
THE INFLUENCE OF PARTICIPATIVE MANAGEMENT, ORGANIZATIONAL COMMITMENT, PERCEIVED ORGANIZATIONAL SUPPORT, AND EMPLOYEE ENGAGEMENT ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF PUBLIC SECTOR EMPLOYEES



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Abstract

This study investigates the influence of perceived participative management, organizational commitment, and perceived organizational support on Organizational Citizenship Behavior (OCB), with employee engagement as a mediating variable. The research was conducted within a Financial Education and Training Organization in Indonesia, involving respondents comprising staff and supervisors or equivalent positions. Identified issues include a decline in the assessment index from the 2023 Service User Satisfaction Survey and a need to enhance employee behavior, particularly empathy. The research methodology employed data collection through questionnaires, which were analyzed using Lisrel 8.8 to evaluate the relationships and impacts of the studied variables. The findings reveal that participative management does not exert a direct influence on OCB; rather, its positive effect is contingent upon mediation by employee engagement. Although organizational commitment does not show a significant direct effect on OCB, it can exert an indirect influence when mediated by employee engagement. In contrast, perceived organizational support demonstrates a positive and significant effect on OCB, underscoring its critical role in fostering OCB among employees within the Financial Education and Training Organization. Employee engagement emerges as a highly influential variable, exerting a strong and significant direct impact on OCB while also mediating the indirect effects of participative management, organizational commitment, and perceived organizational support. These findings collectively emphasize the critical role of fostering employee attachment to the organization to enhance OCB.

Keywords: Participative Management, Organizational Commitment, Perceived Organizational Support, OCB, Employee Engagement, Public Sector, Education and Training Organization

INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to voluntary individual actions that are not formally recognized by an organization's reward system but contribute to the organization's overall functioning (Siagian et al, 2023). OCB can enhance the productivity of government institutions by reinforcing bureaucratic values through adherence to tasks and a willingness to exceed expectations (Vigoda-Gadot & Beerli, 2011). Employees who voluntarily perform tasks without explicit instructions—such as assisting colleagues or addressing issues outside their job descriptions—can improve the quality of public services received by the community (Organ, 1988; Podsakoff et al., 1997). In the public sector, OCB represents behaviors that strengthen organizational effectiveness and enhance public service delivery (Ingrams, 2020).

In 2024, the Financial Education and Training Organization (FETO) conducted a survey to assess its employees' readiness for organizational restructuring, changing the employees' roles from administrative to functional. Administrative roles encompass public service and governmental administration tasks, equivalent to staff, supervisory, and managerial positions in the private sector. Functional roles, on the other hand, require specific expertise and skills, such as technology analysis and development. Survey results indicated that 31.18% of employees were uncertain about the transition, while 4.30% felt unprepared. Staff members also expressed three main expectations for the transformation at FETO: clarity in career paths and transfer policies, a comfortable and conducive work environment, and transparent mechanisms for work distribution and task division. Interviews with the Head of the Organizational Subdivision and Organizational and Governance Division staff (Edukasi Keuangan Magazine, Issue 80, 2024) revealed challenges related to task distribution in the process of bureaucratic streamlining.

Robbins et al. (2016) assert that when employees feel uncertain about their future, they tend to reduce engagement in non-mandated behaviors, such as helping colleagues or putting in extra effort. In restructuring contexts, unpreparedness and uncertainty can diminish job satisfaction and trust in management, ultimately reducing employees' inclination to engage in voluntary behaviors supporting the organization (Organ, 1988). Podsakoff and MacKenzie (2014), in their meta-analysis on OCB, suggest that situational factors, including

significant organizational changes like restructuring, can influence OCB. The stress and uncertainty associated with restructuring may undermine employees' well-being and engagement, both essential for fostering OCB.

The Financial Education and Training Organization (FETO) achieved a service index score of 4.67 out of 5.00 in 2023, surpassing the Ministry of Funding's aggregate score of 4.43. However, FETO's admissions service for prospective students, managed by the Government Finance College, received the lowest index score among all FETO services, decreasing from 4.67 in 2022 to 4.48 in 2023. Organ (1988) describes OCB as a set of employee behaviors that demonstrate roles beyond primary job duties. Positive employee behavior through OCB is essential for an organization's sustainability and growth, as it optimizes both employee and organizational efficiency and productivity. From an OCB perspective, empathy is a key motivator of OCB, enhancing responsibility and attention to detail, which drives individuals to meet or exceed expected standards. Empathetic employees are better positioned to understand organizational challenges, fostering a positive, supportive attitude even in difficult circumstances. In short, empathy enables employees to respond positively to others' needs.

