

## Mediating Role of Organizational Citizenship Behavior among Perceived Organizational Support, Employee Engagement, and Employee Performance: An Empirical Study at Regional Secretariat of Demak Regency, Indonesia



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**ABSTRACT:** This research is aimed to assess whether organizational citizenship behavior variables can become a mediator for the correlation between perceived organizational support and employee engagement and employee performance. On the other hand, this research also has a purpose to acknowledge the effect of perceived organizational support and employee engagement on employee performance. This research was conducted at the Regional Secretariat in Demak Regency, Central Java Province, Indonesia. The number of samples was 107 respondents. Sampling technique used non random sampling. Data analysis used Path analysis with SPSS ver.25. Analysis results revealed that perceived organizational support and employee engagement has a positive and significant effect on employee performance. Moreover, organizational citizenship behavior has been proven to become a mediating variable of the correlation between perceived organizational support and employee engagement and employee performance. This research recommends the management to improve perceived organizational support and employee engagement in advance, in order to improve organizational citizenship behavior, which, furthermore, will improve employee performance.

**KEYWORDS:** perceived organizational support, employee engagement, organizational citizenship behavior, employee performance

### INTRODUCTION

In this competitive business world, managers need to implement a leadership approach that can ensure committed workforces (Bučiūnienė, 2008). Committed and proactive employees can ensure the competitiveness of the organization (Yen, 2013). The development of an advantageous workplace is crucial to create a committed team for the improvement of employee performance (Haque, et al. 2019). SL has a positive effect, either for organizational commitment (Manganelli, 2012; Nuijten, 2011; Zhou, 2014) or organizational citizenship behavior (Hussain, 2015; Bobbio, et al., 2012; Yang, 2013). It was also found that when employees are committed, they show their intention to put extra efforts for their organization (Bell, 2012; Najafi et al., 2011; Feldman, 2011).

Several important factors causing the improvement of employee performance are perceived organizational support (Ikon & Ogochukwu, 2019), and employee engagement (Ariussanto et al., 2020). Perceived organizational support is an employee perception about how far the organization recognizes their contribution and welfare (Robbins & Judge, 2013). Employees with a higher perceived level of organizational support will make them feel more obliged to help their organization achieve its goal (Eisenberger et al., 2001).

Besides the factor of perceived organizational support, employee engagement is also important for the organization to achieve the goal set through the mission of the company, because employees can understand what to be done to improve the competitiveness of the company. Employee engagement is a good instrument to help each organization strive for competitive advantages among the others (Saratun, 2016). In its organizational activity, employees who behave using organizational citizenship behavior tend to act above their usual jobs, and obviously create work achievement above expectation (Robbins & Judge, 2013). Therefore, the implementation of organizational citizenship behavior for the employees will adequately ensure the completion of their works, and ensure the optimum achievement of the goal of the organization (Luthans, 2011).

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Organizational citizenship behavior is as a form on one's informal behavior, aside from his formal behavior, that is expected to be able to contribute to the wellness of the organization and as a chosen behavior, which is not a part of employee's job description, but it effectively supports the function of the organization (Robbins & Judge, 2013).

In order to achieve the goal of a company, the need for competent human resources and good in giving services becomes more important. Performance is a result of work, achieved by a person in conducting the jobs assigned to him according to his skills, experience, seriousness, and time (Hasibuan, 2014). Sjabadhyni et al., (2004) stated that the assessment of work performance consists of three aspects; identification, measurement, and management.

Researches conducted by Islam (2017), Ogochukwu (2019), Hamdard (2020) had proven that perceived organizational support has positive effect on employee performance. It differs with Wann-Yih and Htaik (2011) who revealed that perceived organizational support does not have a significant effect on employee performance.

Research findings on employee engagement conducted by Nazir & Islam (2017), Sendawula et al. (2018), and Ariussanto et al. (2020) proved that employee engagement has a positive effect on employee performance. On the other hand, the research of Munparidi and Sayuti (2020) found that employee engagement does not have a significant effect on employee performance.

This research was conducted at the Regional Secretariat of Demak Regency, Central Java, Indonesia. According to the preliminary observation, the researchers saw a fact that there had not been any training equity for all employees yet. Organizational support on employee competence is still low. It was proven by, of 106 Civil Servants whose duty was as Regulators, there were 74 people who had not gotten support to employee competence promotion. Moreover, researchers also found a fact that significant budget cuts occurred, mainly in the area of organizational support on the improvement of personnel resource capacity.

