

# Role of Leadership Style, Work Life Balance on Organizational Citizenship Behavior: Mediated by Perceived Organizational Support

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## ABSTRACT

**Aims:** Employees who have Organizational Citizenship Behavior (OCB) have a crucial role in organizational success, so this study aims to explain the effect of Leadership Style (LS) and Work-Life Balance (WLB) on OCB Behavior and the mediating role of Perceived Organizational Support (POS), and to expand research studies on OCB.

**Study design:** In this study, POS acts as a mediator of leadership style and work-life balance variables on organizational citizenship behavior.

**Place and Duration of Study:** Department of Youth, Sports, Culture and Tourism of Banyumas Regency, Indonesia. Between January 2024 and February 2024  
**Methodology:** The study involved 102 respondents who were employees of the Banyumas Regency Youth, Sports, Culture, and Tourism Office. The data was collected by questionnaire, and the data processing used SmartPLS 4.0 software.

**Results:** LS to OCB is not significant ( $\beta = -0.037$ , P Value = 0.683), WLB to OCB has a significant value ( $\beta = 0.569$ , P Value = 0.000), LS to OCB mediated by POS is positive but not significant ( $\beta = 0.051$ , P Value = 0.486), WLB to OCB mediated by POS is not significant ( $\beta = -0.131$ , P Value = 0.120).

**Conclusion:** Leadership Style cannot affect OCB, while Work-Life Balance can affect OCB, the mediating role of POS between Leadership Style on OCB is positive but does not have great significance, and POS cannot mediate Work-Life Balance on OCB.

*Keywords: Leadership Style, Work Life Balance, Perceived Organizational Support, Organizational Citizenship Behavior*

## 1. INTRODUCTION

Organizations with various challenges face an increasingly dynamic world of work, and employees who are qualified and able to face challenges and situations at work are required. Employees are willing to do more than just carry out tasks and provide performance that meets or exceeds expectations, which are essential for a successful organization [1]. These conditions require employees who can perform tasks outside the job description and voluntarily and beyond what is expected, known as OCB (Organizational Citizenship Behavior).

The contrast between Daniel Katz's inventive and spontaneous behavior and reliable role performance and Chester Bernard's concept of "willingness to cooperate" is the source of the idea of organizational citizenship behavior [2]. Employee citizenship behavior is the result of

combining these two ideas. OCB (Organizational Citizenship Behavior) is an individual voluntary action, not specifically or directly recognized by formal incentive structures, and when viewed as a whole, supports the efficient and effective functioning of the organization [3]. Based on the social exchange theory, according to Bateman and Organ, this behavior has two causes. Namely, people will behave well if their working conditions are satisfying so that this returns the favor. Then, people will tend to engage in OCB behavior when they are happier [4].

The role of government agencies in supporting the activities concerned in several sectors is very necessary. Government agencies generally oversee several fields, such as the Banyumas Youth, Sports, Culture and Tourism Office. This office has the main task of assisting the Regent in carrying out government affairs in the field of youth, the field of sports, the field of culture, and the field of tourism, which is the regional authority and the assistance given to the regency [5]. The number of tasks and fields that must be organized and carried out in one officialdom makes researchers interested in researching this agency.

On the other hand, workers with unstable work schedules, irregular shift times, and longer weekly working hours may also experience work-family conflict and work stress, which may affect their willingness to help others [6]. What determines whether variables such as leadership style and work-life balance can influence them to behave in extra-role, mediated by perceived organizational support?

Based on this background, this study will examine the factors that influence OCB. Is there a relationship between Leadership Style and Work-Life Balance mediated by Perceived Organizational Support (POS). The relationship between these factors will determine whether employees can have an OCB attitude or not.