Kim (2023) investigated how participative management influences OCB in South Korean public sector employees through employee engagement mediation. This study found that participative management strengthens employee engagement, which subsequently enhances OCB. Participative management balances involvement between managers and subordinates in information processing, decision-making, and problem-solving (Wagner III & LePine, 1999). A relational perspective in public management shapes how civil servants view their roles, promoting behaviors that align with organizational goals (Crosby & Bryson, 2018). Among studies examining participative management's impact on public sector employees' attitudes, one study of public sector employees in 28 EU countries found that participative decision-making can improve job satisfaction by fostering trust in workplace relationships (Guinot et al., 2021). Similarly, a study comparing relationship-oriented and performance-oriented approaches in fostering altruistic behavior found that relational approaches, such as transformational leadership, may have a stronger influence on behavior than performance management approaches (Campbell et al., 2016). Participative

management can enhance public sector employees' OCB by providing opportunities for organizational decision-making involvement and fostering psychological ownership, making it a key variable in this study on OCB within the Financial Education and Training Organization.

Organizational commitment (OC) refers to an employee's attachment to the organization, along with a willingness to exert extra effort toward organizational goals and a strong desire to remain employed in the organization (Amalou, 2024). Allen and Meyer (1990) conceptualized OC with three dimensions: Affective Commitment (AOC), Continuance Commitment (COC), and Normative Commitment (NOC). OC reflects an employee's affective orientation toward the organization, recognizing the costs associated with leaving and a moral obligation to remain. AOC represents commitment based on an emotional bond with the organization, stemming from positive work experiences. NOC is rooted in employees' perceived obligations to the organization, grounded in reciprocal norms. COC is commitment based on perceived costs of leaving the organization. Meyer and Allen (2001) later reconceptualized OC to consist of affective, normative, and continuance commitments. AOC pertains to an employee's desire to contribute to core organizational tasks out of a sense of belonging. COC refers to employees' views on organizational goals related to their job needs due to limited alternative employment options, while NOC embodies employees' duty to contribute to organizational tasks as an obligation that develops over time. Given this, commitment is closely tied to employee behavior, relevant across various sectors, including the public sector. This study will thus examine how organizational commitment affects OCB.

Perceived Organizational Support (POS) reflects employees' perception of the extent to which they feel valued and cared for by their organization (Eisenberger et al., 1986). Employees who perceive organizational support are motivated to work efficiently toward organizational values and success. According to Jain and Sinha (2005), organizational support signifies the organization's recognition of employees' efforts, social needs, loyalty, and commitment. Rhoades and Eisenberger (2002) view POS as an organizational effort to secure mutual benefits with employees, as employees reciprocate positively to organizational support. Le and Lei (2019) argue that POS embodies employees' best efforts to align with

organizational goals and complete tasks in response to organizational appreciation and support for their well-being. Employees who feel supported by their organization feel obliged to reciprocate with positive behavior Shanock and Eisenberger (2006).

Based on the above, this study investigates the impact of participative management, organizational commitment, and perceived organizational support on OCB through employee engagement mediation. This research is grounded in the understanding that OCB is crucial for public organizations like the Financial Education and Training Organization, as it facilitates bureaucratic streamlining and improves service to stakeholders. The authors hope this study contributes to academic literature on OCB in the context of public organizations.

REVIEW OF LITERATURE

Organizational Citizenship Behavior

Kreitner et al. (2001) state that Organizational Citizenship Behavior (OCB) encompasses employee actions that go beyond the job demands expected by the organization. OCB is essential for organizations for two main reasons: (1) it creates a positive impression of the employee, colleagues, and managers, which can influence collaboration, supervisory evaluations, and promotion opportunities; and (2) OCB contributes overall to the achievement of organizational goals. Research by Podsakoff et al. (1997) indicates that helping and sportsmanship behaviors have a significant impact on performance quantity, while helping behavior also significantly affects the quality of employee performance in an organization. Organ (1988) explains that OCB can reduce the use of limited resources, as available resources are used more productively. Podsakoff and MacKenzie (2014) further note that OCB can improve organizational performance, as it enables managers to focus more on productive work. In the current era of bureaucratic reform, OCB is highly necessary. OCB is not a behavior imposed on employees but rather a choice made by employees to enhance their organization's performance.

