

Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

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ABSTRACT: This study aims to analyze the influence of Transformational Leadership (TL) and Perceived Organizational Support (POS) on OCB, with Work Engagement (WE) as a mediating variable. This study was conducted on civil servants at the Denpasar High Court, given the importance of work engagement and leadership in increasing the voluntary contribution of civil servants. The research method used is a quantitative approach with a survey design. Data was collected through a questionnaire distributed to ASN at the Denpasar High Court. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) to test the relationships between variables. The results of the study indicate that TL and POS have a positive influence on OCB. Additionally, WE were found to be a significant positive mediating variable in the relationship between TL and POS on OCB. ASN with high WE are more likely to exhibit stronger OCB behavior, which ultimately enhances organizational effectiveness. The conclusion of this study emphasizes that optimal TL and POS play a crucial role in enhancing ASN WE, which in turn strengthens OCB behavior. The implications of this research highlight the need for government organizations to develop leadership programs that promote transformation and strengthen support for ASN to enhance WE and OCB behavior.

KEYWORDS: TL, POS, WE, OCB

INTRODUCTION

OCB is the behavior of organizational members who are willing to work beyond their formal job responsibilities, which is highly valued by organizations (Grego-Planer, 2019). Rahman & Karim (2022) explain that OCB is generally recognized as discretionary and beneficial extra-role behavior exhibited by organizational members. Sallach et al. (2024) state that the concept of OCB encompasses five dimensions that form a framework for understanding voluntary behavior that helps organizations, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. OCB is more influenced by personal choice than external pressure and is generally not considered a punishable act since it does not violate organizational rules or policies (Dasgupta, 2022). Hermanto et al. (2024) define OCB as organizational members' behavior aimed at enhancing organizational performance effectiveness without neglecting the productivity goals of each organizational member. Tian et al. (2020) define OCB as individual behavior that is explicit or not directly recognized by formal reward systems, discretionary, and overall promotes the effective functioning of the organization.

Somech & Ohayon (2020); Camacho et al. (2022) conceptually explain that OCB can exist at three organizational levels: the organizational level (e.g., volunteering for unpaid organizational tasks), the team level (e.g., cooperative behavior and sharing behavior), and the individual level (e.g., contributing behavior). According to Hsieh et al. (2024), OCB can be caused by organizational members who feel greater satisfaction with themselves and their work. Purnomo & Hadi (2019) explain that OCB is very important for the success and sustainability of an organization, as organizational members will work harder to exceed their obligations.

In the context of civil servants as public servants, OCB as a whole plays a very important role in improving organizational performance and effectiveness. Improving organizational performance by supporting a positive work environment, enhancing social cohesion among organizational members, strengthening interpersonal relationships in the workplace, and increasing effectiveness and efficiency can be achieved through OCB (Al-Shami et al., 2023). OCB helps establish a strong organizational culture where values such as cooperation, honesty, integrity, and responsibility are promoted and reinforced (Sallach et al., 2024). Creating a more harmonious and productive work environment, reducing costs associated with internal conflicts, absenteeism, or

Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

other destructive behaviors are the impacts of OCB (Li & Chen, 2023). According to Liu et al. (2023), OCB can increase job satisfaction and well-being of organizational members by creating a supportive, collaborative, and meaningful work environment. Issues related to OCB that are experienced may arise as a form of reciprocity for what is received by civil servants. This reciprocal relationship aligns with social exchange theory. This theory explains that individuals evaluate their relationships based on the sacrifices and rewards they receive (Tedja et al., 2024). Rahman & Karim (2022) explain that social exchange theory (hereinafter referred to as SET) is a specific approach that emphasizes expectations of fair rewards or compensation, which may prompt civil servants to engage in OCB. SET may involve personal investment in resources, identity, commitment, effort, and dedication for certain benefits (Christopher & Krishna, 2019). SET focuses on the idea that organizational members will contribute more effectively after experiencing organizational concern (Al-Shami et al., 2023). Li & Chen (2023) argue that SET posits that all human behavior is governed by some form of social exchange activity that can yield rewards.

