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The Impact of Perceived Organizational Support on Organizational Citizenship Behavior: Psychological Capital as a Mediator in Indonesian Prison Management

Amelia Górski¹, Daniel Pawłowski^{1,2*}, Laura Walczak²

1. Institute of Psychology, University of Gdańsk, Jana Bażyńskiego 4 St., 80-309 Gdańsk, Poland.
2. Department of Psychology, Kazimierz Wielki University, Leopolda Staffa 1 St., 85-867 Bydgoszcz, Poland.

Abstract

This research explores the role of perceived organizational support (POS) in shaping middle managers' behaviors by signaling that the organization values their well-being, thereby encouraging contributions to organizational performance. The study further examines whether psychological capital mediates the relationship between perceived organizational support and organizational citizenship behavior (OCB) among middle managers at Nusakambangan Correctional Institutions, Indonesia. Data were collected from 76 middle managers and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Findings indicate that POS has a significant positive effect on both psychological capital and OCB, and that psychological capital also significantly predicts OCB. In addition, psychological capital was found to partially mediate the link between POS and OCB. Given the high-pressure and unpredictable environment of correctional institutions, ensuring that middle managers and their teams trust organizational processes is essential for operational effectiveness. The study emphasizes psychological capital as a key resource that enhances managers' mental resilience and supports proactive citizenship behaviors in demanding organizational contexts.

Keywords: Perceived organizational support, Psychological capital, Organizational citizenship behavior, Correctional institutions, Managerial effectiveness

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Corresponding author: Daniel Pawłowski

E-mail ✉ dpawlowski@proton.me

Introduction

Terrorism remains a global security challenge, with Indonesia ranking fourth in the Asia-Pacific region on the 2020 Global Terrorism Index, following the Philippines, Thailand, and Myanmar. According to the Indonesian National Counter-Terrorism Agency, the country experiences moderate effects from terrorism but faces high risks, underscoring the need for enhanced security measures [1]. Correctional institutions for terrorism offenders in Indonesia differ significantly from standard facilities, as they are designed with maximum-security protocols, including multilayered walls and signal-jamming devices to prevent unauthorized communication. Additionally, these institutions face chronic overcrowding [2], and the limited number of personnel relative to inmates creates operational challenges that demand high efficiency and performance from staff [3].

Effective correctional management relies heavily on competent human resources. Middle managers, typically selected based on experience in multiple correctional facilities, play a crucial role in maintaining safety, stability, and operational effectiveness while mitigating terrorist networks [4]. Their leadership requires proactive engagement and a commitment to security, supervision, and guidance.

Organizational citizenship behavior (OCB) is defined as voluntary, constructive behaviors that exceed formal job requirements and contribute to organizational effectiveness [5]. OCB is discretionary, not formally mandated, yet it is essential



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for overall organizational performance. In the context of correctional institutions, middle managers' engagement in OCB significantly influences institutional outcomes [6].

Perceived organizational support (POS) has been identified as a key driver of OCB. Employees who feel supported by their organization tend to reciprocate through positive behaviors, consistent with Social Exchange Theory (SET) [7]. Psychological capital (PsyCap), which encompasses self-efficacy, optimism, hope, and resilience, has been shown to mediate the relationship between POS and work outcomes, including OCB [8-10]. Employees with higher PsyCap are more likely to feel confident, optimistic, and motivated to engage in extra-role behaviors when they perceive strong organizational support.

This study focuses on the Nusakambangan Correctional Institution, classified as high-risk, housing 94 inmates and employing 76 middle managers. High-risk inmates are identified based on assessments of security, safety, stability, and community relations (Ministerial Decree No. M.HH-02.PK.01.02.02 of 2017). In such a challenging environment, middle managers must collaborate closely to maintain security and operational effectiveness, as lapses could lead to conflicts or security incidents.

Given the high stakes and complex responsibilities, OCB is particularly vital for middle managers in this setting. The study hypothesizes that organizational support can enhance PsyCap, which in turn promotes OCB, reflecting greater engagement, resilience, and performance in a demanding institutional environment [11]. This research addresses the limited literature on the mediating role of psychological capital in fostering OCB within correctional institutions, highlighting the significance of both POS and PsyCap in enhancing voluntary, constructive employee behaviors in Indonesian organizations.

