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The Influence of Perceived Organizational Support and Trust in Supervisor on Organizational Citizenship Behavior with Job Satisfaction as a Mediating Variable

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Abstract: This study aims to analyze the effect of perceived organizational support and trust in supervisors on organizational citizenship behavior (OCB), with job satisfaction as a mediating variable. The population in this study consists of permanent employees at PT PLN (Persero) UP3 Cimahi. A purposive sampling technique was employed. The research method used is quantitative with a descriptive-verificative approach. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). A total of 115 respondents were selected using a purposive sampling technique. The results show that perceived organizational support and trust in supervisors have a positive and significant effect on job satisfaction. Furthermore, job satisfaction has a significant effect on OCB and acts as a significant mediating variable in the relationship between perceived organizational support and trust in supervisors on OCB. These findings imply that strengthening organizational support and trust-based leader-subordinate relationships can enhance employees' extra-role contributions to the organization.

Keywords: Perceived Organizational Support, Trust in Supervisor, Job Satisfaction, Organizational Citizenship Behavior

INTRODUCTION

In an increasingly competitive business world, a company's success depends not only on the performance of individual employees but also on their contributions beyond their formal duties. One concept receiving attention in human resource management is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) refers to voluntary work behavior that is not formally rewarded by the organization, yet it is crucial in supporting long-term organizational performance and effectiveness (Podsakoff et al., 2022). In this modern, competitive era, companies need to cultivate OCB as part of a strategy to improve collective organizational performance. OCB is a series of behaviors that support the social and psychological environment of the organization, which can improve overall organizational performance. Successful organizations require employees who go beyond their usual job responsibilities, delivering performance above expectations (Podsakoff et al., 2022).

At PT PLN (Persero)'s Cimahi Customer Service Unit, many employees demonstrate good individual performance, but organizational performance is less than optimal. Based on

interviews and internal data, there remains a gap between work unit target achievement and active employee participation in the organization's strategic programs. This is suspected to be caused by low job satisfaction influenced by minimal perceptions of support from the organization and weak trust in supervisor. Some employees expressed feeling underappreciated for their contributions, while relationships with supervisor tended to be formal and less open. This condition affected the level of participation in extra-role behaviors such as helping coworkers, taking initiative, and being loyal to the organization. In addition, based on the results of data processing of work hours from November 2024 to January 2025 obtained by the author from the PLN Click application database, data was found that in November 2024 there were 21 employees who arrived late by more than 30 minutes with a total of 85 cases. In December 2024, the number of employees who were late to the office decreased by 5% to 20 employees with a total of 84 cases. However, in January 2025, the number of employees who were late to the office increased compared to the previous month by 50% to 30 employees with 74 cases. From the compliance dimension perspective of OCB theory, this indicates that OCB behavior within the company remains low.

Perceived Organizational Support (POS) is defined as the extent to which employees believe the organization values their contributions and cares about their well-being (Eisenberger et al., 2020). When employees perceive high levels of support, they demonstrate a sense of belonging and loyalty to the organization, including OCB. Trust in Supervisor refers to employees' belief that leaders act fairly, honestly, and consider the interests of subordinates (Mayer et al., 2021). This trust enables positive work relationships, reduces conflict, increases well-being, and encourages job satisfaction and voluntary work behaviors such as OCB. Job satisfaction, according to Noe et al. (2021), is a pleasant feeling arising from the perception that one's work fulfills or enables the fulfillment of important values in their work. Meanwhile, according to Mangkunegara (2022), job satisfaction is a pleasant emotional attitude toward work that is displayed by an individual because aspects of the work align with their expectations. Job satisfaction can be a link between positive work experiences (organizational support and trust in supervisor) and the tendency to engage in OCB. Several studies support this relationship, including Eisenberger et al. (2020) who found that POS increases engagement and job satisfaction. Wen Liu et al. (2022) stated that trust in supervisors positively contributes to work engagement and OCB. Research by Azizah & Rokhman (2021) and Andriyanti & Supartha (2021) showed that job satisfaction significantly mediates the effect of POS on OCB. Studies by Akmaluddin & Ashlan (2022) and Purnama et al. (2025) stated that trust in leaders plays a significant role in fostering OCB behavior by increasing job satisfaction.