## **1.1 LITERATURE REVIEW AND HYPOTHESES**

### **1.1.1 Organizational Citizenship Behavior (OCB)**

Robbins defines OCB as employee activities that go above and beyond their formal job responsibilities yet benefit the organization by increasing its effectiveness [7]. The term "organizational citizenship behavior" (OCB) describes actions that can help the organization's operations but are not explicitly requested or rewarded [8]. The behavior exhibited by devoted workers in the company is referred to as OCB, or "Good Soldier Syndrome" [9]. "Individual behavior that is discretionary, not explicitly recognized by the formal reward system, and overall promotes effective organizational functioning" is how Organ defined OCB in its formative definition. [9] Two main ways are often used to conceptualize OCB. First, according to Organ [9], the notion of OCB has been formulated across several behaviors that constitute good organizational citizens. These behaviors include "altruism, courtesy, conscientiousness, civic virtue, and sportsmanship," Second, OCB has been identified by researchers based on the beneficiaries of these behaviors [10]. Citizenship behaviors can be directed to the organization (OCB-O) or specific people (OCB-I). Most importantly, the five dimensions of behavior mentioned above are still the basis of this two-factor conception; OCB-I consists of the dimensions of Courtesy and altruism, while OCB-O includes the dimensions of conscientiousness, civic virtue, and sportsmanship. A strong relationship exists between OCB-I and OCB-O [11].

### **1.1.2 Leadership Style and Organizational Citizenship Behavior**

Gandolfi defines Leadership style as "The deliberate way in which a leader influences a group of people in an organization to achieve a widely understood future state that is different from

the current state." (Gandolfi & Stone, 2016) [1]. Nawawi also defines leadership style as the behavior or approach of a leader in influencing the attitudes, ideas, feelings, and actions of followers or others in the organization, which is referred to as leadership style. Motivation, power, or orientation towards certain activities or people can influence the style used [2]. According to Kartono, the role of a leader is to command, direct, command, create, provide, or generate work motivation, steer the organization, develop effective communication networks, provide efficient supervision, and guide followers toward predetermined goals while sticking to time and planning constraints [3].

Previous research from Azeemi et al. [1], Fahriyansyah et al. [2], Khaola et al. [3], Dedic et al. [4], Vipraprastha et al. [5], Al Ayyubi et al. [6], Aryanti et al. [7], Salahuddin et al. [8] showed a significant influence between leadership style and OCB. However, research by Maulana et al. [9], Subhaktiyasa et al. [10], Abdullahi et al. [11], and Pio et al. [12] show that certain leadership styles do not have a significant influence on OCB. In some of these studies, there is a specific mention of the leadership style studied; the difference with this study is that it lies in the indicators that refer to the leadership style in outline according to Kartono [13], namely (1) the ability to make decisions, (2) the ability to motivate, (3) communication skills, (4) the ability to control subordinates, (5) responsibility, (6) the ability to control emotions.

**H1:** Leadership style has a significant positive effect on OCB

### **1.1.3 Work Life Balance and Organizational Citizenship Behavior**

"Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities" Kalliath and Brough [1]. Performance, work happiness, job satisfaction, productivity, health, and organizational loyalty are all impacted when WLB is not properly implemented in an organization [2]. Employee OCB increases, and the work atmosphere becomes more positive when employees have more WLB. WLBs encourage employee OCB and increase job satisfaction among employees [3].

Research from Choi et al. [1], Eriyanti et al. [2], Soelton [3], Saladin [4], Helmy et al. [5], Muliku et al. [6], Iroth et al. [7], Kurniawan [8], Mashudi [9] showed the results of Work-Life Balance had a significant effect on OCB, but research [10] showed no effect of WLB on OCB. Based on previous research, several studies show that work-life balance can influence OCB behavior, but it cannot.

