The Mediating Effect of Work Engagement Towards Organizational Citizenship Behavior

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ABSTRACT

This research has a purpose to examine and analyze the effect of perceived organizational support and job crafting on organizational citizenship behavior through work engagement as an intervening variable. Respondents in this study were the employees of companies engaged in the banking sector that anonymized as X company. This research use total sampling method to knowing the number of respondent. The analysis and hypothesis testing use SmartPLS with structural equation model analysis. The result of analysis data show that there is no effect between perceived organizational support on organizational citizenship behavior. Job crafting has a effect on organizational citizenship behavior. Perceived organizational support has a effect on work engagement. Then, job crafting also has a effect on work engagement. Work engagement has a effect to mediating the relationship between perceived organizational support on organizational citizenship behavior. Work engagement has a effect to mediating the relationship between job crafting on organizational citizenship behavior.

Introduction

Business competition is something that cannot be avoided by companies, both large and small, they compete with their competitors (Adom et al., 2016). Therefore the company is required to improve its ability to survive in competitive competition. One effort that can be done is to optimize the management of human resource to be able to achieve the goals that have been set (Pitoy et al., 2016).

The existence of resource management is also expected to be able to build or create good relationships between companies and employees, one of that is realizing organizational citizenship behavior in employees. Organizational citizenship behavior is defined as employee initiative behavior such as assisting other employees who are having difficulties at work, increasing responsibility, working overtime, and maintaining an organization that is not based on a formal reward system from the organization (Organ et al., 2006) in (Zuniga et al., 2022).

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Organizational citizenship behavior is considered to be very beneficial for the organization (Turnipseed & Rassuli, 2005). Through organizational citizenship behavior, companies want their employees to do work outside of the job description, which makes the company other advantages over its competitors (Hui et al., 2000). Several things influence organizational citizenship behavior including perceived organizational support (Osman et al., 2015), job crafting (Kim et al., 2018), and work engagement (Park, 2019).

Perceived organizational support is the perception held by employees of the organization where they work in providing support and paying attention to aspects of the welfare of their employees (Rhoades & Eisenberger, 2002). The existence of perceived organizational support will encourage employees to show behavior that can help the company achieve its goals by providing extra effort at work (Osman et al., 2015; Isfahani & Rezaei, 2017; Dahanayake & Priyashanta, 2021).

Tims et al., (2014) explained that job crafting is a way for employees to make changes related to their work according to the preferences, skills, and abilities of employees. These changes will enable employees to reduce and modify the demands that exist on their jobs and enable employees to increase their ability to deal with demands at work (Bakker et al., 2014).

Work engagement is defined as a positive mindset that makes employees carry out their work optimally as indicated by dedication, vigor, and absorption (Simbula et al., 2013). Employees with high work engagement will have positive emotions such as being full of joy, feeling grateful, and feeling enthusiastic at work (Bakker et al., 2012). Work engagement will also make employees exert greater effort in carrying out their work (Tran et al., 2020).

Several previous research has shown different results regarding the relationship between the variables mentioned earlier. The results of research conducted by Shusha (2014) prove that there is a significant and positive effect of job crafting on work engagement. Meanwhile, the research by Tims et al. (2014) gave different results, namely the job crafting variable did not have a significant effect on work engagement. Perceived organizational support has a significantly positive effect on work engagement (Bonaiuto et al., 2022). Research by Linda et al., (2019) shows different results that perceived organizational support has no significant effect on work engagement.

Perceived organizational support has a significant positive effect on organizational citizenship behavior (Osman et al., 2015). Based on Jehanzeb (2020) research proves that perceived organizational support has an insignificant effect on
organizational citizenship behavior. Job crafting has a positive effect on organizational citizenship behavior (Shusha, 2014), while research by Tims et al (2014) found that the effect of job crafting was not so significant on individual organizational citizenship behavior. Then research (Park, 2019) obtained findings that work engagement has a positive effect on organizational citizenship behavior and other studies have shown different results, namely the work engagement variable has negative significant effect on organizational citizenship behavior (Guo et al, 2019).