The dimensions of Organizational Citizenship Behavior (OCB) proposed by Organ (1988) capture the various ways employees voluntarily contribute to the organization beyond formal job requirements. Altruism refers to voluntary behaviors aimed at helping others with work-related problems, such as assisting new colleagues or supporting team members facing

high workloads. This dimension fosters a collaborative environment and can enhance overall team efficiency. Conscientiousness reflects an employee's adherence to organizational norms and their willingness to exceed minimum role requirements, such as consistently following rules, maintaining punctuality, and taking extra steps to ensure high-quality work. This behavior promotes reliability and discipline within the workplace. Sportsmanship involves an employee's ability to maintain a positive attitude, especially in challenging situations, by refraining from unnecessary complaints and avoiding negative behaviors when faced with difficulties. Employees demonstrating sportsmanship help create a constructive work environment that encourages resilience and adaptability. Additionally, Courtesy encompasses preventive actions taken to avoid work-related conflicts, such as providing advance notices and respecting colleagues' needs. This behavior reduces interpersonal friction and fosters a respectful workplace culture. Finally, Civic Virtue entails showing active interest in the organization by participating in voluntary activities, staying informed on organizational issues, and responsibly engaging in decisions impacting the organization. Each dimension contributes uniquely to organizational effectiveness, shaping a culture that supports both individual and collective growth.

Participative Management on OCB

Participative management is closely linked to the involvement of the organization, employees, and stakeholders in decision-making processes. The core principle of participative management is to implement more effective management practices, including quality management systems, employee relations, planning integration, and team performance. These aspects are critical factors for achieving a competitive advantage, whether in private or public organizations (Pojidaeff, 1995). By engaging various stakeholders in decision-making, participative management not only improves strategy implementation but also strengthens commitment to shared goals. Argyris (1955) argues that when employees are given the opportunity to participate in decision-making, they feel valued and motivated. This boosts job satisfaction and reduces workplace stress and tension. Participation in decision-making fosters continuous learning and adaptation, which are essential for personal development and organizational sustainability. Additionally, involving

employees in decisions can reduce conflicts between management and staff. Communication becomes more open and transparent, supporting a more harmonious work environment.

The implementation of participative management cultivates an environment where employees feel valued and recognized for their contributions, which in turn drives productivity and efficiency (Ibrahim & Bahyaye, 2019). When employees are actively engaged in decision-making, they are more likely to develop a deeper commitment to their roles and the organization's goals. This engagement can lead to value-oriented decisions that align with both employee insights and organizational objectives, ultimately resulting in improved performance outcomes. Moreover, participative management can enhance communication and collaboration within teams, as employees share ideas and feedback in a supportive setting. This collaborative approach not only strengthens relationships among staff but also fosters innovation and continuous improvement, creating a more dynamic and effective organizational culture.

Organizational Commitment

Allen and Meyer (1990) conceptualize organizational commitment in three dimensions: affective, continuance, and normative. Affective commitment signifies an employee's emotional attachment and identification with their organization, resulting in a high degree of active involvement and satisfaction from being part of it. Employees with strong affective commitment remain in the organization because they genuinely desire to be there. This emotional connection also drives them to uphold organizational values and prioritize its goals. Cohen (2007) underscores that employees with high affective commitment not only find pride in being part of the organization but also actively support its goals. Meyer et al. (1990) further note that this commitment emerges from a deep emotional bond that enhances employees' engagement and willingness to contribute to organizational success. High affective commitment is often linked with reduced turnover, lower absenteeism, and improved job performance (Herscovitch & Meyer, 2002).

In contrast, continuance commitment reflects employees' practical need to remain with the organization due to perceived potential losses if they were to leave. This form of commitment is often driven by factors such as accumulated job tenure, financial benefits, retirement plans, or family-related needs (Meyer & Allen, 2001). Employees with high

continuance commitment may feel obligated to stay to protect these investments, even if they lack a strong emotional attachment to the organization. This type of commitment, though not always motivated by loyalty, plays an essential role in employees' decisions to remain, especially for long-term contributions. Understanding continuance commitment is crucial, as it reveals how practical considerations affect employees' organizational attachment.

Normative commitment involves a sense of moral duty to remain with the organization, often driven by internalized values and social norms. Employees who exhibit high normative commitment feel a sense of obligation to stay, viewing loyalty as ethically appropriate. Meyer and Allen (2001) explain that normative commitment stems from personal or societal beliefs that leaving the organization could be perceived as morally inappropriate. While normative commitment is significant, research indicates its effects on organizational outcomes closely align with those of affective commitment, leading some studies to focus more on affective and continuance commitments (Cakı et al., 2015; Hadi & Tentama, 2020; McGee & Ford, 1987). Aligned with these findings, this study focuses on affective and continuance commitments. Affective commitment holds particular relevance in the public sector, where limited financial incentives often contrast with those offered in profit-oriented organizations (Hodgkinson et al., 2018). Continuance commitment is equally important for public sector employees, who frequently benefit from long-term perks like job security, stable income, pension plans, and other advantages that are less common in the private sector (Wang et al., 2010). These dimensions of commitment provide a comprehensive understanding of how emotional and practical attachments influence employee behavior in organizational settings.