**H2:** Work Life Balance has a significant positive effect on OCB

### **1.1.4 The Mediating Role of Perceived Organizational Support on Organizational Citizenship Behavior**

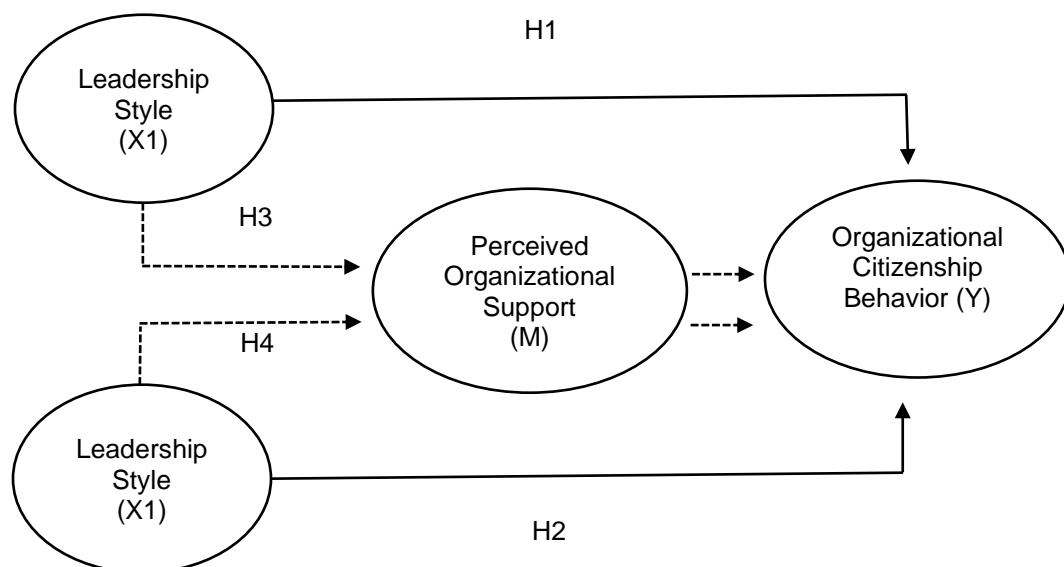
Perceived organizational support (POS) is the extent to which workers believe that their organization values their efforts and cares about their well-being [1]. According to Eisenberger et al. [2], workers work more productively for the benefit and success of the company when they feel that they are respected and supported by the company. In a broader sense, a meta-analysis by Kurtessis et al. [3] found that POS is inversely correlated with withdrawal behaviors (such as absenteeism and turnover intentions) and counterproductive work behaviors directed toward the organization and the individual. In-role performance and organizational citizenship behaviors were also found to be positively correlated with POS. It was also found by the meta-analysis that POS was more strongly associated with organizational citizenship actions directed towards the organization than individuals. Rhoades and Eisenberger [4] see POS as

a way for organizations to help their workers benefit from each other by behaving better while returning the favor.

Asgari et al. [1], in their research, showed a relationship that affects leadership style on OCB through POS mediation. Shakir [2], the results of his study show that there is no influence between Work-Life Balance and OCB, but POS fully mediates between OCB and WLB. Although the literature has examined the POS relationship as a mediator, understanding of how POS functions as a mediator in the agency context still needs to be improved.

**H3:** Perceived Organizational Support mediates Leadership Style on OCB positively and significantly.

**H4:** Perceived Organizational Support mediates Work Life Balance on OCB positively and significantly.



**Fig. 1. Framework of Thought**

## 2. METHODOLOGY

### 2.1 Measurement

The measurement technique used in this research is the Likert scale. In compiling questionnaire items for Likert scale measurement, variables are described through variable indicators, which are in the form of statements or questions [1].

Respondents will be asked to answer questions by choosing the numbers or statements they will choose. The level of this Likert scale consists of five: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5).

### 2.2 Data Sampling and Collection

The sampling technique in this study uses non-probability sampling, Which is a sampling method in which not every element or member of the population has the same opportunity to

be selected as a sample [1]. The type of sampling used is purposive sampling, which is a sampling method in which researchers use special considerations in selecting or determining samples for specific purposes [1]. The total population sampled by researchers was 105 respondents, and the data collection technique used primary data or data taken directly in the form of a questionnaire.