## **LITERATURE REVIEW**

### **Perceived organizational support**

Perceived organizational support is employee's perception on how far the organization acknowledges their contribution and welfare (Robbins & Judge, 2013). The positive support frequently given by the organization are fair treatment, salary, promotion, voting rights, and other forms of support that can support job implementation and can improve employee welfare. Employees feel responsible for returning things given by their company by giving optimal performance.

An organization can improve the implementation of organizational citizenship behavior of its employees by paying attention to the factors that affect it, where one of them is perceived organizational support. Perceived organizational support refers to employee perception on how far the organization evaluates their contribution and cares for their welfare. Employees with higher levels of perceived organizational support will make them feel more obliged to help their organization achieve its goal (Eisenberger et al., 2001).

Rhoades & Eisenberger (2002) stated that reciprocal norms between the organization and its employees will give several benefits; 1) Employees will feel that they have obligations to care for the welfare of their organization and they will work harder to achieve the goal of the organization, 2) The need for employee's socio-emotion is fulfilled, so they will engage themselves deeper into the organization and increase their role status level in their organization to become social identity, 3) A belief will grow as a consequence of recognition and appreciation from the organization on hard works and loyalty of the employees, consequently, it improves work performance, followed by the occurrence of work achievement, work attachment, and the decline of withdrawal behavior, 4) Negative psychological conditions and psychosomatics (pressure) on stressors will decrease the employee's ability to control their emotions when facing the high demands of their work. According to the description, hypotheses 1 and 2 were proposed :

H1 : Perceived organizational support has a positive effect on employee performance.

H2 : Perceived organizational support has a positive effect on organizational citizenship behavior.

### **Employee engagement**

Employee engagement is a good instrument to help each organization strive to get competitiveness among the others. People are one of the factors that cannot be duplicated or copied by competitors and are considered as the most valuable assets when they are well-managed and engaged. This was emphasized by Baumruk (2004), that employee engagement is the most powerful factor to measure the strength of a company. Katz & Khan (1966) had referred to the concept of engagement in their work, correlated with the effectiveness of the organization. Nevertheless, it is generally mentioned as one of a number of needs that must be developed to provide innovative and cooperative workspace aiming to performance and effectiveness.

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Employee engagement refers to the relationship between employees and their organization (Nguyen et al., 2020). Another important definition, including from Hewitt Associates LLC (2004), defined employee engagement as a situation where individuals are emotionally and intellectually committed to their organization or group (Anitha, 2014).

The decrease of employee engagement level will imply to the organization (Holbeche & Matthews, 2012), there are at least three things: 1) The decrease of employee engagement shows the weakening of trust, because employee engagement is one of the important requirements in the organization. The condition that is not always stable has loosened the relationship between the superior and his employees. Public trust on the leader of the business markets and institutions has been broken, and this distrust has been widespread into the organization. Nowadays, Instead of trust, people probably tend more to distrust first, and they are less willing to give efforts for discretion, 2) Upon the high level of unemployment, it is easy to ignore this matter in a short-term, but Human Resource Department realizes that in a long-term, frustration for the hidden career will occur and predicts that there will be a possibility that there is a significant employee transfer, employees stay in the organization, but probably do not, because this is their prerogative right, with a consequence that it has a potential to damage their performance. The longer the decline takes place, and the harder the steps taken to keep the organization alive, the bigger the risk the relationship between the employees and their superiors and organization is. It is considered that the hard times are when the organization needs the best from their best employees to achieve success.

According to the description, hypotheses 3 and 4 were proposed:

H3: Employee engagement has a positive effect on employee performance.

H4: Employee engagement has a positive effect on organizational citizenship behavior.

## Organizational citizenship behavior

Behavior that is according to the expectation of the organization is also called in-role behavior. Besides in-role behavior, employees are also expected to have extra-role behavior. Extra-role behavior is a work behavior that is not the formal job description of the employees, but it is well-respected when it is done, because it can improve effectiveness and the sustainability of the organization (Katz & Kahn, 1966). Extra-role behavior in a company is also called organizational citizenship behavior. Greenberg and Baron in Linda et al. (2019) defined organizational citizenship behavior as a form of one's informal behavior outside his formal one, that is expected to contribute to the benefit of the organization and the things in it. Organizational citizenship behavior is also meant as a chosen behavior, the one that is not a part of the employee's job description, but it supports the functionality of the organization effectively (Robbins & Judge, 2013).