This study aims to empirically test the influence of perceived organizational support and trust in supervisor on OCB, with job satisfaction as a mediating variable among employees of PT PLN (Persero) UP3 Cimahi. The study population was all permanent employees at PT PLN (Persero) UP3 Cimahi, with a sample size of 115 people determined using a purposive sampling technique.

H1: Perceived Organizational Support Influences Job Satisfaction

According to Organizational Support Theory (OST) by Eisenberger et al. (2020), the perception that the organization values employee contributions and cares about their well-being fosters a sense of appreciation and emotional security. This leads to increased intrinsic motivation and creates a positive attitude toward work, which leads to job satisfaction. Eisenberger, Malone, & Presson (2020) stated that fairness, supervisor support, and consistent HR policies are key determinants of perceived organizational support, which significantly improves employee well-being and job satisfaction. Research by Handayani & Yuniarsih (2021) also found that POS has a direct and significant effect on job satisfaction in the public sector.

H2: Trust in Supervisor Influences Job Satisfaction

Trust in supervisor reflects subordinates' positive expectations of the leader's integrity, ability, and goodwill. When employees trust their supervisor, they feel safe, heard, and more comfortable in carrying out their duties, ultimately increasing job satisfaction. Mayer, Davis, & Schoorman (2021) emphasized that trust in supervisors is built through the dimensions of ability, benevolence, and integrity, which are closely related to employee psychological well-being. Research by Wen Liu et al. (2022) demonstrated that trust in supervisors increases active followership and creates positive work experiences that contribute to job satisfaction.

H3: Perceived Organizational Support Influences Organizational Citizenship Behavior

When employees perceive support from the organization, they are motivated to reciprocate through extracurricular behaviors such as helping coworkers, demonstrating loyalty, and actively participating in organizational activities. This is the essence of OCB within the social exchange framework. Eisenberger et al. (2020) demonstrated that POS not only increases engagement but also encourages altruistic behavior. Research by Handayani & Yuniarsih (2021) and Andriyanti & Supartha (2021) found that POS has a positive and significant influence on OCB.

H4: Trust in Supervisor Influences Organizational Citizenship Behavior

Trust in supervisor creates mutually supportive working relationships, reduces resistance to direction, and increases employee participation in voluntary positive behaviors outside of formal duties, such as OCB. Mayer et al. (2021) explain that trusted leaders are better able to build subordinate loyalty. Research by Akmaluddin & Ashlan (2022) and Wen Liu et al. (2022) found that trust in leaders increases OCB contributions through employee trust and engagement.

H5: Job Satisfaction Influences Organizational Citizenship Behavior

Employees who are satisfied with their jobs are more likely to be positive, loyal, and motivated to help coworkers and maintain the organization's reputation. Job satisfaction triggers extra-role behavior in the form of OCB. Mangkunegara (2022) explains that job satisfaction arises when expectations and work realities align, which fosters a sense of belonging to the organization. Research by Podsakoff et al. (2022) and Ginting (2021) support that job satisfaction has a strong correlation with OCB dimensions such as altruism, conscientiousness, and civic virtue.