Creating organizational citizenship behavior (OCB) among middle managers in correctional institutions must be conducted in a supportive manner that reinforces social reintegration processes, even in conditions of overcrowding and operational challenges. Middle managers who perceive strong organizational support and possess high levels of psychological capital are more likely to engage proactively and persistently in their duties, ensuring resilience when faced with difficulties.

Literature Review

Conceptual overview

Perceived organizational support

Perceived organizational support (POS) refers to employees' beliefs that their organization values their contributions and genuinely cares about their well-being [12]. Employees who perceive high POS recognize that the organization supports them in achieving both personal and organizational goals, fostering a sense of accomplishment and commitment [9]. POS emphasizes the perception that the organization appreciates employees' efforts, contribution, and welfare [13, 14]. It reflects an individual's sense of responsibility toward organizational objectives and enhances confidence in their ability to achieve these goals [15]. In essence, POS provides employees with positive reinforcement, encouraging skill development and engagement in organizational success.

Psychological capital

Psychological capital (PsyCap) is a positive psychological state encompassing self-efficacy, optimism, hope, and resilience [8]. It represents a combination of mental resources that allows individuals to perform at their best. Self-efficacy reflects confidence in overcoming challenges, hope represents goal-directed energy, optimism reflects positive expectations about the future, and resilience denotes the capacity to recover from setbacks. PsyCap is a core construct of positive organizational behavior that helps individuals address human capital challenges, optimize resource utilization, and achieve professional effectiveness [16, 17]. Additionally, PsyCap contributes to well-being, proactive behavior, and adaptability in professional contexts [18, 19]. In correctional institutions, PsyCap enables middle managers to manage overcapacity and high-pressure situations while maintaining performance and positive workplace attitudes.

Organizational citizenship behavior

Organizational citizenship behavior refers to voluntary, discretionary actions that are not formally recognized by reward systems but contribute to organizational efficiency [20]. Such behaviors include assisting colleagues, exceeding job requirements, and supporting organizational goals without expecting formal recognition or compensation [18]. OCB is particularly valuable in correctional institutions facing overcrowding, as it enhances organizational adaptability, continuity, and employee performance during challenging situations [5, 21].

Hypothesis development

Perceived organizational support and organizational citizenship behavior

According to Social Exchange Theory (SET), employees who feel valued by their organization are motivated to reciprocate through positive behaviors, including OCB and enhanced job performance [7]. Prior studies have found a significant positive

relationship between POS and OCB, demonstrating that employees tend to repay perceived organizational support with discretionary, constructive behaviors [9, 22]. Moreover, organizational recognition and supportive leadership contribute to employees' engagement in OCB, ultimately enhancing organizational outcomes [23]. However, some studies in Indonesian organizational contexts have found limited effects of POS on OCB [24]. Accordingly, this study hypothesizes:

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

Perceived organizational support and psychological capital

Research indicates that POS positively influences PsyCap [8, 25]. Employees who perceive strong organizational support are more likely to develop PsyCap, as recognition, well-being considerations, and appreciation for contributions strengthen hope, optimism, self-efficacy, and resilience [17]. A supportive organizational environment encourages employees to adopt innovative approaches, improve problem-solving, and foster positive workplace attitudes, all of which enhance PsyCap. Based on these findings, this study proposes:

H2: Perceived organizational support has a significant positive effect on psychological capital.

Psychological capital and organizational citizenship behavior

Psychological capital (PsyCap) has been widely recognized as influencing various organizational outcomes, including organizational citizenship behavior (OCB) [18]. Research suggests that individuals with high PsyCap—characterized by hope, optimism, self-efficacy, and resilience—are more likely to engage in discretionary, voluntary behaviors that support organizational effectiveness [26]. Chen *et al.* [27] assert that employees with elevated PsyCap tend to invest in accumulating and enhancing personal and organizational resources, which in turn promotes OCB. By maintaining and expanding these resources, such individuals consistently exhibit behaviors that benefit their organization. Similarly, positive psychological states fostered by PsyCap encourage employees to recognize and utilize their strengths, thereby increasing engagement in OCB [5, 28]. However, some studies in Indonesian organizational settings report limited evidence of PsyCap's impact on OCB [29]. Based on these insights, the study hypothesizes:

H3: Psychological capital has a significant positive effect on organizational citizenship behavior.

