Employee Engagements* an important factor.

The Influence of Organizational Support on *Organizational Citizenship Behavior*

The test results show that organizational support has a positive and significant effect on *Organizational Citizenship Behavior* (OCB), with a path coefficient of 0.386, the *value-t-statistic* 4,491, and *p-value* < 0.001. This finding indicates that the stronger the support employees feel, the greater their tendency to display OCB behavior.

Support from the organization and leadership can foster a sense of belonging, security, and trust in their workplace for employees. This encourages employees to contribute beyond their formal obligations, such as helping coworkers, maintaining harmonious work relationships, demonstrating a positive attitude, and paying attention to organizational development. Thus, organizational support plays a crucial role in shaping voluntary behaviors that contribute to the smooth and effective functioning of the organization. Therefore, organizational support influences the implementation of formal tasks as well as the development of OCB behaviors that contribute to the effectiveness of organizational performance.

The findings of Lee and Jun (2024) show a relationship between *Organizational Citizenship Behavior*, perceived organizational support, and superior support. These results are consistent with research by Aprilani et al. (2021), which identified perceived organizational support and organizational commitment as factors that can encourage the formation of OCB. Ni and Rihayana (2024) also found a relationship between *Perceived Organizational Support* and OCB. This series of findings confirms that the support employees feel can shape more positive work attitudes and behaviors toward the organization.

Most previous research has been conducted in healthcare organizations, such as hospitals and clinics. This study extends the examination of this relationship to local government organizations. In the context of the Regional Development Planning Agency (Bapperida) and the Cilegon City Food Security, Agriculture, and Fisheries Agency, organizational support can be a foundation for fostering collaboration, improving services, and more effective implementation of cross-sectoral tasks.

Influence Employee Engagement to Organizational Citizenship Behavior

The test results show that *Employee Engagement* has a positive and significant effect on *Organizational Citizenship Behavior*, with a path coefficient of 0.450, the *value-t-statistic* 4,788, and *p-value* < 0.001. This coefficient is the largest among all direct influences in the research model. This finding indicates that employee engagement plays a relatively strong role in driving the formation of OCB.

Employees who are highly engaged in their work tend to demonstrate enthusiasm, attention, and sincerity in carrying out their duties. They not only strive to complete formal responsibilities but also show concern for the overall success of the organization. This engagement can develop into voluntary behaviors, such as helping coworkers, maintaining a harmonious work environment, and being willing to make additional contributions when the organization faces specific needs.

This finding is in line with Cecilia et al. (2025), who examined the relationship *Employee Engagement*, organizational culture, and OCB in private companies. Ni and Rihayana (2024) also showed that work engagement is related to OCB. Valentina et al. (2022) found that *Employee Engagement* can strengthen the relationship between perceptions of organizational support and *Quality of Work Life* with OCB. In addition, Usman (2024) showed that the level of employee engagement also contributes to increasing OCB.

While most previous research has been conducted in private companies, hospitals, and non-governmental organizations, the relationship is also relevant in the public sector. At the Cilegon City Regional Development Planning Agency (Bapperida) and the Regional Development Planning Agency (DKP3), comprehensive employee engagement is necessary to foster voluntary behavior that supports coordination, service delivery, and the achievement of organizational goals.

Influence Organizational Citizenship Behavior on Organizational Performance

The test results show that *Organizational Citizenship Behavior* has a positive and significant effect on organizational performance. This is indicated by a path coefficient of 0.333, a *value-t-statistic* 3,732, and *p-value* < 0.001. These results indicate that an increase in OCB behavior among employees will be followed by an increase in organizational performance.

OCB is voluntary behavior that isn't always included in formal job descriptions, but it can contribute to an organization's operational effectiveness. This behavior can be demonstrated through

a willingness to help coworkers, maintaining a positive attitude, avoiding unconstructive complaints, adhering to organizational values, and demonstrating concern for the organization's success. The presence of these behaviors can strengthen collaboration, reduce barriers to task implementation, and increase productivity.

In local government organizations, performance achievement depends not only on formal structures, procedures, and division of tasks. Performance is also influenced by employees' willingness to collaborate and make additional contributions beyond their core responsibilities. Therefore, OCB can be a behavioral asset that supports organizational effectiveness.

These findings align with those of Haass et al. (2023), who demonstrated the influence of OCB on the performance of community organizations. Heriyono and Dhameria (2025) also found a relationship between OCB and employee productivity in an agricultural processing company. Research by Noviyanti et al. (2025) and Parna et al. (2024) demonstrated that OCB can improve employee performance, including in the public sector.

This research expands on previous studies that focused more on individual performance to the performance of local government organizations. At the Cilegon City Regional Development Planning Agency (Bapperida) and the Regional Development Planning Agency (DKP3), OCB can support increased responsiveness, service quality, program implementation coordination, and the achievement of organizational goals.

