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**Article**

## Organizational citizenship behavior among prison managers: An empirical study in Indonesian Nusakambangan correctional institutions

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## MANAGEMENT | RESEARCH ARTICLE

# Organizational citizenship behavior among prison managers: An empirical study in Indonesian Nusakambangan correctional institutions

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**Abstract:** This study examines the influence of perceived organizational support on middle manager perceptions by demonstrating that the organization values their well-being, causing them to contribute to organizational growth. This study also tries to explain how psychological capital mediates the impact of perceived organizational support on organizational citizenship behavior among middle managers at the Indonesian Nusakambangan correctional institution. Data is collected from 76 middle managers and analyzed using Partial Least Square—Structural Equation Modeling. The test results indicate a significant influence between perceived organizational support on organizational citizenship behavior and psychological capital and psychological capital on organizational citizenship behavior. The test results also show that psychological capital can mediate perceived organizational support for organizational citizenship behavior. Correctional institutions should be prepared for a variety of situations that are prone to security disruptions. The middle managers and all other team members must be confident that all work activities will go according to plan. This study implies that belief or trust may develop effectively when an organization recognizes employees' contributions to long-term difficulties to achieve all necessary alternative answers. The study highlights the importance of psychological capital as a direct effect or mediator that drives middle managers towards positive and better mental health, specifically in a volatile organization like a correctional institution.

**Subjects:** Human Resource Development; Leadership;

**Keywords:** perceived organizational support; psychological capital; organizational citizenship behavior; criminal; effective institutions

### 1. Introduction

Terrorism cases occur worldwide, posing a threat to state security. In the global terrorism index (GTI), Indonesia ranked fourth in Asia-Pacific in 2020, behind the Philippines, Thailand, and Myanmar. According to Indonesia's national terrorist agency, the country fell into the group of countries with a modest effect from terrorism but a high danger, necessitating increased security (Mashabi, 2020). The terrorist Correctional Institution's security situation is distinct from that of other Correctional Institutions in general, as it was built to apply maximum super security with

strict standard operational procedure. The building's structure, encircled by a multilayer wall and a signal jamming device, adds to the security by making it impossible for anybody to communicate. In addition, Indonesian Correctional Institutions have encountered overcrowding in recent years (Raharjo et al., 2022). On the other hand, the small number of personnel in Indonesian Correctional Institutions, which is disproportionate to the number of prisoners, causes personnel to confront various challenges and be required to work well for the overall effectiveness of their institutions (Saputra et al., 2023).

The Correctional Institution requires dependable and skilled human resources to manage other security activities and stability. Human resources must thus be used strategically (Chen et al., 2021) since they may give convenience and success in accomplishing organizational objectives. As a result, the selection of middle managers is likewise carried out rigorously. They are usually middle managers who have previously worked in several different correctional facilities. It is useful for maximizing effective performance within the Correctional Institution to keep it congenial, safe, and capable of weakening terrorist networks (Rimadi & Ayuningtyas, 2017). The middle manager's presence is required to demonstrate a constructive attitude by taking on a more significant role and contributing fully to security, supervision, and guidance.

Organizational citizenship behavior is defined as a series of constructive and voluntary behaviors in individuals that are not explicitly specified by job descriptions and are not included in the formal reward system but can promote the effective functioning of the organization (Qian et al., 2020). The discretionary attitude of organizational citizenship behavior means the action is not a requirement stated in the organization's job description. The willingness to work beyond their main task is believed to support the effective functioning of the organization. Referring to Firdaus et al. (2022), organizational performance is generally influenced by the performance of personnel there, which in this study is manifested as organizational citizenship behavior. Therefore, attention to the middle manager of the Correctional Institution from the organization is important to maximize individual work.

Perceived organizational support factors can drive the occurrence of organizational citizenship behavior. A previous study by Alshaabani et al. (2021) discovered a positive and significant link between organizational citizenship behavior and perceived organizational support. Because employees are obligated to pay back with their positive conduct when they perceive organizational support, the Social Exchange Theory (SET) theory can explain aspects that impact organizational citizenship behavior. In other words, workers and organizations must fulfill each other's obligations and build sustainable, reciprocal relationships.