Perceived Organizational Support

Perceived Organizational Support (POS) refers to the extent to which employees feel that their organization values their contributions and cares about their well-being. According to (Eisenberger et al., 1986), POS reflects employees' perceptions of the organization's support and attentiveness to their needs. When employees sense strong organizational support, they are likely to feel more committed and motivated to work harder. POS fosters positive employee–organization relationships, enhances job satisfaction and reduces turnover rates. Employees who feel supported by their organization are more inclined to remain loyal

and strive to achieve organizational goals, believing that their contributions will be met with appropriate recognition and appreciation.

Rhoades and Eisenberger (2002) further explain that POS influences various aspects of work behavior and psychological well-being, showing positive correlations with work motivation, job satisfaction, and organizational commitment, and negative correlations with job stress and absenteeism. Employees who perceive strong organizational support tend to experience lower stress levels and hold a more positive outlook on their jobs, fostering a sense of connection and responsibility that can improve performance and overall well-being. To measure POS, Eisenberger's 8-item shortened scale is often used, which includes statements such as "The organization values my contributions to its well-being" and "The organization takes pride in my accomplishments at work." This scale captures critical elements of perceived support, such as recognition, appreciation, care, and respect, with reversed items addressing possible neglect or lack of concern. By providing a supportive environment that values employee contributions, organizations not only improve employee relationships but also enhance their long-term competitiveness and success.

Employee Engagement

The concept of employee engagement is introduced by Kahn (2010), and describes the extent to which employees immerse themselves in their roles, expressing themselves physically, cognitively, and emotionally at work. The cognitive dimension encompasses employees' beliefs about the organization, leadership, and work conditions; the emotional dimension reflects their positive or negative feelings toward the organization and its leaders; and the physical dimension pertains to the energy employees invest in fulfilling their roles. McCown et al. (2023) describe employee engagement as a dynamic psychological state in which employees invest physical, emotional, and cognitive energy in expressing themselves within their job roles. This engagement signifies a deep psychological bond between employees and their work, going beyond mere attitudes toward job characteristics or organizational features (Leiter & Maslach, 2017). This bond impacts motivation and dedication levels, with highly engaged employees demonstrating greater commitment to organizational goals and experiencing higher job satisfaction. Conversely, low engagement

may lead to decreased motivation and a sense of disconnection from organizational objectives, affecting work quality and productivity.

To measure employee engagement, this study adopts the Gallup measurement developed by (Harter, 2020), which assesses employees' levels of involvement and enthusiasm. The Gallup approach captures core elements of engagement, such as employees' alignment with organizational goals, the presence of support and development opportunities, and the degree to which employees feel valued. This comprehensive measurement provides insights into how engagement drives job satisfaction, organizational commitment, and citizenship behaviors—each contributing to retention and performance. Engaged employees tend to have stronger organizational commitment, lower turnover intentions, and display greater organizational citizenship behaviors, contributing beyond their formal roles. As such, employee engagement is essential to organizational success, highlighting the importance of a supportive, motivating work environment that fosters both individual and collective achievement.

RESEARCH METHOD

The method used in this research is a quantitative approach, applying hypothesis testing through numerical data and statistical tools. This study follows a single cross-sectional design, capturing data at one point in time without comparisons to other periods. The sample size is determined based on Hair et al. (2012) sampling guideline, which suggests multiplying the number of questionnaire items by five. Given that this study includes 54 questionnaire items, a minimum sample of 270 respondents is required. Data sources comprise both primary and secondary data. Primary data is directly obtained from the organization, while secondary data is collected from literature sources, including books, journal articles, online sources, and other relevant publications related to the research topic. Data collection utilizes a structured and standardized questionnaire to gather information from respondents. Following Malhotra et al. (2014), the questionnaire employs a 6-point Likert scale, which avoids a neutral option to capture clearer perceptions, attitudes, and opinions, thus enhancing the precision and reliability of the data. The respondents consist of

staff members and individuals in equivalent functional roles, which ensures that the participants are directly involved in service provision.