## 2.3 Data Analysis Technique

Statistical analysis and descriptive analysis using PLS-SEM were used in the data analysis of this study. Because it makes it easier to test hypotheses by allowing path analysis and providing a clear picture of the relationship between variables, the PLS-SEM analysis technique is used. Meanwhile, the data was processed with the SmartPLS test tool to test the Structural Equation Modeling (SEM) system. PLS-SEM data processing requires two complete layers [1]. Model evaluation measures are used in the first step (outer model). After that, the structural model evaluation (inner model) is applied to the data to evaluate the hypothesis and provide an explanation for the correlation between variables. To verify convergent validity, we should consider a loading value greater than 0.7 and an AVE value greater than 0.5 [1], but loading values greater than 0.5 can still be used [2] [3]. Then, discriminant validity is assessed using the Fornell Larcker value and cross-loading. Finally, Composite Reliability values greater than 0.70, and Cronbach's alpha indicates indicator reliability [1].

## 3. RESULTS AND DISCUSSION

### 3.1 Profile Respondent

The results of respondent data collection show that the average respondent is female (52.4%) and male (47.6%) with the highest average age of 26 - 30 years (25.5%), married (65.7%), length of work has a very thin difference of 3 - 5 years (30%) and 1 - 3 years (32%), with the most recent education is S1 (41.2%).

**Table 1. Respondent Identity Profiles**

Category	Frequency	%
<b>Gender</b>		
Male	48	47,6%
Female	54	52,4%
<b>Age</b>		
<20	3	2,9%
20-25	17	16,7%
26-30	26	25,5%
31-35	20	19,6%
36-40	12	11,6%
>41	24	23,5%
<b>Marital Status</b>		
Married	67	65,7%
Unmarried	35	34,3%
<b>Education</b>		
High School	27	26,5%
Associate's degree	28	27,5%
Bachelor degree	42	41,2%

Master degree	3	2,9%
Others	2	2%
<b>Length of Work</b>		
1-3 Years	33	32%
3-5 Years	31	30%
5-10 Years	11	11%
>10 Years	27	26%

*\*Source: Primary Data (2024)*

### 3.2 Evaluation of the Measurement Model (Outer Model)

Evaluation of model measurements in this study includes convergent validity, reliability, and discriminant tests. Based on Table 2, the results show that this data is valid and eligible; each item has a factor loading value above 0.50; according to Ghazali [1], factor loading above 0.7 is considered reliable, while 0.5 to 0.6 is still acceptable, with a note that some indicators were removed because they did not meet the requirements, leaving valid and eligible indicators.

Reliability testing is required in addition to validity testing to assess the extent to which respondents are consistent in answering the questionnaire. Methods such as composite reliability and Cronbach's alpha are used for this purpose. Composite reliability evaluates the true reliability of a construct, while Cronbach's alpha indicates the lower bound of reliability. Although both are important, composite reliability is considered more reliable in measuring the internal consistency of a construct than Cronbach's alpha [2]. Based on Table 2, all variables have a value greater than 0.7, so each research variable meets the requirements for composite reliability and Cronbach's alpha and is reliable.

**Table 2. Convergent Validity and Data Reliability**

Expression in the Scale (Items)	LF	CA	CR	AVE
<b>Leadership Style</b>		0.908	0.925	0.679
(LS1) My leader can make good decisions for the organization.	0.887			
(LS2) My leader can motivate and care for me at work.	0.774			
(LS3) My leader can communicate well and clearly	0.893			
(LS4) My leader can manage the organization well	0.917			
(LS5) My leader can take responsibility for the organization.	0.883			