Recent research by Sihag (2020) found that the association between perceived organizational support for correctional officers and psychological capital is somewhat mediated by psychological capital. Wu and Nguyen (2019) stated that psychological capital mediated perceived organizational support on some excellent work attitudes, such as organizational citizenship behavior. Psychological Capital (PsyCap) is a positive state characterized by self-efficacy, optimism, hope, and resilience. It requires a combination of four mental dimensions to identify an individual's best condition (Clarence et al., 2021). Organizational citizenship behavior occurs when individuals feel psychological capital increases through strengthening perceived organizational support. It shows where the individual feels hopeful about his future, is optimistic about his career, and is effective and tenacious about his abilities and potential to work well.

The context of this research is the Indonesian Nusakambangan correctional institution, designated as a high-risk category of Correctional Institution. The current number of prisoners is 94 people, with 76 middle managers. High-risk convicts in this Correctional Institution are prisoners with certain indicator assessments and classifications on aspects of safety, security, stability, and relations with the community (Ministerial Decree No. M.HH-02.PK.01.02.02 of 2017 concerning Work Guidelines Special Correctional institution for the high risk the terrorist category). As

a result, strong collaboration is needed from middle managers in correctional institutions to support security maximization. It is also done to avoid worries and bad possibilities that can happen at any time.

The weight of the tasks and responsibilities that the middle manager carries in the Nusakambangan Indonesia Correctional Institution is certainly a challenging job. Although this correctional institution is designed with maximum security, it does not rule out the possibility of unwanted things, such as attacks or resistance, if the middle manager is negligent. Organizational citizenship behavior is a form of good behavior that plays an important role in an organization. The middle managers need this attitude because terrorist prisoners often get into problems due to clashes of radical understanding between groups. It also requires perceived organizational support to boost their extra role in the future in providing satisfactory performance results for organizations in terms of security, supervision, and welfare in correctional institutions.

Although working in Correctional Institutions is relatively constant, there are complications associated with the risks and responsibilities of working in a congested and inefficient system. This study hypothesizes that providing organizational support can ultimately affect psychological capital that focuses on individual development, contribution acknowledgment, and concern for their welfare, hence generating good behavior such as organizational citizenship behavior (Azim & Dora, 2016). Therefore, the authors seek to study how psychological capital influences the relationship between perceived organizational support and organizational citizenship behavior. It is done because there is limited research on organizational citizenship behavior that assesses psychological capital as a mediator in the context of correctional institutions and focuses on the function of perceived organizational support. In addition, past research has demonstrated that perceived organizational support and psychological capital weakly influence organizational citizenship behavior in Indonesian organizations. In order to demonstrate the significance of these two variables in encouraging organizational citizenship behavior in Indonesia, this research was conducted in different organizational situations.

Creating organizational citizenship behavior for middle managers in correctional institutions must be done in a way that is conducive and maintains to emphasize social reintegration procedures, despite overcapacity and obstacles. Middle managers with the appropriate perceptions of organizational support and psychological capital will actively and enthusiastically attempt to rearrange their work lives, ensuring they will never give up when confronting difficulties.

## **2. Literature review**

### **2.1. Conceptual overview**

#### **2.1.1. Perceived organizational support**

Perceived Organizational Support is the degree to which employees believe their contributions are valued and that the organization cares about their well-being (Eisenberger et al., 1986). They recognize that the organization values and supports them in working more effectively and achieving organizational success. Thus, perceived organizational support can be expressed as a person's view that his organization cares about and values his effort, as well as policies that foster feelings of accomplishment, a positive sense of commitment to the organization, and the attainment of personal and organizational goals (Singh & Singh, 2011). Perceived organizational support specifically focuses on the perceptions of working individuals about the extent to which organizations value their support, contribution, and concern for their welfare (Hidayat et al., 2023; Prima & Eliyana, 2016). Perceived organizational support indicates an individual's sense of responsibility toward the welfare and organizational goals that can be improved (Akgunduz et al., 2018). So perceived organizational support is a positive value received by individuals who work to build their abilities and confidence in the achieved organizational goals.