Sridadi et al. (2022) demonstrated that there are factors influencing OCB, namely transformational leadership (TL) and work engagement (WE). SET provides a framework for understanding the relationship between OCB, WE, and TL (Hermanto et al., 2024). Alshaabani et al. (2021) in their study stated that in SET, organizational members with high Perceived Organizational Support (hereinafter referred to as POS) tend to be more engaged with their work and organization to help achieve organizational goals as part of the SET reciprocity norm.

SET is one of the theories that conceptualizes OCB as a reflection of organizational members' behavior (Leitão et al., 2019). OCB involves serving the organization, where when organizational members feel that the organization benefits them, they tend to reciprocate (Atta & Khan, 2020). The SET perspective emphasizes that organizations provide resources, environments, systems, and economic incentives to promote OCB (Hsieh et al., 2024). SET also clarifies that WE can be seen as a way to repay the organization for the resources provided to organizational members. Organizational members who exhibit higher levels of WE tend to have trusting and high-quality relationships with their organization, resulting in more positive attitudes (Aboramadan et al., 2020).

SET is a framework for understanding why TL is associated with the OCB of its followers (Hermanto et al., 2024). Qalati et al. (2022) emphasize that TL can encourage organizational members to exhibit OCB, as the relationship between leaders and their members influences whether members will engage in voluntary behavior or not. TL provides motivational encouragement and support to members, while members respond with high commitment and performance in response to the inspiration and support they receive (Alshaabani et al., 2021).

WE is the result of human resource (HR) practices defined as a positive state of mind characterized by enthusiasm, high energy, organizational commitment, and full concentration at work (Aboramadan et al., 2020). Pohl et al. (2022) define WE as a multidimensional construct or positive, satisfying state of mind related to work, characterized by enthusiasm, dedication, and absorption. WE is defined as the state of organizational members who are fully energized and highly engaged in their work (Aboramadan et al., 2019).

WE, according to Rahman & Karim (2022), is a positive, satisfying state of mind related to work, characterized by dedication and enthusiasm. Han et al. (2021) state that WE is one of the key tools influencing various attitudes and behaviors of organizational members at work. Wood et al. (2020); Kaski & Kinnunen (2021) explain that WE is often described as a state of well-being at work characterized by enthusiasm and commitment.

Good TL in an organization will further enhance organizational citizenship behavior (OCB) among organizational members (Hermanto et al., 2024). TL is a leadership style that emphasizes the process where people engage with others and create relationships that enhance motivation in both leaders and followers (Purwanto et al., 2021a). According to Wibowo (2019: 327), organizations need TL to guide the organization toward better actions. Atta & Khan (2020) state that TL transforms its members toward OCB and makes them more concerned not only about their colleagues but also about the organization as a whole. Pratama & Putri (2019); Calen et al. (2021); Purwanto et al. (2021b) found the opposite result, that TL does not have a significant influence on OCB.

The relationship between POS and OCB is explained by Jehanzeb (2020), who states that POS refers to the extent to which organizational members feel that the organization values their contributions and cares about their well-being. Organizations strive to increase POS among their members as an important tool for measuring member performance and loyalty (Tremblay et al., 2019). According to Ridwan et al. (2020b), POS is perceived as capable of attributing personality, prioritizing contributions to the organization to achieve a high level of well-being. POS reflects the extent to which organizational members believe that the organization cares about their well-being and values their contributions (Ridwan et al., 2020a). Jehanzeb (2020); Ansori & Wulansari (2021); Sumardjo & Supriadi (2023) in their research found the opposite results, that POS does not have a positive and

Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

significant effect on OCB. The research by Berdiyana & Witjaksono (2022) obtained different results where POS does not affect OCB.