The improvement of organizational citizenship behavior can be caused by several factors (Titisari, 2014): 1) An employee feels satisfied, assuming that they are able to communicate positively about his organization, 2) The employee has a willingness to stay in the organization environment, 3) Being in the organization feels that they have a personality as a difference of each individual, 4) Feeling the good or the bad behavior that is done on purpose, 5) The willingness to do the best to achieve the target of the organization. 6) There is a tendency to be oriented on the leader's activities, 7) There is a trust from an individual to his leader, 8) The culture of the organization is followed by the individual to make it into a characteristic of the organization.

According to the description, hypothesis 5 was proposed:

H3: Organizational citizenship behavior has a positive effect on employee performance.

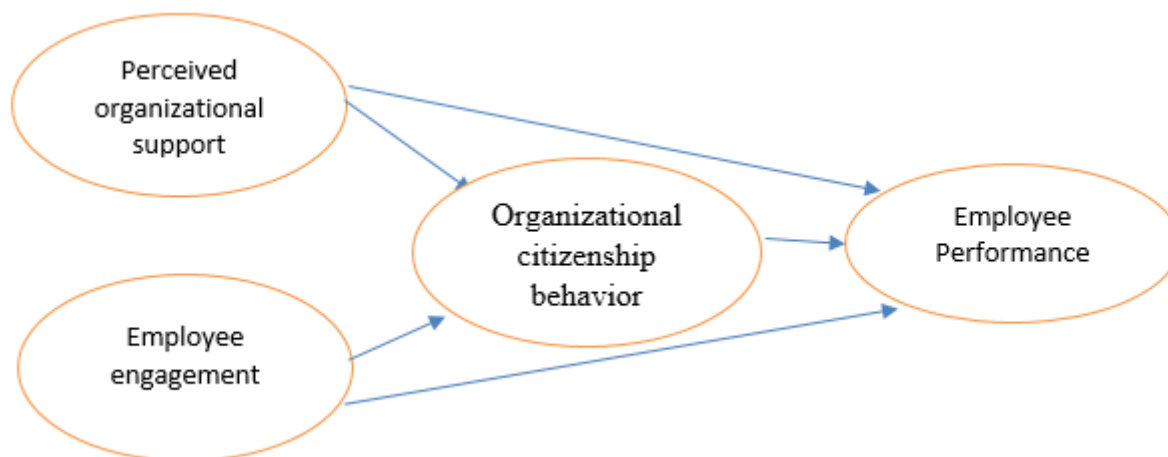


Figure 1. Research Model

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## RESEARCH METHOD

This research was conducted at the Regional Secretariat of Demak Regency. The time of the research implementation was in March through August 2021. The population was 114 Civil Servants of the Regional Secretariat of Demak Regency. Research samples were 107 respondents. Data collecting method used a survey technique with a questionnaire instrument. Data analysis used Path analysis with SPSS version 25.

## RESEARCH FINDING

### Validity Test

Validity test is used to measure whether the questions in the already made questionnaires can measure the things that will be researched (Ghozali, 2018). It can be acknowledged from Table 1 that all question items of each variable show r-value count that is bigger than 0,336 on the r table, which therefore, it means that all question items in the questionnaire are valid.

**Table 1 : Validity Test**

Variables	Indicator	r table	r count	Description
Perceived Organizational Support	POS1	0.336	0.723	Valid
	POS2	0.336	0.648	Valid
	POS3	0.336	0.747	Valid
	POS4	0.336	0.713	Valid
Employee Engagement	EE1	0.336	0.485	Valid
	EE2	0.336	0.642	Valid
	EE3	0.336	0.475	Valid
	EE4	0.336	0.550	Valid
	EE5	0.336	0.502	Valid
	EE6	0.336	0.417	Valid
	EE7	0.336	0.730	Valid
	EE8	0.336	0.757	Valid
Employee performance	KK1	0.336	0.489	Valid
	KK2	0.336	0.429	Valid
	KK3	0.336	0.543	Valid
	KK4	0.336	0.450	Valid
	KK5	0.336	0.563	Valid
	KK6	0.336	0.583	Valid
Organizational Citizenship Behavior	OCB1	0.336	0.471	Valid
	OCB2	0.336	0.658	Valid
	OCB3	0.336	0.612	Valid
	OCB4	0.336	0.475	Valid
	OCB5	0.336	0.475	Valid