These varied results made researchers interested to directly examine the effect of perceived organizational support and job crafting on organizational citizenship behavior through work engagement as an intervening variable. This research will be carried out at a service company engaged in the financial sector which is anonymized as X company. The choice of X company as the object of research is a form of novelty aspect that is applied in this study. In the literature study conducted, previous research took place at companies engaged in technology, educational foundations, and other companies whose types were not specified.

Based on the results of interviewing the employee in X company, the X company has provided good support. Shown by the morning briefing activity where the supervisor will provide direction related to the task. Employees are allowed to submit complaints or problems that exist at work. As well as Supervisors also provide enthusiasm to employees. The X company also will convey the targets that have been exceeded and which must be achieved for the next week. As well as giving appreciation to divisions or employees who have achieved their targets.

The X company also provides flexibility to its employees in managing their work. These conditions indicate that there has been an implementation of job crafting in X company. Employees have the freedom to make adjustments regarding work priorities according to their individual preferences. At the end, employees will find it easier and more comfortable in carrying out their duties and responsibilities in their work. The existence of job crafting should make employees feel engaged in their work.

The results of the interviews also show that employees are proud to work in X company. This is shown by employees who carry out work with full dedication and enthusiasm. The feeling of pride and enthusiasm possessed by employees is an indication that work engagement in the company is good. Furthermore, the informant in the interview explained that employees at X company have good social relations with one another. The working environment and atmosphere in X company also make employees feel at home at work, and this is part of the vigor dimension in the work engagement variable.

On the other hand, it turns out that the implementation of overtime work is dominated by orders from supervisors. An example is when towards the end of the
month there are still targets, repayment activities, or reports from the Loan Service division that have not been completed, the supervisor will give instructions to work overtime to catch up on targets or complete the report before the specified deadline. Then when there is work that cannot be completed properly because the employee is absent or has difficulty, another employee will back up or help complete the work.

The phenomena found and previously explained strengthen the reasons for researchers be able to examine and analyze directly the effect of perceived organizational support and job crafting on organizational citizenship behavior through work engagement as an intervening variable at X company.

Literature Review

Perceived Organizational Support

Perceived organizational support is the perception that employees have of the organization where they work in providing support and paying attention to aspects of the welfare of employees (Rhoades & Eisenberger, 2002). Meanwhile, Jehanzeb (2020) explain that perceived organizational support is employees perceptions about how their organization can provide appreciation for contributions made by employees.

Job Crafting

Job crafting is a way for employees to make changes related to their work that is tailored to the preferences, skills, and abilities of employees (Tims et al., 2014). Job crafting makes employees involve future demands and existing resource opportunities not as threats but as personal challenges by taking initiatives to increase challenges at work (Singh & Singh, 2018).

Work Engagement

Work engagement is a working condition that is filled with positive motivation at work, satisfying, and effective (Bakker & Leiter, 2010). Employees in an organization who feel engaged with their work will have high energy and high enthusiasm in completing their work (Bakker et al., 2008). Meanwhile, according to Prahar, (2020) work engagement is defined as a condition in which a person can commit emotionally and intellectually to the organization where he works.

Organizational Citizenship Behavior

Organizational citizenship behavior is employee initiative behavior such as helping other employees, adding responsibility, working overtime, and maintaining
an organization that is not based on a formal reward system from the organization (Organ et al., 2006; Zuniga et al., 2022). Organizational citizenship behavior shows the extra roles given by employees to perform tasks that go beyond the minimum level required and expected by voluntary organizations (Podsakoff et al., 2000). Besides that organizational citizenship behavior also has a role in nourishing the climate of an organization, providing effective practices and results for the organization, and providing benefits to individuals who carry out organizational citizenship behavior (Muslih & Jufrizen, 2021).

The Effect among Variables

Research conducted by Alfiana (2020) and Islam et al., (2014) showed the same results, namely the positive influence of perceived organizational support on organizational citizenship behavior. Theoretically, an employee who has perceived organizational support will try his best to improve his performance in the organization and employees will become more easily involved in organizational citizenship behavior (Alfiana, 2020).

H1: Perceived organizational support has a positive significant effect towards organizational citizenship behavior

Job crafting has a positive effect on organizational citizenship behavior. High job crafting will make employees also have a high level of organizational citizenship behavior (Nonnis et al., 2020). Kim et al., (2018) explained similarly that job crafting is also a positive predictor of organizational citizenship behavior.