Mediating role of psychological capital

Previous studies indicate that perceived organizational support (POS) can enhance individuals' PsyCap by fostering confidence, optimism, resilience, and strategic effort toward achieving goals [10]. Such enhancements in PsyCap are associated with more positive work attitudes, including higher engagement in OCB. Alshaabani *et al.* [7] support this notion, noting that employees who perceive strong organizational support tend to reciprocate with constructive behaviors, contributing to overall organizational development. Empirical evidence also demonstrates that PsyCap mediates the relationship between POS and work outcomes, creating a positive psychological climate that encourages proactive and discretionary behaviors [11, 17, 25]. Therefore, this study proposes:

H4: Psychological capital significantly mediates the effect of perceived organizational support on organizational citizenship behavior.

The conceptual framework summarizing these hypotheses is presented in **Figure 1**.

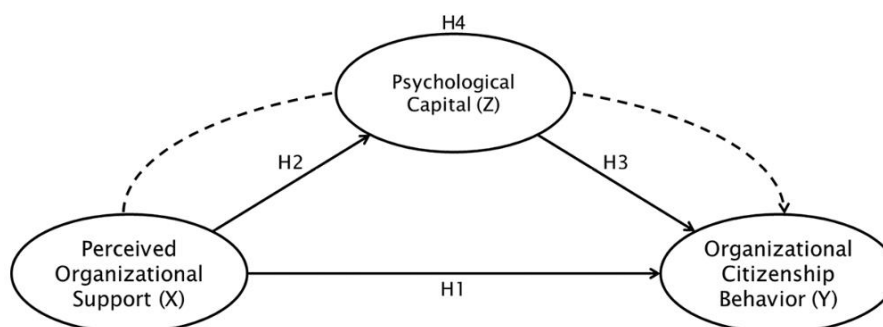


Figure 1. Conceptual framework

Research Method

Research approach

This study investigates the effect of perceived organizational support on organizational citizenship behavior, with psychological capital acting as a mediating variable. A quantitative research design was adopted to empirically test the proposed hypotheses through structured questionnaires administered to middle managers at the Nusakambangan Indonesian

Correctional Institution. The study is explanatory in nature, aiming to analyze and measure relationships between variables to provide a clear understanding of the observed phenomena.

Measurement

The independent variable (X) in this study is perceived organizational support (POS), the mediating variable (Z) is psychological capital (PsyCap), and the dependent variable (Y) is organizational citizenship behavior (OCB). Measurement instruments were adapted from prior studies: POS indicators were based on Akgunduz *et al.* [15], PsyCap was measured using Huynh and Hua's [30] framework covering self-efficacy, hope, optimism, and resilience, and OCB was assessed following Kumar and Shah [31]. Prior to distribution, the questionnaires were translated into Indonesian using a rigorous translation-back translation process, ensuring both validity and reliability. Expert validation was conducted with officials from the Indonesian Ministry of Law and Human Rights. All items were evaluated using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Data collection and sample

The study population consisted of all 76 middle managers at the Nusakambangan Correctional Institution, including the head of the institution, sub-section heads, security unit leaders, correctional supervisors, and finance managers. A census sampling technique was employed, incorporating the entire population to ensure representativeness. Middle managers were selected because their roles carry significant responsibility and decision-making authority, directly impacting organizational performance and effectiveness.

Data analysis techniques

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to test the hypotheses and evaluate both direct and indirect effects among the variables. SmartPLS 3.0 software was used to analyze the structural relationships and assess the mediating effect of psychological capital, consistent with recommendations by Hair *et al.* [32].

Results and Discussion

Respondent profile and descriptive analysis

The study collected responses from all 76 middle managers at Nusakambangan Correctional Institution. The demographic profile revealed that most respondents were male (93.4%), married (50%), aged 20–30 years (52.6%), and had 11–14 years of work experience (36.9%).

Descriptive analysis (**Table 1**) indicated that respondents generally reported high levels of perceived organizational support, psychological capital, and organizational citizenship behavior, with mean scores ranging between 3.41 and 4.20. Meanwhile, job autonomy and perceived time pressure fell within the moderate range (2.61–3.40). These results suggest that middle managers perceive strong organizational support, possess substantial psychological resources, and tend to engage in discretionary behaviors that contribute to organizational effectiveness.