(LS6) My leader can control emotions in any situation.	0.515			
<b>Work Life Balance</b>		0.787	0.848	0.484
(WLB1) I work according to the specified working hours.	0.628			
(WLB3) I am responsible and loyal to my job and the Company.	0.751			
(WLB4) I can divide my responsibilities between family and work.	0.677			
(WLB6) My family has always supported my career and work.	0.723			
(WLB7) My personal life does not drain the energy I need for work.	0.641			
(WLB8) My personal life makes me feel ready to work the next day.	0.744			
<b>Perceived Organizational Support</b>		0.883	0.903	0.514
(POS1) The organization values my contribution to its welfare.	0.623			
(POS2) The organization takes my goals and values into consideration.	0.700			
(POS3) Help is available from the organization when I have problems.	0.525			
(POS4) The organization genuinely cares about my well-being.	0.676			
(POS5) The organization wants to give me the best job for which I am qualified.	0.681			
(POS6) The organization cares about my general satisfaction at work.	0.837			
(POS7) The organization is proud of my achievements at work.	0.738			
(POS9) The organization is willing to develop itself to help me do my job to the best of my ability.	0.782			
(POS10) The organization cares about my opinions.	0.832			
<b>Organizational Citizenship Behavior</b>		0.711	0.822	0.541

(OCB1) I help coworkers who are experiencing difficulties in their duties.	0.817
(OCB2) I do things beyond the minimum company requirements, such as arriving early.	0.562
(OCB4) I maintain good relationships with coworkers and avoid personal conflicts.	0.795
(OCB5) I take responsibility for my work and participate in the sustainability of the organization.	0.741

*\*Source: Primary Data (2024)*

Assessing the Average Variance Extracted (AVE) value on latent constructs is the next step. This evaluation is based on how well the manifestation variable reflects the latent construct; the more the manifestation variable is represented on the latent construct, the more varied or diverse the variable is. The recommended AVE value, according to Hair et al. [1], is 0.50. It can be seen in Table 2 that all variables have a value greater than 0.50 except the WLB variable, which ranges from 0.4, but this is still acceptable with composite reliability higher than 0.6 [2]. So, the convergent validity test of this study is said to be qualified.

The next test, namely discriminant validity, aims to compare the loading value on the proposed construct with other values to ascertain whether the construct has adequate discriminant. The methods that will be used are the cross-loading method and also the Fornell-Larcker criterion.

**Table 3. Discriminant Validity: Fornell-Larcker criterion**

Variables	LS	OCB	POS	WLB
Leadership Style (X1)	<b>0.824</b>			
Organizational Citizenship Behavior (Y)	0.265	<b>0.73614</b>		
Perceived Organizational Support (Z)	0.5446	0.38671	<b>0.7173</b>	
Work Life Balance (X2)	0.2796	0.68463	0.2477	<b>0.696</b>

*\*Source: Primary Data (2024)*

*Notes: Leadership Style (LS), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Work Life Balance (WLB)*

This Fornell-Larcker Criterion method compares the correlation between other constructs in the model with the square root value of the Average Variance Extracted (AVE) of each construct [1]. The model is considered to have excellent discriminant validity value if the square root value of the AVE of each construct is higher than the correlation value between the construct and other constructs in the model [2]. The square root of the AVE, which is shown in bold in Table 3 of the Fornell-Larcker Criteria, has a higher correlation with other factors, indicating that the discriminant validity criteria are met.