H2: Job crafting has a positive significant effect towards organizational citizenship behavior

Research by Caesens & Stinglhamber (2014) and Bonaiuto et al., (2022) confirms that the high presence of perceived organizational support will lead to a high level of work engagement and vice versa. This is in line with the findings (Dai & Qin, 2016) which state that the variable perceived organizational support will be a predictor of an increase in positive things that benefit the organization, one of that is work engagement.

H3: Perceived organizational support has a positive significant effect towards work engagement

Job crafting has a significant positive effect on work engagement (Ibañez et al., 2021; Beer et al., 2016). Research by Bakker et al., (2012) states that "employees who craft their work will be more engaged", this study explains that the job crafting variable has a positive causal relationship to the level of work engagement in a company.
H4: Job crafting has a significant effect towards work engagement

Previous research conducted (Park, 2019) explained that when work engagement in a company increases, employee satisfaction will also increase and will naturally direct employees towards organizational citizenship behavior. This is in line with the result of other research who state that the output of work engagement is organizational citizenship behavior in employees (Bakker & Albrecht, 2018; Ismael et al., 2022).

H5: Work engagement has a positive significant effect towards organizational citizenship behavior

Caesens & Stinglhamber (2014) explain that the perception of organizational support felt by employees ultimately fosters work engagement. When work engagement in a organization increases, employee satisfaction will also increase and naturally direct employees to do organizational citizenship behavior (Park, 2019; Ismael et al, 2022). Previous research conducted by Ali et al., (2018) also Tawil et al., (2023) explain that work engagement has a positive influence in mediating the relationship between perceived organizational support and organizational citizenship behavior in an organization.

H6: Work engagement has a positive significant effect on mediating the perceived organizational support to the organizational citizenship behavior

The high level of job crafting will foster high work engagement (Ibanez et al., 2021). The other studies explain that work engagement is a part of the tool that is considered important in influencing various kinds of positive attitudes and behaviors in the workplace (Han et al., 2021). One of these positive behaviors is organizational citizenship behavior that will provide benefits for the organization. Previous research conducted by Jufrizen et al., (2023) also explained that work engagement has a positive influence in mediating the relationship between job crafting and organizational citizenship behavior in an organization.

H7: Work engagement has a positive significant effect on mediating job crafting on the organizational citizenship behavior

Method

This research was conducted through a quantitative approach with total sampling method, involving the entire population of 60 X company employees as the research sample. Data collection was carried out by distributing questionnaires using a Likert scale measuring instrument and 71 indicator variable that referring to previous research. The 8 statements of perceived organizational support adopted from

Result and Discussion

Composite Reliability and Discriminant Validity

Table 1 shows the composite reliability and cronbach's alpha values for the variables perceived organizational support, job crafting, work engagement, and organizational citizenship behavior of more than 0.70. This shows the existence of good reliability for each variable. Testing the validity of the construct is done by looking at the AVE value. The constructed model can be categorized as good when the AVE value obtained is > 0.50. (Ghazali, 2015). Table 1 shows the AVE value for each variable is more than 0.50.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
<th>Cronbach's Alpha</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support</td>
<td>0.973</td>
<td>0.967</td>
<td>0.817</td>
</tr>
<tr>
<td>Job crafting</td>
<td>0.986</td>
<td>0.986</td>
<td>0.785</td>
</tr>
<tr>
<td>Work engagement</td>
<td>0.985</td>
<td>0.984</td>
<td>0.810</td>
</tr>
<tr>
<td>Organizational citizenship behavior</td>
<td>0.992</td>
<td>0.992</td>
<td>0.830</td>
</tr>
</tbody>
</table>

Source: SmartPLS, 2023

The result of R-Square Analysis

Table 2 shows that work engagement can be explained by perceived organizational support and job crafting of 93.3% and 6.7% explained by other variables. Meanwhile, organizational citizenship behavior can be explained by perceived

<table>
<thead>
<tr>
<th>Variable</th>
<th>R-SQUARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support</td>
<td></td>
</tr>
<tr>
<td>Job crafting</td>
<td></td>
</tr>
<tr>
<td>Work engagement</td>
<td>0.933</td>
</tr>
<tr>
<td>Organizational citizenship behavior</td>
<td>0.962</td>
</tr>
</tbody>
</table>

Source: SmartPLS, 2023

Table 2. The result of the R-SQUARE Analysis
organizational support, job crafting, and work engagement of 96.2% and 3.8% explained by other variables outside this study.