Table 1. Test results for convergent validity

Variable	Indicator	Value Loading	AVE	Result
Perceived Organizational Support	POS1	0.758	0.685	Valid
	POS2	0.761		Valid
	POS3	0.868		Valid
	POS4	0.869		Valid
	POS5	0.850		Valid
	POS6	0.861		Valid
	POS7	0.883		Valid
	POS8	0.758		Valid
Psychological Capital	PC1	0.721	0.592	Valid
	PC 2	0.741		Valid
	PC 3	0.736		Valid
	PC 4	0.736		Valid
	PC 5	0.704		Valid
	PC 6	0.748		Valid
	PC7	0.738		Valid
	PC8	0.813		Valid
	PC9	0.797		Valid
	PC10	0.853		Valid

Organizational Citizenship Behavior	PC11	0,877	Valid
	PC12	0,745	Valid
	OCB1	0,806	Valid
	OCB2	0,769	Valid
	OCB3	0,864	Valid
	OCB4	0,781	Valid
	OCB5	0,777	Valid
	OCB7	0,706	Valid
	OCB8	0,709	Valid
	OCB9	0,700	Valid
	OCB6	0,730	Valid
	OCB10	0,778	Valid
	OCB11	0,776	Valid
	OCB12	0,714	Valid
	OCB13	0,707	Valid
	OCB14	0,729	Valid
	OCB15	0,793	Valid

Table 2 presents the outer loading results, which indicate that all indicators satisfy the research validity criteria, as values exceeding 0.5 are considered acceptable. As shown in the table, every indicator demonstrates an outer loading greater than 0.5, confirming the convergent validity of the measures. Furthermore, the Average Variance Extracted (AVE) for all constructs exceeds the 0.5 threshold, further supporting convergent validity [32]. This indicates that each indicator reliably captures its intended construct.

Table 2. Measurement description

Item	Statement	Average	Category
Perceived Organizational Support			
POS1	The organization highly values my contributions.	4.25	Very high
POS2	The organization fails to recognize my additional efforts. (R)	4.32	Very high
POS3	The organization frequently disregards the grievances I raise. (R)	4.21	Very high
POS4	The organization shows strong concern for my overall well-being.	4.43	Very high
POS5	Even when I perform at my peak, the organization overlooks me. (R)	4.47	Very high
POS6	The organization prioritizes my job satisfaction.	4.39	Very high
POS7	The organization pays minimal attention to me. (R)	4.50	Very high
POS8	The organization takes great pride in my accomplishments.	4.25	Very high
Average		4.35	Very high
Psychological Capital			
PC1	I am confident in my ability to assess long-term challenges and develop multiple solutions.	4.13	High
PC2	I am certain I maintain networks and can reach out to individuals beyond the company.	4.18	High
PC3	I feel assured when presenting ideas to a team of colleagues.	4.20	High
PC4	In uncertain situations, I remain optimistic about positive outcomes.	4.20	High
PC5	I trust that things will unfold as intended.	4.15	High
PC6	I anticipate more positive events than negative ones.	4.32	Very high
PC7	I am deeply committed to pursuing my objectives and aspirations.	4.31	Very high
PC8	I possess numerous strategies to address obstacles.	4.37	Very high
PC9	I have diverse approaches to realizing my ambitions and targets.	4.28	Very high
PC10	I have successfully rebounded from past unexpected events.	4.31	Very high
PC11	Colleagues demonstrate generosity.	4.36	Very high
PC12	I can rapidly control my frustration toward others.	4.22	Very high
Average		4.25	Very high
Organizational Citizenship Behavior			
OCB1	I am eager to assist colleagues facing difficulties.	4.44	Very high
OCB2	I enjoy supporting newcomers during their onboarding process.	4.39	Very high
OCB3	I readily offer help to those in my vicinity.	4.48	Very high
OCB4	I consistently follow company standard operating procedures, even unsupervised.	4.53	Very high
OCB5	I avoid excessive use of break time during work hours.	4.37	Very high
OCB6	I often exceed standard attendance requirements in my role.	4.02	High
OCB7	I require encouragement to fulfill my job responsibilities.	4.27	Very high
OCB8	I typically notice common errors within the organization.	3.98	High