**Table 4. Discriminant Validity: Cross Loading**

Items	LS	WLB	POS	OCB
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X1.1	<b>0.888</b>	0.257	0.449	0.167
X1.2	<b>0.774</b>	0.179	0.516	0.149
X1.3	<b>0.894</b>	0.282	0.470	0.196
X1.4	<b>0.917</b>	0.173	0.502	0.274
X1.5	<b>0.884</b>	0.322	0.451	0.307
X1.6	<b>0.516</b>	0.057	0.422	0.026
X2.1	0.382	<b>0.628</b>	0.298	0.556
X2.3	0.254	<b>0.752</b>	0.148	0.390
X2.4	0.160	<b>0.678</b>	-0.035	0.420
X2.6	0.101	<b>0.724</b>	0.269	0.552
X2.7	0.127	<b>0.642</b>	0.071	0.409
X2.8	0.118	<b>0.744</b>	0.200	0.463
Z.1	0.498	0.220	<b>0.623</b>	0.282
Z.2	0.410	-0.061	<b>0.701</b>	0.151
Z.3	0.145	0.076	<b>0.526</b>	0.133
Z.4	0.347	0.102	<b>0.677</b>	0.146
Z.5	0.251	0.243	<b>0.682</b>	0.256
Z.6	0.474	0.246	<b>0.838</b>	0.401
Z.7	0.355	0.278	<b>0.738</b>	0.281
Z.9	0.540	0.061	<b>0.782</b>	0.183
Z.10	0.425	0.199	<b>0.832</b>	0.391
Y.1	0.175	0.559	0.306	<b>0.818</b>
Y.2	-0.017	0.332	0.248	<b>0.563</b>
Y.4	0.232	0.576	0.340	<b>0.795</b>
Y.5	0.346	0.510	0.236	<b>0.742</b>

*\*Source: Primary Data (2024)*

*Notes: Leadership Style (LS), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Work Life Balance (WLB)*

Discriminant validity is assessed by examining how well indicators within a construct are related to the same construct compared to other constructs. Suppose the correlation value between the indicator and the corresponding construct is higher than the correlation with other constructs. In that case, it indicates that the construct is better at predicting its indicators than other constructs. If this happens, it can be concluded that the indicator meets the discriminant validity criteria. Table 4 of the research results shows that all indicators between the corresponding constructs are higher in correlation than other constructs, so the results of this study can be said to have met these criteria.

### 3.3 Structural Model Evaluation (Inner Model)

The next test is testing the inner model, which aims to test the causality relationship between latent variables. The tests carried out are testing the R-square and Q-square, path coefficient, and effect size or F-square.

**Table 5. R-square and Q-square**

Variables	R-square	R-square adjusted	Q-square
Organizational Citizenship Behavior (Y)	0.539	0.515	0.475

*\*Source: Primary Data (2024)*

*Notes: Leadership Style (LS), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Work Life Balance (WLB)*

The test results in Table 5 show a moderate R-square number of 53.9%, which means that the exogenous variables in explaining variable Y have an influence of 53.9% or moderate [1]. In comparison, 46.1% is the influence of other variables not measured in this study. The Q-square result in Table 5 is 0.475 and more than 0, indicating that the model has a good predictive relevance value [1].

**Table 6. Direct and Indirect Effect**

Variables	Path Coefficient $\beta$	T statistics	P values	F-square
LS (X1) -> OCB (Y)	-0.037	0.408	0.683	0.002
WLB (X2) -> OCB (Y)	0.569	8.065	0.000	0.132
POS (Z) x LS (X1) -> OCB (Y)	0.051	0.697	0.486	0.515
POS (Z) x WLB (X2) -> OCB (Y)	-0.131	1.554	0.120	0.009

*\*Source: Primary Data (2024)*

*Notes: Leadership Style (LS), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Work Life Balance (WLB),*

It can be seen in Table 6 that there is a negative path coefficient with a T statistic of less than 1.96 and also a P value of more than .05. Then there are also variables that have a positive path coefficient. Still, the P value is more than .05, and the T statistic is less than 1.96. The test results also found variables that had a positive path coefficient, T statistics of more than 1.96, and P values of less than .05, which means the hypothesis was accepted, then the F-square for each variable varied.

**3.1.1 The Relationship between Leadership Style and Organizational Citizenship Behavior**

The research results show that the relationship between Leadership Style and Organizational Citizenship Behavior is not significant ( $\beta = -0.037$ , P Value = 0.683) with an F-square value of 0.002, which means the impact is very weak. The results of this research are supported by research [1], [2], [3], [4], where each study specifically on one leadership style shows that there is no significant influence on OCB.