Source : Processed Data, 2021

### Reliability Test

The test used Cronbach Alpha ( $\alpha$ ). A variable is indicated as reliable when it shows Cronbach Alpha value  $> 0,60$  (Ghozali, 2018). It was learned from Table 2 data that all variables show Cronbach Alpha value  $> 0,60$ , so it can be implied that the entire variables are reliable.

**Table 2: Reliability Test**

Variables	Cronbach Alpha	Description
Perceived Organizational Support	0.898	Reliable
Employee Engagement	0.832	Reliable
Employee Performance	0.719	Reliable
Organizational Citizenship Behavior	0.757	Reliable

Source : Processed Data, 2021

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## Normality Test

In order to detect whether residuals circulate normally or not, it uses Kolmogorov-Smirnov Test (Ghozali, 2018). Residual data is claimed as normally circulated when its significance value is above 0,05. In accordance with table 3, the testing result of all data was circulated normally, where it can be seen from its significance value of 0,194, which means that the value is bigger than 0,05.

**Table 3 : Normality Test**

		Unstandardized Residual
N		107
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.65982850
Most Extreme Differences	Absolute	.074
	Positive	.074
	Negative	-.063
Statistic Test		.074
Asymp. Sig. (2-tailed)		.194 <sup>c</sup>

Source : Processed Data, 2021

## Multicollinearity Test

Multicollinearity test is useful to assess if a regression model creates correlation among free variables. It was acknowledged from Table 4 data, at the result of multicollinearity testing, tolerance value of more than 0,10 was not found, there was no VIF value above 10, consequently, multicollinearity symptoms in this regression model did not appear.

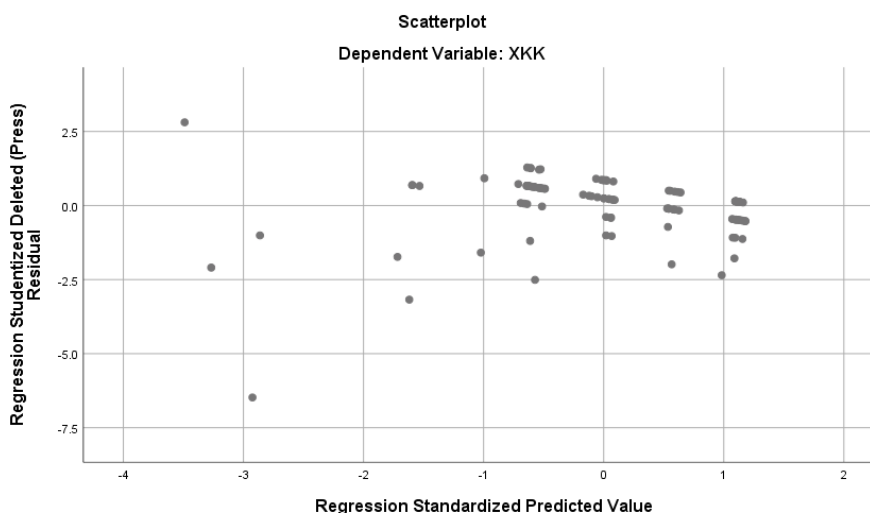
**Table 4 : Multicollinearity Test**

	Tolerance	VIF
Perceived Organizational Support	0.683	1.463
Employee Engagement	0.490	2.040
Organizational Citizenship Behavior	0.593	1.686

Source : Processed Data, 2021

## Heteroscedasticity Test

Heteroscedasticity test has a function to assess the regression model whether variance dissimilarity of residual from one observation to another occurs (Ghozali, 2018). The method was used to detect whether there was or there was no heteroscedasticity using Scatter Plot. There are no clear patterns at Figure 2 and the dots are spread above and below 0 at y-axis, therefore, a conclusion can be drawn that heteroscedasticity did not occur.