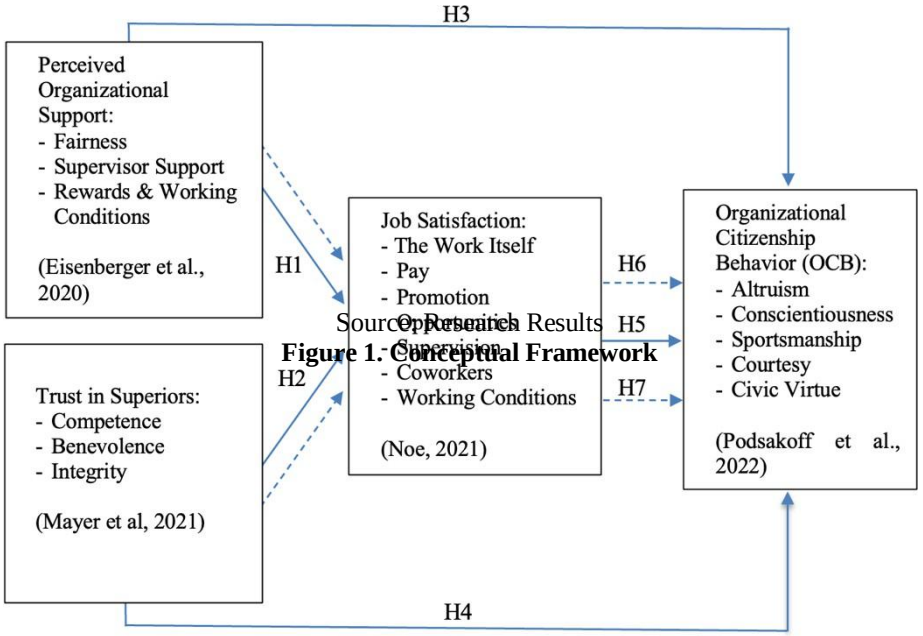
H6: Job Satisfaction Mediates the Relationship Between Perceived Organizational Support and OCB

POS fosters a sense of being appreciated and cared for, which leads to job satisfaction. When satisfied, employees are more motivated to demonstrate OCB. Thus, job satisfaction serves as a mediating pathway between perceived support and extra-role behavior. Azizah & Rokhman (2021) and Sari et al. (2024) found that job satisfaction acts as a significant mediator in the relationship between POS and OCB in government agencies. Research by Handayani & Yuniarsih (2021) also supports this mediation mechanism in service sector employees.

H7: Job Satisfaction Mediates the Relationship Between Trust in Supervisor and OCB

Trust in supervisor creates a comfortable work environment that leads to satisfaction. This satisfaction motivates individuals to voluntarily demonstrate OCB as a form of loyalty and social responsibility towards the organization. Research by Purnama et al. (2025) shows that trust in leaders impacts OCB, with job satisfaction acting as a significant mediator. Similarly, Wen Liu et al. (2022) concluded that the positive relationship between trust and OCB is strengthened when employee job satisfaction levels are high.

Based on their relevance to the problem previously discussed, the variables of perceived organizational support and trust in supervisor will be tested in this study as independent variables. Meanwhile, job satisfaction will be tested as a mediating variable. These variables may influence organizational citizenship behavior. The author describes the conceptual framework of this study below:



Source: Research Results

Figure 1. Conceptual Framework

METHOD

This research uses a quantitative approach with descriptive and verification methods, aiming to analyze the relationships between variables through hypothesis testing. This type of research is causal, using Partial Least Squares Structural Equation Modeling (PLS-SEM) because it is capable of testing complex causal relationships between latent variables.

The population in this study was all permanent employees of PT PLN (Persero) UP3 Cimahi. The sample size of 115 respondents was determined using a purposive sampling technique, with the criteria being a minimum of two years of service and holding a structural or functional position. This technique was used to ensure that respondents had sufficient work experience to experience the organizational culture and leadership within the work unit.

Data were collected using a closed-ended questionnaire based on a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The research instrument was developed based on previously validated theoretical indicators, namely:

1. Perceived Organizational Support (POS), referring to the theory of Eisenberger et al. (2020), encompassing the dimensions of fairness, supervisory support and working conditions.
2. Trust in Supervisor is based on Mayer, Davis, & Schoorman (2021), encompassing competence, benevolence, and integrity dimensions.
3. Job Satisfaction refers to Noe (2021), which includes six main dimensions: the work itself, pay, promotion opportunities, supervision, co-workers, and working conditions.
4. Organizational Citizenship Behavior (OCB) is based on the dimensions of Podsakoff et al. (2022), namely altruism, conscientiousness, civic virtue, courtesy, and sportsmanship.