Based on these results, leadership style cannot influence OCB, which means that employees do not feel the influence of leadership style in making them behave voluntarily, and also because the level of complexity in the organization and the leadership style applied to the organization cannot influence OCB.

### **3.1.2 The relationship between Work Life Balance and Organizational Citizenship Behavior**

The research results show that WLB on OCB has a value ( $\beta = 0.569$ , P Value = 0.000), meaning that it has a significant effect with an F-square of 0.132, meaning that the impact is small [1], indicating that WLB has a significant effect on OCB with a small impact. Supported by significant results from research [2], [3], [4], [5], [6], [7], [8], [9]

Work-life balance is an important factor that influences employee OCB behavior. Employees act positively at work when they believe that they can balance their personal and professional obligations efficiently. In other words, the higher the Work-Life Balance policy, the higher the voluntary behavior attitude. Even though the influence is small, this can be a concern for organizations in designing and facilitating work-life balance for employees so that it can increase its influence on OCB behavior.

### **3.1.3 The relationship between Leadership Style and Organizational Citizenship Behavior with Perceived Organizational Support as mediation**

The relationship between LS and OCB mediated by POS can be seen in the results of this study, showing a value ( $\beta = 0.051$ , P Value = 0.486) and an F-square of 0.515, these results indicate that although there is a positive relationship between the POS mediating variables of leadership style and OCB, this relationship is not strong enough and is not significant. This is different from research [1], which shows that POS can mediate LS on OCB, but what makes the difference is that this research uses a specific leadership style.

These results indicate that POS itself cannot mediate significantly between LS, and even though there is research that shows significant results, differences in the choice of leadership style context as a reference and differences in population and culture can also influence differences in results. Regardless of the different results, there is a need to improve how organizations can provide the support needed by employees so that employees have the perception that the company supports them.

### **3.1.4 The relationship between Work Life Balance and Organizational Citizenship Behavior with Perceived Organizational Support as mediation**

The results in Table 6 ( $\beta = -0.131$ , P Value = 0.120) and F-square are 0.009; the regression results show a negative direction (-0.131), and the P-value is greater than 0.05, indicating the results are not significant. In addition, the overall predictive power of the regression model is also low, meaning that the model is not effective in explaining variation in the dependent variable. The results are different from those of research [1], which shows that POS fully mediates WLB on OCB.

These differences in results are influenced by differences in country, type of organization, and sample size. This shows how the complexity of each organization will produce different results from the variables studied. The results of this research can be considered by creating organizational policies to support employees in implementing WLB and designing a system of

support and recognition for employees. Employee perceptions of company support are intended to make them feel more appreciated. In other words, perceived support from the organization provides employees with assurance that their efforts will be recognized and their participation in the group will be accepted.

#### **4. CONCLUSION**

The results of this study show that Leadership Style cannot influence OCB, and Work-Life Balance can influence OCB, POS mediation cannot significantly influence Leadership Style on OCB, and the influence of POS mediation between Work-Life Balance on OCB is also not significant.

This research has limitations in terms of how the results influence OCB. Suggestions for further research include adding variables that can affect OCB, such as work culture, work commitment, and compensation. It is also recommended that further research be conducted to increase the population size, which is wider than just one organization so that the results received are more representative.

The implications of the results of this research will be very important for organizations by trying a specific leadership style so that they can detect changes in OCB behavior. By creating an environmental space that supports the implementation of Work-Life Balance so that it can make employees feel they can control professional situations and work responsibilities can lead them to positive behavior such as OCB, organizations can also provide various forms of support to employees such as awards and recognition of achievements so that employees can feel that they are valued and supported within the organization which makes them play a role and return greater services to the organization.

#### **REFERENCES**

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