Data analysis includes respondent profile analysis, descriptive statistics, and Covariance-Based Structural Equation Modeling (CB-SEM). According to Malhotra et al. (2014), Structural Equation Modeling (SEM) estimates relationships among several concepts represented by measured variables, integrated into a coherent model. Hair et al. (2019) described CB-SEM as an approach that minimizes discrepancies between the sample covariance matrix and the hypothesized covariance matrix. This methodology tests theoretical relationships and assesses model fit and hypothesized constructs. Goodness-of-Fit (GoF) metrics indicate how well the theoretical model represents the data reality.

The analysis reveals that the path coefficient between perceived organizational support and employee engagement holds a coefficient of 0.23, indicating a positive relationship. The t-value of 2.2 suggests this relationship is statistically significant, exceeding the critical value of ± 1.96 at the 5% significance level. Additionally, the analysis demonstrates that employee engagement serves as a mediator between participative management and OCB with a coefficient of 0.14 and t-value of 3.15, indicating a significant mediation effect. This underscores the necessity for organizations to not only implement participative management practices but also to ensure that employees feel emotionally engaged and committed.

RESULTS AND DISCUSSION

Structural Model Fit Analysis

In testing the measurement model, a Goodness of Fit (GoF) assessment is conducted to evaluate how well the developed model aligns with the tested sample. A measurement model is considered fit if it meets at least three or four GoF indices, with the requirement that at least one index from the incremental and absolute categories is included (Hair et al., 2019). According to Hair et al. (2019), Goodness of Fit (GoF) reflects the extent to which the theoretical structure effectively represents the reality depicted by the research data.

Table 1.
Goodness of Fit (GoF) for the Structural Model

Absolute Fit Indices			
Type of Test	Criteria	Result	Information
GFI	If $GFI \geq 0.90$, then good fit. If $0.80 \leq GFI < 0.90$, then marginal fit.	0.86	Marginal Fit
RMSEA	If $RMSEA \leq 0.08$, then it indicates a good fit. If $RMSEA < 0.05$, then it indicates a close fit.	0.031	Good Fit
Normed Chi-Square	If $\chi^2 : df \leq 5:1$, then good fit.	1.42 : 1	Good Fit
Incremental Fit Indices			
Type of Test	Criteria	Result	Information
NFI	If $NFI \geq 0.90$, then good fit. If $0.80 \leq NFI < 0.90$, then the marginal fit	0.95	Good Fit
TLI	If $TLI \geq 0.90$, then good fit. If $0.80 \leq TLI < 0.90$, then the marginal fit	0.98	Good Fit
CFI	If $CFI \geq 0.90$, then good fit. If $0.80 \leq CFI < 0.90$, then the marginal fit	0.98	Good Fit
Parsimony Fit Indices			
Type of Test	Criteria	Result	Information
AGFI	If $AGFI \geq 0.90$, so good fit If $0.80 \leq AGFI < 0.90$, so marginal fit	0.83	Marginal Fit
PNFI	If $PNFI \geq 0.90$, so good fit If $0.80 \leq PNFI < 0.90$, so marginal fit	0.82	Marginal Fit

Based on the results of the structural model fit assessment presented in Table 1, it is observed that various measurements from Absolute Fit Indices, Incremental Fit Indices, and Parsimony Fit Indices indicate a predominantly good model fit. A measurement model is considered acceptable if it meets at least three or four fit indices, with the condition that at least one index is derived from both the incremental and absolute categories (Hair et al., 2019). Therefore, it can be concluded that the model in this study demonstrates a good fit with the observed data and is suitable for further analysis.

Analysis of the Structural Model Equations and Coefficient of Determination

The results of the structural model testing conducted in LISREL yield outputs that display the structural equations along with the coefficient of determination (R^2). This (R^2) value indicates the proportion of variation in the dependent variable that can be explained by

the independent variables. Below are the structural equations and the obtained values for the coefficient of determination (R^2):

$$EE = 0.23*PM + 0.23*OC + 0.56*POS, \text{ Errorvar.} = 0.21, R^2 = 0.79 \dots \dots \dots (4.1)$$

$$OCB = 0.62*EE - 0.078*PM + 0.065*OC + 0.23*POS, \dots \dots \dots (4.2)$$

$$\text{Errorvar.} = 0.33, R^2 = 0.67$$

The structural model equations and the coefficient of determination for the dependent variable, Employee Engagement, reveal significant insights. The coefficient value of 0.23 indicates a positive influence of Participative Management on Employee Engagement, meaning that an increase in the Participative Management variable will lead to a 0.23 increase in the Employee Engagement variable. Similarly, a coefficient value of 0.23 for Organizational Commitment also shows a positive effect on Employee Engagement, suggesting that higher levels of Organizational Commitment will result in a 0.23 increase in Employee Engagement. Notably, the coefficient value of 0.56 for Perceived Organizational Support indicates a strong positive impact, implying that an increase in Perceived Organizational Support will enhance Employee Engagement by 0.56. The coefficient of determination, valued at 0.79, demonstrates that Participative Management, Organizational Commitment, and Perceived Organizational Support collectively contribute 79% to the variance in Employee Engagement.