**Figure 2 : Scatter Plot**

Source : Processed Data, 2021

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## Coefficient of Determination (R<sup>2</sup>) Test

Coefficient of determination (R<sup>2</sup>) test is functioned to measure how far model ability in stating independent variable variation is.

**Table 5: R<sup>2</sup> Test**

R	R Square	Adjusted Square	R	Std. Error of the Estimate	F Change	Sig. F Change
.549 <sup>a</sup>	.301	.281		1.647	14.789	.000

Source : Processed Data, 2021

In accordance with the testing result on Table 5, it showed coefficient of determination (R-Square) value of 0.301, which means that the variation of dependent variable can be explained by the variation of independent of 30%, meanwhile, the remaining 70% was influenced by other variables outside the research model.

## F Statistic Test

F statistic test is used to acknowledge whether a model can be used in this research or not.

**Table 6 : F Test**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	120.344	3	40.115	14.789	.000 <sup>b</sup>
Residual	279.375	103	2.712		
Total	399.720	106			

Source : Processed Data, 2021

Data at Table 6 shows the result of F<sub>count</sub> at 14.789 which significance is 0,000. Therefore, a Fit model can be concluded and it can be used in this research.

## Hypothesis Test

**Table 5 : Model 1 (Coefficients)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	14.762	2.136		6.911	.000
	POS	.204	.089	.209	2.300	.023
	EE	.203	.050	.296	4.070	.000
	OCB	.575	.117	.527	4.925	.000

Source : Processed Data, 2021

Free variables : Perceived Organizational Support (POS); Employee Engagement (EE); Organizational Citizenship Behavior (OCB); Dependent variable: Employee Performance.

According to the statistical analysis result on Table 5, the regression equation is found out as:

$$Y = 0.209 X_1 + 0.296 X_2 + 0.527 X_3$$

Variable coefficient of perceived organizational support was 0.209 which significance value was 0.023 < 0,05, showing hypothesis 1 stating that perceived organizational support has a positive and significant effect on employee performance, accepted. It means that if perceived organizational support improves, employee performance will improve accordingly.

Variable coefficient of employee engagement was 0.296 which significance value was 0.000 < 0,05 showing hypothesis 3 stating that employee engagement has a positive and significant effect on employee performance, accepted. It means that if employee engagement improves, employee performance will improve accordingly.

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Variable coefficient of organizational citizenship behavior was 0.527 which significance value was  $0.000 < 0,05$  showing hypothesis 5 stating that organizational citizenship behavior has a positive and significant effect on employee performance, accepted. It means that if organizational citizenship behavior improves, employee performance will improve accordingly.

**Table 6 : Model 2 (Coefficients)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	11.227	1.415		7.937	.000
	POS	.349	.076	.409	4.593	.000
	EE	.297	.046	.590	6.485	.000

Source : Processed Data, 2021

Free variables : Perceived Organizational Support (POS); Employee Engagement (EE); Dependent variable: Organizational Citizenship Behavior (OCB)

Variable effect coefficient of perceived organizational support was 0.409 which significance value was  $0.000 < 0,05$  showing hypothesis 2 stating that perceived organizational support has a positive and significant effect on organizational citizenship behavior, accepted. It means that if perceived organizational support improves, organizational citizenship behavior will improve accordingly.

Variable effect coefficient of employee engagement on organizational citizenship behavior was 0.590 which significance value was  $0.000 < 0,05$  showing hypothesis 4 stating that employee engagement has a positive and significant effect on organizational citizenship behavior, accepted. It means that if employee engagement improves, organizational citizenship behavior will improve accordingly.

### Indirect Effect

Path analysis was functioned to assess whether Organizational Citizenship Behavior (OCB) can become a role as a mediating variable of the correlation between Perceived Organizational Support (POS) and performance, and the correlation between Employee Engagement (EE) and employee performance.



**Figure 3 : Correlation of POS, OCB and performance**

In accordance with analysis results on Table 5 and 6, it can be acknowledged that the significance of perceived organizational support direct effect on employee performance was 0,209. Meanwhile, the significance of its indirect effect was  $0,409 \times 0.550 = 0.215$ . Therefore, it can be concluded that organizational citizenship behavior can function as a mediating variable of the correlation between perceived organizational support and performance.