OCB9	I generally concentrate on emerging issues rather than stable conditions.	3.98	High
OCB10	I remain aware during organizational changes.	4.32	Very high
OCB11	I document every type of announcement.	4.40	Very high
OCB12	I habitually attend and support non-compulsory meetings in my department.	4.20	High
OCB13	I strive to prevent conflicts with coworkers whenever possible.	4.13	High
OCB14	I consider the effects of my actions on colleagues.	4.20	High
OCB15	I have never infringed on others' rights.	4.28	Very high
Average		4.27	Very high

The subsequent validity assessment is discriminant validity, which evaluates the extent to which a construct is empirically distinct from other constructs [32]. Two commonly used criteria for this test are the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. According to the Fornell-Larcker criterion, the square root of a construct's AVE should exceed its correlations with all other constructs [33]. As presented in **Table 3**, the square root of the AVE for organizational citizenship behavior and psychological capital is slightly higher than its correlation with organizational citizenship behavior itself. However, the minimal difference of 0.023 suggests that organizational citizenship behavior does not fully satisfy the discriminant validity requirement based on the Fornell-Larcker criterion.

Table 3. Test results for discriminant validity (Fornell-Larcker criterion)

Variable	Organizational Citizenship Behavior	Perceived Organizational Support	Psychological Capital
Organizational Citizenship Behavior	.752		
Perceived Organizational Support	.731	.812	
Psychological Capital	.775	.612	.765

However, Hair *et al.* [32] noted that the Fornell-Larcker criterion has been questioned in recent studies and may be an unreliable measure of discriminant validity [34]. Consequently, Franke and Sarstedt [35] recommend using the Heterotrait-Monotrait ratio (HTMT) as a more robust criterion, with a threshold of 0.85 [36]. As shown in **Table 4**, all HTMT values in this study are below 0.85, indicating that the constructs are conceptually distinct from one another.

Table 4. Test results for discriminant validity (HTMT)

Variable	Organizational Citizenship Behavior	Perceived Organizational Support
Perceived Organizational Support	.776	
Psychological Capital	.817	.653

As presented in **Table 5**, all variables satisfy the criteria for internal consistency reliability and are thus considered reliable. According to Hair *et al.* [32], a measurement instrument is deemed consistent in assessing a construct if both its Composite Reliability and Cronbach's Alpha values exceed 0.6. This indicates that the instruments used in this study reliably measure each variable.

Table 5. Test results for construct reliability

Variable	Composite Reliability	Cronbach's Alpha	Result
Perceived Organizational Support	.946	.945	Reliable
Psychological Capital	.937	.947	Reliable
Organizational Citizenship Behavior	.953	.934	Reliable

As shown in **Table 6**, the original sample coefficients indicate the direction of the relationships between variables (a positive coefficient signifies a relationship in the same direction, and a negative coefficient indicates the opposite). A hypothesis is considered supported if the T-statistic exceeds 1.65 in a one-tailed test and the p-value is below the significance threshold of 0.05. Based on these criteria, all direct and indirect effect hypotheses in this study are supported. Each hypothesis will be further elaborated upon in the discussion section.

Table 6. Path coefficients for direct and indirect effect

Hypothesis	Coefficient	T-Statistics	P values	Result
Perceived organizational support → Organizational citizenship behavior	0.441	4,833	.000	Significant
Perceived organizational support → Psychological capital	0.612	5,424	.000	Significant

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Psychological capital → Organizational citizenship behavior	0.523	2.846	.002	Significant
Perceived organizational support → Psychological capital → Organizational citizenship behavior	0.320	2.513	.006	Significant partially mediates

Discussion

The findings of this study indicate that perceived organizational support (POS) significantly influences organizational citizenship behavior (OCB) among middle managers in correctional institutions. Middle managers who perceive strong organizational support are more willing to go beyond their formal duties and engage in discretionary behaviors that enhance organizational functioning. This aligns with prior research demonstrating that POS fosters trust in the organization and encourages employees to reciprocate through positive behaviors [7, 37]. In the context of the Nusakambangan Correctional Institution, support manifested through safety and security measures, motivational assistance, and opportunities for professional development contributed to middle managers' readiness to engage in OCB.

POS was also found to positively influence psychological capital (PsyCap), consistent with prior studies [8]. Middle managers who perceive organizational support exhibit higher levels of optimism, self-efficacy, hope, and resilience, enabling them to implement innovative strategies, guide colleagues, and address operational challenges effectively.