According to Meyers et al. (2020), POS toward the use of power is positively related to WE. POS generates a sense of obligation to care about the organization's well-being and assist in achieving its goals. Astuty & Udin (2020) state that when organizational members feel more support from their organization, they will demonstrate greater creativity and excellence as well as higher commitment to the organization. Organization members with high POS feel that the organization will provide support when they need it (Ridwan et al., 2020b). The opposite result was reported by Lan et al. (2020), who found that in a direct relationship, POS does not significantly predict WE.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Previous studies have consistently shown a positive and significant relationship between TL and OCB. Purwanto et al. (2021a) in their study proved that TL has a positive and significant influence on OCB. Qalati et al. (2022) also revealed that TL can encourage organizational members to exhibit OCB behavior through inspiration, motivation, and increased employee self-confidence, with a statistically significant relationship. Other studies, such as those by Sridadi et al. (2022) and Hermanto et al. (2024), also indicate that TL positively contributes to the enhancement of OCB behavior. The positive and significant influence of TL on OCB is reinforced by several other empirical studies, including Kim & Park (2019); Purnomo & Hadi (2019); Hadi et al. (2020); Manoppo (2020); Nurjanah et al. (2020); Novianti (2021); Novitta et al. (2021); Raflyzon et al. (2021); Dewi et al. (2022); Hermawanto et al. (2022); Rimatanti & Darman (2023); and Widodo et al. (2023).

H1: TL has a significant positive effect on the OCB

Thompson et al. (2020) state that employees need POS to feel motivated to engage in reciprocal exchanges with the organization or participate in OCB behavior. Research by Aprilani et al. (2021) reinforces this finding by showing a positive influence between POS and OCB. Similar findings were also reported by Alshaabani et al. (2021) and Firmansyah et al. (2022), who stated that POS is positively associated with higher levels of OCB, directed not only toward individuals but also toward the organization.

Several other studies have also found a significant relationship between POS and OCB, such as Anggita & Ardana (2020); Andriyanti & Supartha (2021); Asih et al. (2023); and Susanto (2023) state that POS has a positive and significant effect on OCB, indicating that employees who feel supported by the organization tend to exhibit higher levels of extra-role behavior. These results align with research by Nabilla & Riyanto (2020); Shams et al. (2020); Liu & Liu (2021); and Monna et al. (2022), which also confirm that POS has a positive and significant influence on OCB, reinforcing the theory that employees' perceived support can encourage behavior beneficial to the organization. Andrade & Neves (2022) further add that POS not only has a general effect on OCB but also exerts a strong direct impact on all dimensions of OCB. This indicates that POS can influence various aspects of OCB, such as altruism, willingness to assist colleagues, and compliance with organizational procedures, all of which contribute to creating a more productive and harmonious organizational climate.

H2: POS has a significant positive effect on OCB

Thakre & Mathew (2020) showed that employees who demonstrate high WE tend to exhibit greater OCB behavior compared to employees who demonstrate low WE. Other studies also support this finding by showing that WE has a positive and significant influence on OCB, such as Ismael et al. (2021); Sridadi et al. (2022); and Liu et al. (2023), who confirm that high levels of WE encourage employees to be more active in demonstrating OCB behavior, focusing not only on personal interests but also on contributions to the organization and colleagues. Similar results were also found by Saks (2019); Shams et al. (2020); Ansori & Wulansari (2021); and Ng et al. (2021), who stated that WE positively influences OCB in various research contexts, emphasizing the importance of work engagement in enhancing employee participation in activities that support the organization's overall objectives.

Rahman & Karim (2022) further state that WE has a positive relationship with OCB, both directed at individuals (OCBI: Organizational Citizenship Behavior directed at Individuals) and directed at the organization (OCBO: Organizational Citizenship Behavior directed at the Organization). Zhang et al. (2020) suggest that WE can serve as an underlying mechanism that motivates employees to exhibit positive extra-role behavior in response to a supportive and challenging work environment. Based on previous empirical studies showing a positive relationship between WE and OCB, the following hypothesis can be formulated:

H3: WE has a significant positive effect on OCB

Previous research has shown a consistent relationship between TL and WE. Chua & Ayoko (2019); Amor et al. (2020); Gameda & Lee (2020); Lai et al. (2020); and Meng et al. (2022) state that TL has a positive relationship with WE. Furthermore, Chen & Cuervo (2022) emphasize that employees' perceptions of TL can significantly predict WE levels positively, indicating that TL style can enhance WE through motivation, inspiration, and support.

Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

In the context of organizational behavior, TL and WE are categorized as positive organizational behaviors. The positive relationship between the two is considered reasonable because TL creates a work environment conducive to the development of WE (Nurtjahjani et al., 2022). This support is reinforced by various empirical studies such as those conducted by Martinez et al. (2020); Ratnaningtyas et al. (2021); Sridadi et al. (2022); and Dahleez (2023), all of which found that TL has a positive and significant effect on WE.

H4: TL has a significant positive effect on the WE

POS has been shown to have a positive relationship with WE in various previous studies. Yang et al. (2020) stated that POS is positively related to the three dimensions of WE, namely vigor, dedication, and absorption. This positive relationship indicates that perceived support from the organization can increase employees' energy, commitment, and engagement in their work.

Meyers et al. (2020) and Musenze et al. (2020) confirm that POS has a positive correlation with overall WE. This is reinforced by Alshaabani et al. (2021), who show that POS not only increases overall WE levels but also directs that engagement toward supporting the achievement of organizational goals.

Other studies, such as Al-Omar et al. (2019); Saks (2019); Imran et al. (2020); Rahman et al. (2020); Shams et al. (2020); Stefanidis & Strogilos (2020); and Tan et al. (2020), consistently show that POS is positively related to WE. These findings are also supported by the research of Jankelová et al. (2021); Rasool et al. (2021); Li et al. (2022); and Yudiarti & Putranta (2022), who state that POS has a positive influence on increasing WE. Park et al. (2020) and Suharto & Suprpto (2023) further found that the relationship between POS and WE is significant, indicating that organizational support plays an important role in enhancing work engagement. Based on the consistent empirical evidence from previous studies, the following research hypothesis is formulated:

H5: POS has a significant positive effect on the WE

Research conducted by Chua & Ayoko (2019); Amor et al. (2020); Gameda & Lee (2020); Lai et al. (2020); and Meng et al. (2022) shows that TL is positively related to WE. Chen & Cuervo (2022) also state that employees' perceptions of TL positively predict WE, meaning that how employees view leadership within the organization significantly influences their level of engagement in their work.

The research by Nurtjahjani et al. (2022) reinforces this view by emphasizing that the relationship between TL and WE is mutually supportive and has a positive impact on both individual and organizational performance. In further research, Martinez et al. (2020); Ratnaningtyas et al. (2021); Sridadi et al. (2022); and Dahleez (2023) also found that TL has a positive and significant effect on WE, further reinforcing the theory that transformational leadership style plays a crucial role in fostering employee work engagement. Thakre & Mathew (2020) showed that employees with high WE tend to exhibit greater OCB behavior compared to those with low WE. Research by Ismael et al. (2021); Sridadi et al. (2022); and Liu et al. (2023) also confirmed that WE has a positive and significant effect on OCB, showing that employees who are highly engaged in their work are more likely to engage in behaviors that benefit the organization beyond their basic duties. Similar findings were also reported by Saks (2019); Shams et al. (2020); Ansori & Wulansari (2021); and Ng et al. (2021), indicating that WE has a positive influence on OCB, which includes behaviors beneficial to colleagues and the organization as a whole.

Rahman & Karim (2022) added that WE has a positive relationship with OCB directed toward individuals (OCBI) or organizations (OCBO). Zhang et al. (2020) also noted that the impact of WE indicate a potential mechanism explaining the relationship between WE and OCB, where employee engagement can motivate them to exhibit greater extra-role behavior. Other studies also show that WE acts as a mediator linking the influence of TL on OCB, such as Sridadi et al. (2022) stating that WE has a positive and significant effect in mediating the influence of TL on OCB.