The model accuracy of the research data can be measured based on the relationship of the coefficient of determination (R2) in both equations. Calculation of the accuracy of the model is done through the formula $R^2_{\text{model}} = 1 - (1 - R^2_1) (1 - R^2_2)$. The results of the accuracy of the model can be seen in the following calculations:

\[
R^2_{\text{model}} = 1 - (1 - R^2_1) (1 - R^2_2)
\]
\[
= 1 - (1 - 0.962) (1 - 0.933)
\]
\[
= 1 - (0.038) (0.067)
\]
\[
= 1 - 0.105
\]
\[
= 0.895 \text{ or } 89.5\%
\]

From the results of calculating the accuracy of the model, it can be interpreted that the structural relationship of the variables studied is 89.5%, and the remaining 10.5% is caused by other variables not involved in the model.

**The result of Hypothesis Analysis**

The estimated coefficient value of the perceived organizational support variable on organizational citizenship behavior is 0.054. While the magnitude of the P-Values is 0.690, it means the value is > 0.050. This means that hypothesis 1 is rejected, the variable perceived organizational support has a positive but not significant effect on organizational citizenship behavior. The estimated job crafting coefficient on organizational citizenship behavior is 0.385. While the P-Values are 0.000 ≤ 0.050 this means that hypothesis 2 in this study is accepted, there is a significant positive effect of job crafting on organizational citizenship behavior. The relationship between perceived organizational support and work engagement has an estimated coefficient of 0.537. Meanwhile, the P-Values for these two variables are 0.000 ≤ 0.05, which means that hypothesis 3 is accepted and indicates that there is a significant positive effect of perceived organizational support on work engagement. The estimated coefficient of job crafting on work engagement is 0.448. The P-Values is 0.000 ≤ 0.05, which means that the effect of job crafting on work engagement is significantly positive. So it can be concluded that hypothesis 4 is accepted. The estimated coefficient on the effect of the work engagement variable on organizational citizenship behavior is 0.557. Meanwhile, the P-values are 0.000 ≤ 0.05. This shows that hypothesis 5 is accepted, the effect of work engagement on organizational citizenship behavior is positive and significant.

The indirect effect of the variable perceived organizational support on organizational citizenship behavior through work engagement has an estimated coefficient of 0.299 and has a P-Values of 0.000 ≤ 0.050. This shows that there is a positive and significant indirect effect of perceived organizational support on
organizational citizenship behavior through work engagement. Then, it can be stated that hypothesis 6 is accepted. The indirect effect of the job crafting variable on organizational citizenship behavior through work engagement has an estimated coefficient of 0.250 and the magnitude of the P-Values is 0.000 ≤ 0.05. This means that there is a positive and significant indirect effect of the job crafting variable on organizational citizenship behavior through work engagement. So it is known that hypothesis 7 can be accepted.

Table 3. Direct Effect and Indirect Effect

<table>
<thead>
<tr>
<th>The Relation among the Variables</th>
<th>Original Sample</th>
<th>P-Values</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support-Organizational citizenship behavior</td>
<td>0.054</td>
<td>0.690</td>
<td>Not Significant</td>
</tr>
<tr>
<td>Job crafting - Organizational citizenship behavior</td>
<td>0.385</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Perceived organizational support-Work Engagement</td>
<td>0.537</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Job crafting - Work Engagement</td>
<td>0.448</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Work engagement-Organizational citizenship behavior</td>
<td>0.557</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Perceived organizational support-Work Engagement-Organizational citizenship behavior</td>
<td>0.299</td>
<td>0.013</td>
<td>Significant</td>
</tr>
<tr>
<td>Job crafting - Work Engagement-Organizational citizenship behavior</td>
<td>0.250</td>
<td>0.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: SmartPLS, 2023

The Effect of Perceived Organizational Support towards Organizational Citizenship Behavior

Perceived organizational support has a positive but not significant effect on organizational citizenship behavior. This means that the increase or decrease in perceived organizational support that exists in employees does not affect the existence of organizational citizenship behavior. The results of this research are supported by Jehanzeb (2020) and Linda et al., 2019. That research explain the existence of perceived organizational support possessed by employees in an organization is not sufficient to become a reference for employees to take organizational citizenship behavior.