In examining the structural model equations and the coefficient of determination for the dependent variable, Organizational Citizenship Behavior, the findings are similarly revealing. The coefficient for Employee Engagement stands at 0.62, indicating a positive influence on Organizational Citizenship Behavior, where an increase in Employee Engagement will elevate Organizational Citizenship Behavior by 0.62. Conversely, the coefficient for Participative Management is -0.078, suggesting a negative impact on Organizational Citizenship Behavior, implying that Participative Management does not have a positively significant effect on Organizational Citizenship Behavior. The coefficient for

Organizational Commitment is 0.065, indicating a positive influence on Organizational Citizenship Behavior, whereas an increase in Organizational Commitment will result in a 0.065 increase in Organizational Citizenship Behavior, although hypothesis testing shows it only has a low impact on the behavior. Lastly, the coefficient for Perceived Organizational Support is 0.23, which signifies a positive influence on Organizational Citizenship Behavior, indicating that an increase in Perceived Organizational Support will enhance Organizational Citizenship Behavior by 0.23. The coefficient of determination of 0.67 suggests that Employee Engagement, Participative Management, Organizational Commitment, and Perceived Organizational Support collectively account for 67% of the variance in Organizational Citizenship Behavior.

Hypothesis Testing

In this study, the hypothesis testing tool utilized is the LISREL 8.8 application. At a 95% confidence level, all hypotheses are tested using a two-tailed test approach, as the direction of the relationships among the variables has not been specifically predetermined, allowing for an open hypothesis. This approach permits the possibility of obtaining different results compared to previous research. The reference t-table value used is 1.96, and the relationships among variables are considered significant if the obtained t-value is greater than or equal to this threshold.

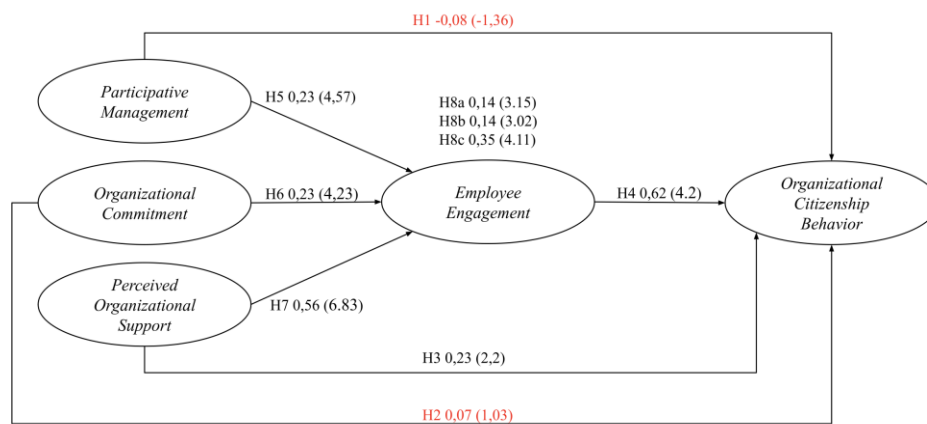


Figure 1
Path Diagram and t-value Structural Model
Source: Data Analysis Results (2024)

Based on Figure 1, it is evident that the direct effects of Perceived Organizational Support and Employee Engagement on Organizational Citizenship Behavior yield a t-value of ≥ 0.196 , which is positive. This indicates that both variables have a positive and significant impact on Organizational Citizenship Behavior. Similarly, the direct effects of Participative Management, Organizational Commitment, and Perceived Organizational Support on Employee Engagement also show a t-value of ≥ 0.196 , signifying that these variables exert a positive and significant influence. In contrast, the direct effects of Participative Management and Organizational Commitment on Organizational Citizenship Behavior are deemed insignificant, as they have a t-value of < 0.196 . Furthermore, concerning the indirect effects of Participative Management, Organizational Commitment, and Perceived Organizational Support on Organizational Citizenship Behavior through Employee Engagement, a t-value of ≥ 0.196 is observed, leading to the conclusion that a significant indirect effect exists.