H6: WE has a significant positive effect in mediating the effect of TL on OCB

POS is positively related to three dimensions of WE, namely vigor, dedication, and absorption (Yang et al., 2020). Meyers et al. (2020) and Musenze et al. (2020) state that POS is positively related to WE. Alshaabani et al. (2021) state that POS is positively related to higher levels of WE directed toward the organization. Al-Omar et al. (2019); Saks (2019); Imran et al. (2020); Rahman et al. (2020); Shams et al. (2020); Stefanidis & Strogilos (2020); Tan et al. (2020) in their research found that POS is positively related to WE. These results are supported by Jankelová et al. (2021); Rasool et al. (2021); Li et al. (2022); Yudiarti & Putranta (2022), who state that there is a positive influence of POS on WE. Park et al. (2020); Suharto & Suprpto (2023) also support the statement that POS has a significant positive relationship with WE.

Thakre & Mathew (2020) show that employees with high WE exhibit greater OCB behavior compared to employees with low WE work engagement. WE has a positive and significant effect on OCB (Ismael et al., 2021; Sridadi et al., 2022; Liu et al., 2023). Saks (2019); Shams et al. (2020); Ansori & Wulansari (2021); Ng et al. (2021) found in their research that WE positively influence OCB. Rahman & Karim (2022) state that WE has a positive relationship with OCB directed toward individuals (OCBI) or organizations (OCBO). The impact of WE indicate the presence of a potential mechanism in its relationship with OCB (Zhang et al., 2020).

Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

Saks (2019); Shams et al. (2020); Ansori & Wulansari (2021); in their research provide evidence that WE can mediate the relationship between POS and OCB.

H7: WE has a significant positive effect in mediating the effect of POS

METHODS

The study uses a causal associative approach to examine the influence between four variables and determine the extent of the influence of exogenous variables on endogenous variables. The study is designed to analyze the role of WE in mediating TL and POS on OCB. This approach allows for the identification of causal relationships between exogenous variables (TL and POS) and endogenous variables (OCB) directly or through WE.

The research population consisted of all civil servants at the Denpasar High Court, totalling 95 (ninety-five) people. The study used a saturated sample, a technique in which all members of the population who meet the research criteria are included in the sample, due to the limited size of the population. The sample size was 93 (ninety-three) people, excluding the Chief Justice and Deputy Chief Justice of the Denpasar High Court. The study used Structural Equation Modeling (SEM) as a data analysis technique, with a variance-based or component-based SEM approach, known as Partial Least Square (PLS).

RESULT AND DISCUSSION

Structural Model Testing (Inner Model)

The structural model or inner model is evaluated by examining the percentage of variance explained, specifically by assessing R² (how well the independent variables explain the dependent variables) for the latent dependent constructs using the Stone-Geisser Q Square test and also examining the structural path coefficients. The stability of the estimates is tested using t-statistics through the bootstrapping procedure.