Instrument validity and reliability were tested through outer loading, average variance extracted (AVE), and composite reliability analyses using SmartPLS 4 software. Next, an inner model evaluation was conducted to examine the influence between variables using path coefficients, t-statistics, and p-values, as well as to test mediation effects using an indirect effect

approach. The entire analysis process was carried out to answer the seven research hypotheses that had been formulated and to test the contribution of the job satisfaction variable as a mediator in the relationship between perceptions of organizational support and trust in supervisor towards organizational citizenship behavior.

RESULTS AND DISCUSSION

The respondents were 115 permanent employees of PT PLN (Persero) UP3 Cimahi, with 67.8% male and 32.2% female. The proportion of employees with a high school (SMA) or vocational high school (SMK) or equivalent was 12.7%, with a diploma (D1/D2/D3) at 39.8%, with a bachelor's degree (S1) at 46.6%, and with a master's degree (S2) at 0.8%.

Validity and Reliability Test Results

This test aims to ensure that each construct used in the model accurately measures what it is supposed to measure (validity) and has internal consistency (reliability). The validity test uses two test models: Outer Loading and Average Variance Extracted (AVE). The outer model is used to test the correlation between indicators and constructs, with a required value of ≥ 0.70 (Hair et al., 2021). Average Variance Extracted (AVE) is used to measure the amount of variance captured by a construct from its indicators, with a required value of ≥ 0.50 (Hair et al, 2021). Reliability testing aims to measure the internal consistency of indicators within a construct. Reliability testing uses two models: Cronbach's Alpha, which is used to assess reliability based on inter-item consistency, with a required value of ≥ 0.70, and Composite Reliability (CR), which is preferred in SEM because it considers the contribution of each indicator, with a required value of ≥ 0.70 (Hair et al, 2021).

	Persepsi Dukungan Organisasi (X1)	Kepercayaan Kepada Atasan (X2)	Kepuasan Kerja (Z)	Perilaku Kewargaan Organisasi (Y)
Altruism				0,804
Benevolence		0,805		
Civic Virtue				0,736
Co-Workers			0,728	
Competence		0,886		
Conscientiousness				0,805
Courtesy				0,875
Fairness	0,837			
Integrity		0,758		
Pay			0,899	
Promotion			0,773	
Reward and Work Condition	0,743			
Sportmanship				0,716
Supervision			0,886	
Supervisory Support	0,754			
Work it Self			0,883	
Working Condition			0,873	

Source: Processed from SmartPLS, 2025

Table 1. Outer Loading Values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Dukungan Organisasi (X1)	0,880	0,703	0,822	0,809
Kepercayaan Kepada Atasan (X2)	0,995	0,833	0,732	0,786
Kepuasan Kerja (Z)	0,787	0,942	0,839	0,99
Perilaku Kewargaan Organisasi (Y)	0,829	0,75	0,769	0,832

Source: Processed from SmartPLS, 2025

Table 2. Composite Reliability Value/Reliability Test

Measurement model testing showed that all indicators had outer loading values >0.6, AVE >0.5, and composite reliability >0.7, indicating the instrument was valid and reliable. The indicators for each construct, including perceived organizational support, trust in supervisor, job satisfaction, and organizational citizenship behavior (OCB), met convergent validity and internal consistency requirements (Hair et al., 2021).