Hypothesis 1: The influence of participative management on OCB

Based on Figure 1, the path coefficient between participative management and Organizational Citizenship Behavior (OCB) is -0.08, while the obtained t-value is -1.36. This negative value indicates that there is no significant positive influence between participative management and OCB, suggesting that participative management practices do not directly enhance the extra-role behaviors of employees at the Financial Education and Training Organization beyond their formal responsibilities.

Hypothesis 2: The influence of organizational commitment on OCB

It is observed that the path coefficient between organizational commitment and Organizational Citizenship Behavior (OCB) has a coefficient value of 0.07 with a t-value of 1.03. This coefficient value indicates the strength and direction of the relationship between the two variables in the analytical model. In this case, the coefficient of 0.07 suggests a positive relationship between organizational commitment and OCB; however, this value is relatively low, indicating that the influence of organizational commitment on OCB is not particularly strong. The t-value of 1.03 demonstrates that the relationship between organizational commitment and OCB is not statistically significant, as it falls below the threshold of 1.96 (at a 5% significance level). With a t-value below this critical boundary, it

can be concluded that, although there is a positive relationship between the two variables, this relationship is not robust enough to be relied upon in the analysis.

Hypothesis 3: The influence of perceived organizational support on OCB

A path coefficient of 0.23 between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) indicates a significant positive relationship between these two variables. The t-value of 2.2 suggests that this relationship is statistically significant, as it exceeds the threshold of 1.96 at a 5% significance level. This finding provides confidence that the identified relationship is not coincidental but rather reflects the reality of employee interactions with the organization.

Hypothesis 4: The influence of employee engagement effect on OCB

The analysis results indicate that the coefficient of employee engagement concerning Organizational Citizenship Behavior (OCB) is 0.62, signifying a strong positive relationship between the two variables. This suggests that the higher the level of employee engagement with the organization, the greater the likelihood that they will exhibit OCB behaviors, such as assisting colleagues, actively participating, and taking the initiative to go beyond their formal responsibilities. Additionally, with a t-value of 4.2, this relationship is statistically significant, as it exceeds the ± 1.96 threshold at a 5% significance level. This finding reinforces the idea that enhancing employee engagement can directly motivate employees to engage in extra behaviors that support a positive work environment and overall organizational productivity.

Hypothesis 5: the influence of participative management on employee engagement

The analysis results indicate that the effect of participative management on employee engagement has a coefficient value of 0.23, suggesting a positive, albeit moderate, relationship between the two variables. This implies that as employees increase their participation in decision-making and management processes, their emotional attachment and commitment to the organization also rise. Despite the moderate coefficient value, the t-value of 4.57 confirms that this effect is statistically significant, exceeding the ± 1.96 threshold at

the 5% significance level. This finding underscores that participative management is not merely a theoretical concept; it has tangible effects on enhancing employee engagement.

Hypothesis 6: the influence of organizational commitment on employee engagement

The analysis results indicate that the effect of organizational commitment on employee engagement has a coefficient value of 0.23, suggesting a positive relationship between the two variables, albeit a moderate one. This implies that as employees' commitment to the organization increases—manifested through emotional attachment, loyalty, and a willingness to contribute—their level of engagement and active participation in their work also rises. Despite the moderate coefficient value, the t-value of 4.23 confirms that this relationship is statistically significant, as it far exceeds the ± 1.96 threshold at the 5% significance level. This finding underscores the critical role that organizational commitment plays in consistently fostering employee engagement.

Hypothesis 7: the influence of perceived employee engagement

The coefficient value of 0.56 indicates that Perceived Organizational Support (POS) has a positive and fairly strong influence on employee engagement. This suggests that as employees' perceptions of organizational support, appreciation for their contributions, and concern for their well-being increase, so does their emotional attachment and commitment to their work and the organization. Specifically, a one-unit increase in POS is associated with a 0.56-unit increase in employee engagement. Furthermore, the t-value of 6.83 significantly exceeds the ± 1.96 threshold at the 5% significance level, indicating that the relationship between POS and employee engagement is statistically significant. This strong statistical significance suggests a high degree of confidence that the observed effect is not due to chance, reflecting a genuine relationship between the two variables.

The Mediating Role of Employee Engagement

Hypothesis 8A: Employee engagement mediates the role of participative management on OCB

The analysis indicates that employee engagement serves as a significant mediator in the relationships between participative management, organizational commitment, and Organizational Citizenship Behavior (OCB). Specifically, the path coefficient between participative management and OCB is 0.14, with a t-value of 3.15. This positive coefficient,

although modest, suggests that participative management practices can enhance OCB indirectly through increased employee engagement. The t-value exceeds the critical threshold of ± 1.96 at a 5% significance level, affirming the statistical significance of this mediating effect. This finding emphasizes the necessity for organizations to not only implement participative management strategies but also to foster an environment where employees feel emotionally engaged and their commitment is strengthened.