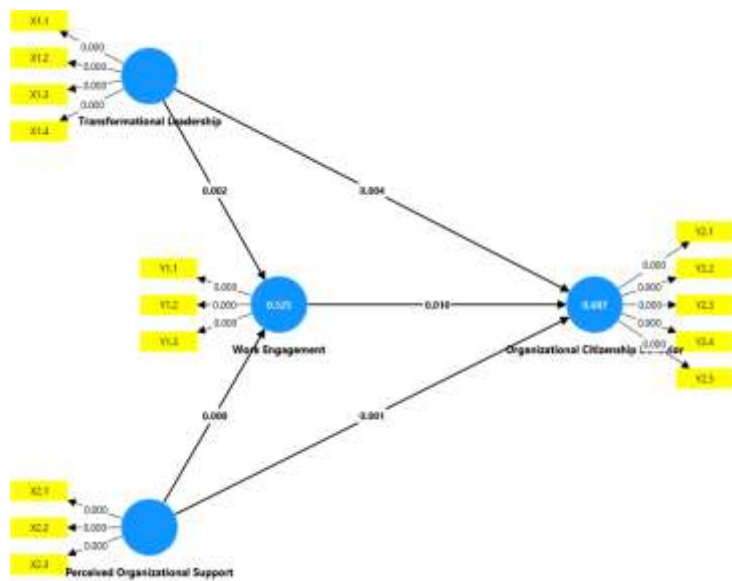


Figure 1. PLS Boothstrapping

Table 1. R Square

	R-square	R-square adjusted
OCB	0.687	0.677
WE	0.525	0.514

Primary Data, 2025

Based on Table 1, the R-square value of the OCB variable is 0.687. This value indicates that 68.7% of the OCB variable can be explained by the TL, POS, and WE variables, while the remaining 31.3% is influenced by other variables outside the scope of this study. The R-square value of the WE variable is 0.525, indicating that 52.5% of the WE variable can be explained by the TL and POS variables. The remaining 47.5% is influenced by other variables outside the scope of this study.

Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

Hypothesis Testing

A hypothesis is a tentative answer to the research question, which has been stated in the form of a statement. Hypotheses can also be stated as theoretical answers to the research problem formulation (Sugiyono, 2019). The results of the direct and indirect effect tests are presented in Table 2.

Table2. Path Coefficient

Descriptio n	Effect	Original (O)	sample sample	Sample (M)	mean	Standard (STDEV)	deviation	t-statistics (O/STDEV)	P values
Direct	<i>TL -> OCB</i>	0.265		0.268		0.093		2.850	0.004
	<i>POS -> OCB</i>	0.343		0.340		0.106		3.233	0.001
	<i>WE -> OCB</i>	0.326		0.321		0.126		2.588	0.010
	<i>TL -> WE</i>	0.323		0.324		0.104		3.106	0.002
	<i>POS -> WE</i>	0.459		0.446		0.121		3.801	0.000
Indirect	<i>TL -> WE -> OCB</i>	0.105		0.104		0.054		1.969	0.049
	<i>POS -> WE -> OCB</i>	0.150		0.145		0.073		2.050	0.040

Primary Data, 2025

TL on OCB

Based on the table, the original sample value is 0.265 with a t-statistic of 2.850, which is greater than the critical value of 1.960. The p-value of 0.004 is less than 0.05, indicating that the relationship is positive and statistically significant at a significance level of 5%. This result means that H1 is accepted, indicating that TL has a positive and significant effect on OCB among civil servants at the Denpasar High Court. The higher the perceived TL, the higher the OCB behavior exhibited by civil servants at the Denpasar High Court.

POS on OCB

The original sample value is 0.343, with a t-statistic of 3.233 and a p-value of 0.001. The t-statistic is greater than 1.960 and the p-value is less than 0.05, indicating that the relationship is positive and statistically significant at the 5% significance level. This result means that H2 is accepted, indicating that POS has a significant positive influence on OCB among civil servants at the Denpasar High Court. The higher the civil servants' perception of POS, the higher their tendency to exhibit OCB behavior, such as helping colleagues, adhering to regulations, and maintaining harmonious working relationships within the Denpasar High Court environment.

WE on OCB

The original sample value is 0.326, with a t-statistic of 2.588 and a p-value of 0.010. A t-statistic greater than 1.960 and a p-value less than 0.05 indicate that the relationship is positive and statistically significant at the 5% significance level. This result means that H3 is accepted, indicating that WE has a positive and significant effect on OCB among civil servants at the Denpasar High Court. Civil servants' involvement in their work, in terms of enthusiasm, pride, and commitment, contributes to enhancing positive OCB behavior at the Denpasar High Court.

TL on WE

The original sample value was 0.323, with a t-statistic of 3.106 and a p-value of 0.002. A t-statistic greater than 1.960 and a p-value less than 0.05 indicate that the relationship is positive and statistically significant at the 5% significance level. This result means that H4 is accepted, indicating that TL has a positive and significant effect on WE among civil servants at the Denpasar High Court. TL that can inspire, motivate, and provide personal support has proven effective in enhancing civil servants' WE in their daily work.