Results of the Inter-Variable Relationship Test

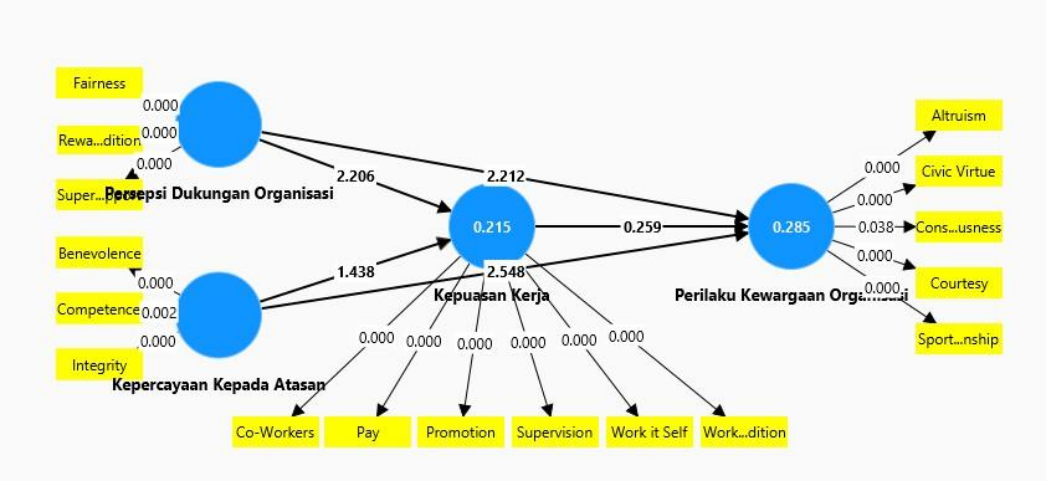
The following table presents a summary of the Structural Path Coefficient Values and Hypothesis Significance Tests (Path Coefficients) of inter-variable relationship:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Job Satisfaction -> Organizational Citizenship Behavior	0,044	0,029	0,17	7,259	0,011
Trust in Supervisor -> Job Satisfaction	0,229	0,239	0,159	1,438	0,151
Perception of Organizational Support -> Organizational Citizenship Behavior	0,298	0,279	0,135	1,212	0,227
Perception of Organizational Support -> Job Satisfaction	0,305	0,315	0,138	2,206	0,027
Trust in Superiors -> Organizational Citizenship Behavior	0,339	0,369	0,133	0,548	0,797

Source: Processed from SmartPLS, 2025

Table 3. Path Coefficient Test Results and t-Statistic Values

If displayed in graphic form, the results of the path coefficient test can be seen below.



Source: Processed from SmartPLS, 2025

Figure 2. Path Coefficient Value

Result of the Mediation Effect Test (Indirect Effect)

Testing for mediation effects examines the relationship between exogenous and endogenous constructs through a connecting or intervening variable. In other words, the influence of exogenous variables on endogenous variables can be direct or through connecting or mediating variables. The influence of exogenous variables on endogenous variables must be significant at a t-statistic value >1.96 (Hair et al., 2021). A summary of the Specific Indirect Effect (Mediation) Values can be seen below.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Perceived Organizational Support > Job Satisfaction > Organizational Citizenship Behavior	0,013	0,012	0,058	5,231	0,017
Trust in Supervisor > Job Satisfaction > Organizational Citizenship Behavior	0,010	0,004	0,049	3,208	0,002

Source: Processed from SmartPLS, 2025

Table 4. Path Coefficient Test Results and t-Statistic Values (Indirect Effect)

Discussion

There is a significant influence between perceived organizational support and employee job satisfaction. The results of the hypothesis test show a t-statistic value of 2.206 (greater than 1.96) with a significance value of 0.027 (less than 0.05), so the first hypothesis is accepted. This finding indicates that the higher the employee's perception of the support provided by the organization, the higher the level of job satisfaction they feel. Organizational support can include appreciation for employee contributions, concern for their well-being, and the provision of adequate resources to complete the work.

Trust in supervisor did not significantly influence job satisfaction. The t-statistic obtained was 1.438 (less than 1.96) with a significance level of 0.151 (greater than 0.05), thus rejecting the second hypothesis.

Although trust in supervisor is generally viewed as an important aspect of employment relationships, the results of this study indicate that in the context of PT. PLN (Persero) UP3 Cimahi, this variable is not strong enough to directly influence job satisfaction. It is likely that other factors such as work benefits, career systems, job stability, or the work environment are more dominant in shaping employee job satisfaction than interpersonal relationships with supervisor.