Linda et al., (2019) state that when employees in a company have good perceived organizational support they are not able to encourage employees to act more than the standard behavior expected by the company. This only makes employees more committed to their work and loyal to the company they work for. Linda et al., (2019) also stated that if employees saw their seniors or other colleagues do more, it would encourage them to do more for the company, and vice versa.

Based on interviews that have been conducted to strengthen the results of this study, it is known that organizational citizenship behavior owned by X company has

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more influence on employees' awareness and responsibility towards their work. This awareness encourages employees to give extra effort to complete work, such as doing overtime and delaying breaks to complete their responsibilities first. Besides that, the readiness of employees to help other employees which is part of the organizational citizenship behavior aspect is carried out because of their good social relations with co-workers. So that it raises initiative behavior to help each other when there are employees who have difficulties at work.

**The Effect of Job Crafting towards Organizational Citizenship Behavior**

Job crafting has a significant positive effect on organizational citizenship behavior. These results are supported by Nonnis et al., (2020) which states that when job crafting is increased, organizational citizenship behavior also increases. Companies must create a work environment that supports the application of job crafting to increase the extra behavior that employees provide to the company (Shusha, 2014).

**The Effect of Perceived Organizational Support towards Work Engagement**

Perceived organizational support has a positive and significant effect on work engagement. In line with the research of Caesens & Stinglhamber (2014) and Bonaitu et al., (2022) which confirmed that the presence of high perceived organizational support resulted in high work engagement and vice versa.

**The Effect of Job Crafting towards Work Engagement**

Job crafting has a positive and significant effect on work engagement. This study strengthens the findings of the research conducted (Ibanez et al., 2021; Beer et al., 2016). The research found that the job crafting variable has a positive causal relationship to work engagement in an organization.

**The Effect of Work Engagement towards Organizational Citizenship Behavior**

There is a significant positive effect related to the relationship between work engagement on organizational citizenship behavior, therefore the hypothesis proposed in this study is acceptable. Research by Bakker & Albrecht (2018) and Ismael et al., (2022) states that the output of work engagement is organizational citizenship behavior. Research by Park (2019) explains consistent results that when work engagement in a company increases, aspects of satisfaction also increase and will naturally direct employees to the emergence of organizational citizenship behavior in the organization.

**The Effect of Perceived Organizational Support towards Organizational Citizenship Behavior through Work Engagement**

Research at X company proves that there is an effect of perceived organizational support on organizational citizenship behavior mediated by work engagement.

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variables. This is supported by Ali et al., (2018) also Tawil et al., (2023) that good perceived organizational support will significantly increase work engagement in the organization. So that in the end, it will make the existence of organizational citizenship behavior in the organization increase as well.

**The Effect of Job Crafting towards Organizational Citizenship Behavior through Work Engagement**

This research show that there is a significant positive effect of job crafting on organizational citizenship behavior mediated by work engagement variables. This is in line with previous research by Jufrizen et al., (2023) which explains that job crafting has a significant positive effect on organizational citizenship behavior, job crafting has a positive and significant effect on work engagement, and work engagement mediates a significant positive effect on organizational citizenship behavior.

**Conclusion**

Perceived organizational support has no significant effect on organizational citizenship behavior. Job crafting has a significant effect on organizational citizenship behavior. Perceived organizational support and job crafting have significant effect on work engagement. Work engagement has a significant effect on organizational citizenship behavior. Work engagement has a significant effect in mediating Perceived organizational support on organizational citizenship behavior. Work engagement has a significant effect in mediating job crafting on organizational citizenship behavior.

The X company is expected to be able to maintain and improve the good perception that employees have of the company. steps that can be taken by the company is to continue to provide opportunities for employees to submit complaints, suggestions, or feedback. The X company also require to present supervisors who can provide good direction to employees. In addition, the X company is expected to be able to build a work climate that supports the application of job crafting by employees. So at the end The X company will be able to make employees feel engaged in the company and direct and encourage employees to give extra effort in completing their work.

**References**