Role *Organizational Citizenship Behavior* in Mediating the Influence of Organizational Support on Organizational Performance

The results of the indirect influence test show that organizational support has a positive and significant effect on organizational performance through OCB. This relationship produces a coefficient of 0.129, a *value-t-statistic* 2,770, and *p-value* 0.006. Since the direct and indirect effects are both significant, OCB is stated to partially mediate the relationship.

These findings suggest that organizational support can improve performance through two channels. First, organizational support directly creates better working conditions for employees. Second, feeling valued, cared for, and treated fairly can encourage employees to engage in voluntary behaviors that benefit the organization. These OCBs, in turn, help strengthen organizational performance.

The results of this study are supported by Palupi et al. (2022), who showed that OCB can mediate the relationship between competence, work engagement, and perceived organizational support with employee performance. Parna et al. (2024) also found the role of OCB in bridging the influence of job satisfaction on performance. Meanwhile, Aprilani et al. (2021), Ni and Rihayana (2024), and Lee and Jun (2024) strengthen the evidence regarding the relationship between organizational support and OCB.

This study provides evidence that OCB is a behavioral mechanism that can transmit the influence of organizational support towards improved performance. In the context of the Cilegon City Bapperida and DKP3, organizational support will have a greater impact if it can encourage employees to take initiative, collaborate, and contribute beyond their formal duties.

Role *Organizational Citizenship Behavior* in Mediating Influence *Employee Engagement* on Organizational Performance

The results of the indirect effect test show that *Employee Engagement* has a positive and significant effect on organizational performance through OCB. This is indicated by a coefficient of 0.150, a *value-t-statistic* 2,594, and *p-value* 0.010. Since both direct and indirect influences were found to be significant, OCB acts as a partial mediator in the relationship.

Employees with high levels of engagement tend to pay full attention to their work, are enthusiastic about completing tasks, and take initiative in addressing work issues. This engagement can directly improve performance. However, its impact becomes stronger when employee engagement develops into OCB, such as a willingness to help coworkers, maintain working relationships, and make additional contributions to the organization.

These findings support Palupi et al. (2022), who demonstrated that OCB can mediate the relationship between work engagement and employee performance. These findings are also consistent with Suprpto et al. (2025), who demonstrated that organizational support, *Employee Engagement*, and work ethic can influence performance directly or through behavioral factors. The relationship between *Employee Engagement* and performance are also supported by Rajendran and Doraisamy (2022), Emilisa et al. (2025), and Badarani et al. (2025). Meanwhile, research by Ni and Rihayana (2024) and Cecilia et al. (2025) strengthens the relationship between employee engagement and OCB.

This research enriches the literature that links *Employee Engagement*, OCB, and organizational performance in local government. At Bapperida and DKP3 Cilegon City, OCB is a mechanism that transforms employee engagement into voluntary work behavior, which subsequently supports improved organizational performance.

5. Conclusion

The success of regional government agencies is strongly influenced by how organizations manage, treat, and mobilize their personnel. Within Bapperida and the Food Security, Agriculture, and Fisheries Office of Cilegon City, employees' perceptions of institutional support, the depth of their engagement with their work, and their willingness to contribute beyond their formal job responsibilities are expected to shape organizational achievement. All hypotheses received empirical support. Organizational Citizenship Behavior serves as a partial mediator in the relationships between organizational support and Employee Engagement and organizational performance. These findings indicate that improving the performance of regional government agencies cannot rely solely on formal regulations and divisions of responsibility, but also requires supportive work experiences, employees' psychological engagement, and a willingness to make additional contributions to the organization.

In that context, the support provided by the organization and the level of *Employee Engagement* into two elements that are able to strengthen performance and at the same time encourage the emergence of *Organizational Citizenship Behavior* (OCB). The theoretical contribution of this study lies primarily in the discovery of the function of OCB as a link in the relationship between variables. The research findings indicate the need to increase organizational support, *Employee Engagement*, and behavior *Organizational Citizenship Behavior* (OCB) to encourage improved organizational performance within regional government agencies within the Cilegon City Government. These three factors contribute to the effectiveness of regional government work implementation and therefore require integrated management.

The limitations of this research lie in: First, the research information was collected through a questionnaire that relied on the respondents' personal assessments. Second, the research implemented a descriptive design. *cross-sectional*, so that observations were only conducted over a specific time period. Third, the scope of the study only covered BAPPERIDA and the Food Security, Agriculture, and Fisheries Service of Cilegon City. Fourth, the research framework was limited to four main constructs, namely organizational support, *Employee Engagement*, OCB, and organizational performance.

Statement of Use of Generative AI

During the preparation of this work, the author used ChatGPT to assist in improving clarity and readability of the text. The author reviewed and edited the output and takes full responsibility for the content of the publication.

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