Furthermore, PsyCap was positively associated with OCB. Middle managers with strong PsyCap are better able to invest resources at work, offer assistance to colleagues, and engage prisoners in deradicalization programs, reflecting discretionary behaviors that benefit organizational effectiveness [5, 27]. PsyCap also mediated the relationship between POS and OCB, suggesting that organizational support strengthens PsyCap, which in turn drives employees' voluntary positive behaviors [10].

Conclusions and Suggestions

Conclusions

The study confirms that POS directly enhances both OCB and PsyCap among middle managers. Middle managers who feel supported exhibit greater confidence, optimism, and motivation, leading to higher discretionary effort. PsyCap further mediates the effect of POS on OCB, indicating that support from the organization enhances middle managers' psychological resources, which then encourages voluntary behaviors that improve organizational functioning. These findings underscore the critical role of both organizational support and psychological capital in fostering positive workplace behavior, particularly in high-risk and challenging environments such as correctional institutions.

Implications

Theoretical implications

This research highlights the theoretical importance of POS and PsyCap in promoting OCB. By establishing PsyCap as a mediator between POS and OCB, the study provides insight into the psychological mechanisms that drive discretionary workplace behaviors. Organizations that demonstrate care for employees' well-being and acknowledge their contributions foster psychological resources, which subsequently enhance proactive and cooperative behaviors. This study also contributes to the literature by examining OCB within a high-stakes, high-pressure organizational context, emphasizing the interplay between organizational support, psychological capital, and voluntary employee behaviors.

Practical implications

For practice, organizations should prioritize fostering POS to strengthen employees' PsyCap. This can be achieved through safety measures, professional development opportunities, recognition programs, and attention to employees' welfare. Middle managers equipped with higher PsyCap are better positioned to lead teams, implement innovative solutions, and encourage cooperative behaviors, all of which are critical for organizational effectiveness, particularly in correctional institutions facing operational challenges. Organizations should also cultivate a culture that recognizes and rewards discretionary effort, thereby reinforcing the link between organizational support, PsyCap, and OCB.

Managerial implications

The findings of this study provide practical guidance for organizational leaders and managers regarding the role of perceived organizational support (POS) in fostering organizational citizenship behavior (OCB), mediated by psychological capital (PsyCap). Middle managers who perceive themselves as valued and supported by the organization are more motivated and efficient, contributing effectively to organizational success. This can help organizations address human capital challenges while promoting discretionary behaviors that enhance overall organizational functioning.

In high-risk and security-sensitive environments, such as correctional institutions, managers must ensure that middle managers and their teams have confidence in the organization's procedures and the successful execution of operational activities. Recognizing employees' contributions and providing appropriate support fosters trust, enabling staff to respond effectively to unexpected challenges.

Moreover, adherence to organizational Standard Operating Procedures (SOPs) is critical in correctional settings. Middle managers who perceive strong organizational support are more likely to comply with these protocols, even without direct supervision. Given the common issue of overcapacity in Indonesian correctional institutions, it is crucial to ensure that middle managers feel supported to perform their duties efficiently despite workforce limitations. By enhancing POS and nurturing PsyCap, organizations can encourage voluntary behaviors that support colleagues and the organization, particularly in addressing operational challenges and mitigating risks. Attention should be directed not only to successes but also to areas requiring improvement, thereby reinforcing positive organizational behavior and fostering a resilient workforce.

Research Limitations and Suggestions for Future Research

This study has several limitations that suggest directions for future research. First, the sample size was limited to the number of middle managers at Nusakambangan Correctional Institution, which may affect generalizability. Future studies could include larger and more diverse samples to enhance external validity.

Second, research could explore other organizational contexts or populations to expand understanding of human resource management and organizational behavior, particularly regarding factors that promote effective employee conduct [38].

Third, future studies could refine or expand the research model by incorporating additional variables or modifying existing ones to develop a broader theoretical framework. Specifically, factors such as leadership, organizational climate, and coworker dynamics may serve as antecedents of OCB in correctional institutions [39, 40].

Finally, future research may include moderating variables and employ alternative analytical methods to deepen insights into the mechanisms underlying OCB and its drivers, thereby contributing to the literature on organizational behavior in high-risk work environments.

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