Hypothesis 8B: Employee engagement mediates the role of participative management on OCB

Moreover, the analysis reveals that employee engagement also mediates the influence of organizational commitment on OCB, with a similar coefficient of 0.14 and a t-value of 3.02. This further underscores that heightened organizational commitment positively impacts employee engagement, which in turn facilitates OCB, although the strength of this effect is relatively moderate. The t-value again indicates statistical significance, reinforcing the importance of organizational commitment in driving employee engagement and, subsequently, OCB.

Hypothesis 8C: Employee engagement mediates the role of participative management on OCB

Additionally, the analysis demonstrates that employee engagement mediates the effect of Perceived Organizational Support (POS) on OCB, with a notably stronger coefficient of 0.35 and a t-value of 4.11. This substantial coefficient highlights that employees' perceptions of the support and care provided by the organization can significantly enhance their engagement levels, leading to an increase in OCB. The t-value far exceeds the ± 1.96 threshold, confirming the statistical significance of this relationship. These findings collectively underscore the critical role of employee engagement as a mediator that links various organizational practices and support systems to positive employee behaviors, thereby enhancing overall organizational effectiveness and productivity.

CONCLUSION

In this research, participative management does not have a direct impact on Organizational Citizenship Behavior (OCB). The positive effect of participative management

on OCB must be mediated by employee engagement. Organizational commitment exhibits an insignificant direct effect on OCB; however, through the mediation of employee engagement, organizational commitment can indirectly influence OCB. Conversely, Perceived Organizational Support has a positive and significant impact on OCB, indicating that organizational support is a strong factor in shaping the OCB of employees at the Financial Education and Training Organization.

Employee engagement exerts a robust and significant direct influence on Organizational Citizenship Behavior (OCB), indicating that when employees are actively engaged in their work, they are more likely to exhibit behaviors that contribute positively to the organization beyond their formal job descriptions. Engaged employees are often more committed to their roles, feel a sense of ownership over their work, and are motivated to go the extra mile to support their colleagues and the organization's goals. This heightened engagement fosters a workplace culture that encourages proactive behaviors, such as helping coworkers, sharing innovative ideas, and contributing to a positive work environment.

Moreover, employee engagement serves as a critical mediating variable in the relationships between participative management, organizational commitment, perceived organizational support, and OCB. This means that the positive effects of participative management practices, the level of organizational commitment, and the perceived support employees receive from their organization all have a substantial impact on how engaged employees feel in their roles. When organizations implement participative management strategies that involve employees in decision-making processes, cultivate strong organizational commitment, and provide ample support, they enhance employee engagement, which subsequently boosts OCB.

The findings emphasize the importance of fostering a strong attachment between employees and the organization. By enhancing employee engagement, organizations can create a more committed and loyal workforce that is not only willing to meet their formal responsibilities but also eager to contribute positively to the organization in various ways. This focus on strengthening employee engagement is essential for organizations seeking to improve overall performance, innovation, and employee satisfaction. As such, initiatives aimed at increasing engagement—through recognition, support, and inclusive management

practices—are crucial for cultivating a thriving organizational culture where OCB can flourish.

This study acknowledges several limitations that may affect the results and the generalizability of the findings. First, the research is confined to a single financial education and training organization in Indonesia, meaning that the results may not be fully generalizable to other organizations or different sectors. The characteristics and workplace culture within financial institutions may differ significantly from those in other fields, thus the findings should be interpreted with caution in varied contexts. Future research is recommended to expand the sample to include other organizations or cross-sector analyses to test the consistency of these results across different work environments.

Second, the measurement of perceived organizational support may vary depending on employees' roles and positions within the organization. This variability was not specifically measured in this study, potentially obscuring important differences among employee groups within the organization. Future studies should conduct more detailed analyses based on hierarchical levels or tenure to make the findings more relevant for various employee groups.

Lastly, this research is limited by the timeframe of data collection, which may not reflect the ongoing situations or changes occurring within the organization over time. For instance, employee engagement and perceived organizational support may be influenced by structural changes or new policies that could occur after data collection. Therefore, future research is advised to adopt a longitudinal approach, allowing for the observation of changes in variables over time and providing a better understanding of the dynamics of relationships among variables.

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