**Figure 4 : Correlation of EE, OCB and Performance**

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In accordance with analysis results on Table 5 and 6, it can be acknowledged that the significance of employee engagement direct effect on employee performance was 0,296. Meanwhile, the significance of its indirect effect was  $0,590 \times 0.527 = 0.311$ . Therefore, it can be concluded that organizational citizenship behavior can function as a mediating variable of the correlation between employee engagement and employee performance.

### **DISCUSSION**

#### **The effect of perceived organizational support on employee performance**

Based on the result of SPSS output assessment, where the acquired result of t-test showed 0.204 coefficient, the value of t count = 2.30 which significance value was  $0.023 < 0.05$ . This research finding showed that if organizational support for the Civil Servants at the Regional Secretariat of Demak Regency was improved, their performance would get better. If the working unit at the Regional Secretariat is willing to give support to its employees when they are in trouble, positively, it will also improve the employee performance. The working unit of the Regional Secretariat should show its concern on the satisfaction of its employees at their workplace.

In accordance with the statement of Eisenberger et al., (2001), perceived organizational support is a socio-emotional resource. Socio-emotional need is positively fulfilled by perceived organizational support (Eisenberger et al., 2001). Employees will show their bigger efforts in their work and commitment to their organization as a reward for their socio-emotional support (Rousseau & McleanParks, 1993). Furthermore, this result finding was also in accordance with the researches of Nazir & Islam (2017), Ikon & Ogochukwu (2019), and Kumar & Hamdard (2020) who had also proven that perceived organizational support has a positive effect on employee performance.

#### **The effect of perceived organizational support on organizational citizenship behavior**

Based on the result of the acquired t-test, it showed 0.349 coefficient, the value of t count = 4.593 which significance value was  $0.000 < 0.05$ . This research finding showed that if organizational support for the Civil Servants at the Regional Secretariat of Demak Regency was improved, the employee behavior that voluntarily does jobs beyond the standard will improve accordingly. If the working unit at the Regional Secretariat cares about its employees' opinions that are expressed positively, it will also improve the organizational citizenship behavior of the employees. The working unit of the Regional Secretariat should show its appreciation on the accomplishment of their employees at their workplace.

In accordance with Eisenberger et al., (2001), that according to the reciprocal norm, organizational support theory shows that employees, who believe that they get higher support level from the organization, will show extra role behavior better, because they feel obliged to care about their organization and help achieving its goal through positive attitude and behavior towards the organization. This research finding was also in accordance with the research of Indrawiani et al. (2018) and Kristiani et al. (2019) which had also proven that perceived organizational support has a positive effect on organizational citizenship behavior.

#### **The effect of employee engagement on employee performance**

Based on the result of the acquired t-test, it showed 0.203 coefficient, the value of t count = 4.070 which significance value was  $0.000 < 0.05$ . This research finding showed that if the engagement of the Civil Servants at the Regional Secretariat of Demak Regency is improved, their performance will get better accordingly. If the Civil servants of the Regional Secretariat put their full effort for their work, positively, it will also improve their performance. It is better if the Civil Servants of the Regional Secretariat are also enthusiastic in their work at the working unit of the Regional Secretariat to improve their performance.

In accordance with the statement of Stanton & Nankervis (2011), that a better management of employee performance is crucial to improve organizational performance and effectiveness. One of the number of needs that has to be developed to provide an innovative and cooperative working environment is aiming for performance and effectiveness. The engagement in the employee's work is related to the effectiveness of the organization (Katz & Kahn, 1966). Moreover, the research of Nazir & Islam (2017), Sendawula et al. (2018), and Ariussanto et al. (2020) also proved that employee engagement has a positive effect on employee performance.

#### **The effect of employee engagement on organizational citizenship behavior**

Based on the SPSS output assessment result, where the result of the acquired t-test, it showed 0.297 coefficient, the value of t count = 6.485 which significance value was  $0.000 < 0.05$ . This research finding showed that if employee engagement of the Civil Servants at the Regional Secretariat is improved, employee behavior to voluntarily do the works above standard will improve accordingly. If the Civil Servants of the Regional Secretariat feel proud of working at the Civil Servant working unit of the



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Regional Secretariat, positively, it will improve their citizenship or voluntary behavior accordingly. The Civil Servants of the Regional Secretariat should also be involved in the matters occurring at their workplace, so it can improve their organizational citizenship behavior.