POS on WE

The original sample value is 0.459, with a t-statistic of 3.801 and a p-value of 0.000, which is far below 0.05, indicating that the relationship is positive and statistically significant at the 5% significance level. This result means that H5 is accepted, indicating that POS has a positive and significant effect on the WE of civil servants at the Denpasar High Court. The more civil servants feel that the organization supports them morally and operationally, the higher their level of WE toward their work.

TL on OCB through the role of WE

Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

The original sample value is 0.105 with a t-statistic of 1.969 and a p-value of 0.049. The t-statistic value is slightly above the critical limit of 1.960 and $p < 0.05$, indicating that the relationship is positive and statistically significant at the 5% significance level. H6 is accepted, meaning that WE has a significant positive effect in mediating the influence of TL on OCB among civil servants at the Denpasar High Court. Strong TL can encourage higher WE, which in turn encourages civil servants to exhibit OCB behavior.

POS on OCB through the role of WE

The original sample value is 0.150 with a t-statistic of 2.050 and a p-value of 0.040. The t-statistic value is greater than 1.960 and the p-value is less than 0.05, indicating that the relationship is positive and statistically significant at the 5% significance level. H7 is accepted, meaning that WE has a significant positive effect in mediating the influence of POS on OCB among civil servants at the Denpasar High Court. POS from the organization not only encourages civil servants to exhibit OCB behavior directly but also through an increase in their WE toward their work, which ultimately strengthens the tendency to behave positively at work.

Conclusion

TL has a positive and significant effect on OCB, meaning that the stronger the TL felt by civil servants, the higher the OCB behavior they exhibit, such as helping colleagues and obeying organizational rules. POS has a positive and significant effect on OCB. Civil servants who feel supported by the organization tend to be more motivated to exhibit OCB behavior and maintain harmonious working relationships. WE has a positive and significant effect on OCB, meaning that ASN's WE in their work, characterized by enthusiasm and pride, contributes to enhancing positive behavior at the workplace that goes beyond their formal duties. TL positively and significantly influences WE, meaning that TL can inspire and provide personal support to enhance ASN's WE in performing their daily tasks. POS has a positive and significant effect on WE. The more civil servants feel that the organization provides moral and operational support, the higher their involvement in their work. The role of WE in mediating the influence of TL on OCB is that TL also positively and significantly effect OCB through WE. TL increases WE, which then drives OCB behavior. The role of WE in mediating the effect of POS on OCB is that POS also positively and significantly effect OCB through WE. POS increases WE, which ultimately increases OCB. WE partially mediate the complementary relationship between TL and POS on OCB. The research results explain that TL and POS not only effect OCB directly but also through increasing WE, and both pathways reinforce each other's positive effects on OCB.

Managerial Implication

This study contributes to the advancement of human resource management literature by clarifying the mechanisms through which transformational leadership (TL) and perceived organizational support (POS) promote organizational citizenship behavior (OCB), mediated by work engagement (WE). The findings reveal that both TL and POS have a positive effect on WE and OCB, and that WE serves as a mediating variable. The influence of TL and POS on OCB is not only direct but also occurs indirectly through employees' engagement at work. These results support Social Exchange Theory (SET), which posits that individuals tend to reciprocate positive organizational treatment with beneficial behaviors. In this case, TL and POS enhance WE as a form of social exchange, which in turn generates OCB as a reciprocal response to the positive experiences provided by the organization.

Practically, the findings provide valuable insights for the Denpasar High Court in strengthening OCB among civil servants (ASN). Although TL is perceived as excellent, attention should be given to aspects with the lowest item scores, particularly the perception among some employees that their contributions are not sufficiently acknowledged by leaders. Similarly, while POS is rated very high, it remains important to address concerns regarding employees' perceptions of their voices being overlooked in decision-making processes. Work engagement, though also scored very high, indicates that some employees still feel less involved, especially beyond regular working hours. These areas require targeted strategies to maintain optimal engagement levels. Lastly, although OCB is perceived as high, signs such as complaints about trivial matters suggest a need for continued efforts in sustaining motivation and fostering a positive organizational culture.

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Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

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Mediated by Work Engagement: Transformational Leadership and Perceived Organizational Support on Organizational Citizenship Behavior

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