Perceived organizational support does not directly influence organizational citizenship behavior (OCB). The test results showed a t-statistic of 1.212 with a significance level of 0.227, thus rejecting the third hypothesis. Although organizational support is theoretically considered capable of fostering employee voluntary behavior such as helping coworkers or being loyal to the organization, these results indicate that this relationship does not occur directly. In the context of this study, organizational support may have a more indirect influence through other variables, such as job satisfaction.

Trust in supervisor does not significantly influence organizational citizenship behavior. The t-statistic value of 0.548 and a significance level of 0.796 indicate that the fourth hypothesis is rejected. This low influence can be explained by the possibility that trust in supervisor has not been able to encourage employee involvement in informal extra-role activities. Employees may still perform their core duties well, but they may not be motivated to engage in additional

behaviors such as helping coworkers, maintaining the company's image, or making voluntary contributions.

Job satisfaction has a significant influence on organizational citizenship behavior. The results of the hypothesis test showed a t-statistic value of 7.259 and a significance level of 0.011, indicating that the fifth hypothesis is accepted. This means that employees who are satisfied with their jobs are more likely to take extra action beyond their formal obligations. Job satisfaction creates positive feelings toward the organization, which then encourages loyalty and active participation.

Job satisfaction can mediate the influence between perceived organizational support on organizational citizenship behavior (OCB). The t-statistic value of 5.231 and a significance of 0.017 indicate that the sixth hypothesis is accepted. This result provides an explanation for the rejected third hypothesis. Organizational support does not have a direct effect on OCB, but through increased job satisfaction, its indirect effect becomes significant. In other words, organizational support must first create a sense of satisfaction in order to encourage employees to demonstrate extra-role behavior.

Trust in supervisor can influence OCB if mediated first by job satisfaction. The t-statistic value of 3.208 with a significance of 0.002 indicates that the seventh hypothesis is accepted. These results clarify that trust in supervisor is not sufficient to directly encourage citizenship behavior (as in hypothesis 4), but can have an indirect impact when it increases employee job satisfaction. This suggests that job satisfaction plays an important role as a psychological link between interpersonal relationships and organizational behavior.

CONCLUSION

Based on the results of data processing on 115 respondents using the SEM-PLS method, the following conclusions were obtained:

1. Perceived organizational support has a significant effect on employee job satisfaction. This indicates that the better the support employees perceive from the organization, the greater their job satisfaction.
2. Trust in supervisor does not have a significant effect on job satisfaction. This means that employees' level of trust in their supervisor is not strong enough to directly influence their job satisfaction.
3. Perceived organizational support does not have a significant direct effect on organizational citizenship behavior. Organizational support alone is not sufficient to influence organizational citizenship behavior without other factors.
4. Trust in supervisor does not have a significant direct effect on organizational citizenship behavior. Trust in supervisor does not have a direct impact on this behavior.
5. Job satisfaction has a significant effect on organizational citizenship behavior. Employees who are satisfied with their jobs tend to exhibit positive organizational citizenship behavior.
6. Perceived organizational support has a significant effect on organizational citizenship behavior through job satisfaction as a mediating variable. This indicates that organizational support influences organizational citizenship behavior indirectly through increased job satisfaction.
7. Trust in supervisor significantly influences organizational citizenship behavior through job satisfaction as a mediating variable. Although not directly impactful, trust in supervisor can influence organizational citizenship behavior through increased job satisfaction.

Suggestions

Based on the research findings and conclusions presented by the author, several suggestions for improving OCB behavior within the company are:

1. Regarding management, policymakers at PT PLN (Persero) UP3 Cimahi need to improve perceptions of organizational support by strengthening policy transparency, fairness in

performance-based rewards, and an empathetic leadership approach. Investing in building trust between supervisor and subordinates and fostering two-way communication will result in increased job satisfaction and pro-organizational behavior.

2. In terms of human resource development, basic leadership training and coaching for managers are crucial in shaping positive employee perceptions, particularly regarding fairness, clarity of instructions, and accountability.
3. For further research, it is recommended to test a similar model involving other mediating or moderating variables, such as organizational commitment or employee engagement, and expand the population to other PLN units or different state-owned enterprise sectors to allow for broader model generalizability.

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