In accordance with the statement of Saks (2006), that one of the ways of the employees to return the kindness of their organization is through their engagement, employees will opt to engage themselves in various levels that individuals get from their organization. Their engagement will improve their extra behavior in their organization. This research finding is also in accordance with the previous research conducted by Amadi & Accra (2017), Wibowo & Izzati (2019), and Riad et al. (2019), who previously had also proven that employee engagement has a positive effect on organizational citizenship behavior.

### **The effect of organizational citizenship behavior on employee performance**

Based on the result of SPSS output assessment, where the acquired result of t-test showed 0.575 coefficient, the value of t count = 4.925 which significance value was  $0.000 < 0.05$ . This research finding showed that if the organizational citizenship behavior of the Regional Secretariat of Demak Regency is improved, it will be followed by the improvement of its employee performance. If the Civil Servants at the Regional Secretariat are willing to help their colleagues who have work-related problems, it will positively improve their performance accordingly. At the Regional Secretariat working unit, the Civil Servants should always focus on the positive sides, instead of the negative ones, in order to improve their performance.

In accordance with the statement of Robbins & Judge, (2013) who stated that OCB, as a chosen behavior, is not a part of the job description of the employees, but it supports the function of the organization effectively. The effectiveness of the organization can be realized if employee performance can be implemented effectively, and OCB supports that. This research finding is also in accordance with the previous research conducted by Vipraprastha et al. (2018) and Kasnata et al. (2020) who had previously proven that organizational citizenship behavior has a positive effect on employee performance.

### **The effect of perceived organizational support on employee performance with organizational citizenship behavior as a mediating variable**

It was based on the assessment result on path analysis, where the amount of perceived organizational support direct effect on employee performance was 0.209. However, the amount of perceived organizational support indirect effect on employee performance mediated by organizational citizenship behavior was 0.215. Therefore, it can be concluded that organizational citizenship behavior variables can become a role as a mediating variable for the correlation between perceived organizational support and employee performance.

This research finding showed that in order to improve the performance at the working unit of the Civil Servants of the Regional Secretariat, it must improve perceived organizational support first, then improve organizational citizenship behavior in the organization. This research supported the research of Puspitasari (2014) who previously had proven that organizational citizenship behavior can mediate the correlation between perceived organizational support and employee performance.

### **The effect of employee engagement on employee performance with organizational citizenship behavior as a mediating variable**

Based on the assessment result on path analysis, where the amount of employee engagement direct effect on employee performance was 0.296. However, the amount of employee engagement indirect effect on employee performance mediated by organizational citizenship behavior was 0.311. Therefore, it can be concluded that organizational citizenship behavior variables can become a role as a mediating variable for the correlation between employee engagement and employee performance.

This research finding showed that in order to improve the performance at the working unit of the Civil Servants of the Regional Secretariat, it must improve employee engagement first, then improve organizational citizenship behavior in the organization. This research finding showed that if the working unit of the Civil Servants of the Regional Secretariat wanted to improve its employee performance, it would improve the organizational citizenship behavior of the employee first before improving the employee engagement. This research supported the research of Fatoni (2018) who previously had proven that organizational citizenship behavior can mediate the correlation between employee engagement and employee performance.

## **CONCLUSION AND RECOMMENDATION**

In accordance with the research finding, analysis and research discussion, it is concluded that perceived organizational support and employee engagement were proven to have a positive and significant effect on performance and organizational citizenship behavior. Furthermore, it was also proven that organizational citizenship behavior has a positive and significant effect on performance. It was as well proven that organizational citizenship behavior variables can become a mediating variable of perceived

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organizational support and employee engagement effect on the employee performance of the Regional Secretariat Civil Servants at Demak Regency.

Based on the analysis result above, this research recommends that the Regional Secretariat management of Demak Regency do several organizational efforts to improve perceived organizational support and employee engagement to encourage its performance improvement through organizational citizenship behavior.

## RESEARCH LIMITATION

The samples of this research were only taken from one working unit, the Civil Servants of the Regional Secretariat at Demak Regency. In reality, there are still many other working units at Demak Regency.

In this research, the acquired free variables were limited, where it only used two free variables; perceived organizational support and employee engagement. In reality, there are many other factors that affect the performance of the Regional Secretariat Civil Servants at Demak Regency.

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