### 2.1.2. *Psychological capital*

Psychological Capital (PsyCap) is a positive condition defined by self-efficacy, optimism, hope, and resilience. It is the result of a mixture of four mental dimensions that determine an individual's best state (Clarence et al., 2021). Hope (hopefulness), optimism (optimism), self-efficacy (confidence in one's ability to overcome problems), and the ability to recover from failure and hardship are all examples of psychological capital (resiliency) (Clarence et al., 2021). According to Sihag (2020), Psychological capital is a central construct of positive organizational behavior, which is shown by helping organizations overcome human capital problems. That way, individuals can better complete their work and use resources effectively (Indriyani et al., 2020). Psychological capital also plays an important role in being happy, peaceful, and active in their professional life (Akgümüş & Oğuzhan, 2021). Psychological capital can contribute to the positive behavior of middle managers in organizations. With the presence of psychological capital, middle managers in correctional institutions are believed to be able to control overcapacity issues in their workplaces. It is consistent with prior research indicating that psychological capital can assist individuals in achieving professional excellence and avoiding stress (Fu & Charoensukmongkol, 2022). In a nutshell, psychological capital refers to a person's favorable psychological state.

### 2.1.3. *Organizational citizenship behavior*

Organizational Citizenship Individual activity that is not accounted for by a formal remuneration system and is carried out to promote the effectiveness of organizational functionality is considered discretionary behavior (Organ, 1997). According to Akgümüş and Oğuzhan (2021), organizational citizenship behavior depends on the volunteerism of individuals who want to help carry out organizational activities optimally and productively without prioritizing the style reward system. So, organizational citizenship behavior is an extra-role behavior that is not included in the standard scope of organizational rewards and punishments (Qian et al., 2020) but can improve an organization's ability to attract and retain the best people by making it a place to adapt to environmental changes. In correctional institutions, the organizational citizenship behavior of middle managers is significant in conditions of overcapacity, which in recent years has impeded the activities and work of middle managers. Based on earlier studies, organizational citizenship behavior has a crucial role in sustaining organizational continuity and staff efficiency during times of crisis (Puyod & Charoensukmongkol, 2021).

## 2.2. *Hypothesis development*

### 2.2.1. *Perceived organizational support and organizational citizenship behavior*

Individuals who believe their contributions are valued by their organization and are part of a notable workforce, according to social exchange theory (SET), will repay the favor to the organization as a task with good conduct, such as organizational citizenship behavior and job performance (Alshaabani et al., 2021). Alshaabani et al. (2021) found a favorable and substantial link between organizational citizenship behavior and perceived organizational support. The factors that cause organizational citizenship behavior can be explained using SET theory because working individuals will be obliged to give back with their positive behavior when they have perceived organizational support. Singh and Singh (2011) has observed that individuals who report perceived organizational support have stronger social support from the organization, leading to increased organizational citizenship behavior. The effect of perceived organizational support will form beliefs related to greater effort, leading to rewards that help build trust in long-term organizational justice to reward positive organizational citizenship behavior (Singh & Singh, 2011). According to Nisar et al. (2014), employees' perceived organizational support positively relates to organizational citizenship behavior. Adekanmbi and Ukpere (2021) have also proposed that workers with high levels of perceived organizational support believe that their organization considers their well-being important. Previous studies have also revealed a significant contribution of organizational support, which is manifested in the leader's treatment toward subordinates, to organizational citizenship behavior (Ruiz-Palomino et al., 2021). Therefore, they contribute to organizational progress with organizational citizenship behavior. Although several previous studies have proven the role of

perceived organizational support on organizational citizenship behavior, a study in the context of organizations in Indonesia shows the inability of perceived organizational support to encourage organizational citizenship behavior (Niamila & Palupiningdyah, 2022). Thus, in this study, it can be hypothesized that:

**H1:** Perceived Organizational Support) has a significant effect on Organizational Citizenship Behavior

#### *2.2.2. Perceived organizational support and psychological capital*

The findings of Clarence et al. (2021) reveal that psychological capital is influenced by perceived organizational support. They are supported by Bhatnagar and Aggarwal (2020), who states that the impact of perceived organizational support on psychological capital is important. Clarence et al. (2021) proposed that the psychological capital of working people can be increased in organizations where they have felt perceived organizational support. It is said that individuals with perceived organizational support will engage in various innovative techniques, positively shape the attitudes and mindsets of others, and be able to teach them how to speak, negotiate and solve problems, which can otherwise serve as antecedents of psychological capital. The construction of perceived organizational support and psychological capital has been studied in many studies (Sihag, 2020). Bhatnagar and Aggarwal (2020) show that higher levels of psychological capital are linked to higher levels of perceived organizational support. It includes attention to perceived organizational support for care and well-being and recognition and appreciation for their contributions, all of which favorably impact the four pillars of psychological capital (Sihag, 2020). Thus, in this study, it can be hypothesized that:

**H2:** Perceived Organizational Support has a significant effect on Psychological Capital

#### *2.2.3. Psychological capital and organizational citizenship behavior*

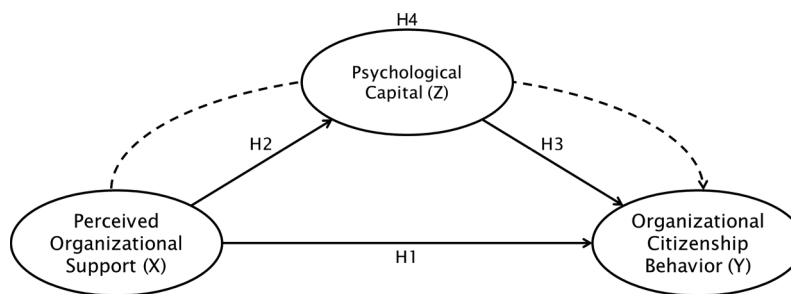
Psychological capital is known to be associated with organizational variables such as organizational citizenship behavior (Akgümüş & Oğuzhan, 2021). A comprehensive relationship between psychological capital is known to have a large effect on key organizational behavior characteristics, such as organizational citizenship behavior, which is related to volunteer behavior that will contribute to organizational effectiveness. Most of the studies examining the association between organizational citizenship activity and psychological capital were determined to be beneficial (Ozyilmaz et al., 2018). According to Chen et al. (2021), Individuals with psychological capital might invest in acquiring additional resources and enhancing their resource accumulation at work, which leads to organizational citizenship behavior. To regain accumulated resources, individuals with psychological capital also continue to invest positive resources in their work, thus showing organizational citizenship behavior. According to Chen et al. (2021), positive attitudes, such as psychological capital, will positively affect organizational citizenship behavior. Then, according to Qian et al. (2020), psychological capital can encourage someone to engage in more organizational citizenship behavior. Psychological capital is related to positive psychology, which encourages people to recognize the strengths that exist in themselves, which if under high conditions, can potentially increase organizational citizenship behavior (Widodo & Gustari, 2021). However, a study conducted in the context of organizations in Indonesia found no significant effect of psychological capital in encouraging organizational citizenship behavior (Adillah et al., 2019). Thus, in this study, it can be hypothesized that:

**H3:** Psychological Capital has a significant effect on Organizational Citizenship Behavior

#### *2.2.4. Mediating role of psychological capital*

Wu and Nguyen (2019) state that Perceived organizational support can affect the psychological capital of individuals who feel more confident, can make strategic efforts for their success, are

**Figure 1. Conceptual framework.**



optimistic, and quickly get back from bad situations. A set of positive elements also refers to influencing individual work attitudes, such as organizational citizenship behavior. Also supported by the statement of Alshaabani et al. (2021), which states that individuals who feel higher value, attention, and support from their organization (such as perceived organizational support), then they return more by displaying positive behaviors, for example, for the development of higher degrees of organizational, civic behavior. Many researchers have examined the relationship between perceived organizational support and psychological capital (Bhatnagar & Aggarwal, 2020). Autonomy and organizational citizenship were favorably associated with work-related outcomes (Sihag, 2020). Sihag's research found that psychological capital partially mediates the relationship between perceived organizational support for middle managers in correctional institutions. As a result, a positive psychological climate is created in the work environment to develop psychological capital, which can foster positive attitudes such as organizational citizenship behavior (Azim & Dora, 2016). Thus, in this study, it can be hypothesized that:

**H4:** Psychological capital significantly mediates Organizational Support on Organizational Citizenship Behavior

The following conceptual framework summarizes the overall hypotheses (Figure 1)

### 3. Research method

#### 3.1. Research approach

It perceived organizational support for organizational citizenship behavior mediated by psychological capital. The quantitative approach in this study is used to test the hypotheses formulated empirically and distribute questionnaires to the middle managers of the Nusakambangan Indonesian Correctional Institution. This research includes explanatory research, which explains an event or phenomenon that occurs, and after that, the variables will be tested and measured to conclude.

#### 3.2. Measurement

The independent variable or variable (X) in this study is perceived organizational support, the mediating variable or variable (Z) in this study is psychological capital, and the dependent variable or variable (Y) in this study is organizational citizenship behavior. The instruments in this study adopted those developed and utilized by previous studies. Perceived organizational support refers to the indicators developed by Akgunduz et al. (2018). Then, psychological capital refers to self-efficacy, hope, optimism, and resilience using Huynh and Hua's (2020) measures. Then, organizational citizenship behavior was rated with items from Kumar and Shah (2015). Before distributing the questionnaires, the instrument was initially translated into Indonesian, where its validity and reliability are maintained and demonstrated by the results of standard-compliant validity and reliability tests. The next step is to validate the instrument with experts from correctional institutions in Indonesia, namely officials at the Ministry of Law and Human Rights. Variants were measured on a Likert scale of 1 to 5; 1 = Strongly Disagree, 2 = Disagree, 3 = Enough, 4 = Agree, and 5 = Strongly Agree.



### 3.3. Data collection techniques and samples

The population in this study were all middle managers of the Indonesian Nusakambangan Correctional Institution, with a total of 76 people consisting of the head of the correctional institution, the head of the sub-section, the head of the security unit, the correctional supervisor, and the head of the finance. This study utilizes the census sample technique because all the research participants are middle managers in Nusakambangan. Accordingly, the research outcomes are representative of the research context. In addition, the selection of middle managers is based on the fact that this position has responsibility and is accountable for decision-making processes that might impact the organization's viability.

### 3.4. Data analysis techniques

This study uses the Partial Least Square—Structural Equation Modeling (PLS-SEM) analysis technique in testing the hypothesis with software. SmartPLS 3.0 is used to predict the direct and indirect effects of the dependent variable on the independent and mediating variables and explain the theoretical relationship between the two. The PLS used in this study refers to research (Hair et al., 2022).

## 4. Results and discussion

### 4.1. Results

This study uses 76 respondents along with demographics and overall data of respondents from the middle manager in the functional section of the middle manager of Indonesian Nusakambangan Correctional Institution. Based on the characteristics of the respondents, the majority were male (93.4%), married (50%), aged between 20–30 years (52, 6%), and had worked for 11–14 years (36.9%).

Table 1 shows the average of all respondents' answers to job satisfaction and internet use; all are in the high category because they are in the interval 3.41–4.20. Meanwhile, job autonomy and time pressure are categorized as adequate because they are in the interval of 2.61–3.40. These findings generally indicate that middle managers in correctional institutions feel organizational support, have strong psychological capital, and tend to show organizational citizenship behavior.

Table 2, the results of the outer loading have met the research requirements or are valid if  $> 0.5$ . Based on the table above, all indicators show the value of outer loading  $> 0.5$ , which means that it meets the requirements of convergent validity. In addition, the Average Variance Extracted (AVE) value of all instruments is more than 0.5 which meets the requirements of convergent validity (Hair et al., 2022). It means that each indicator can measure its respective variable accurately.

The next validity test is discriminant validity. Discriminant validity shows how much a variable differs from other variables empirically (Hair et al., 2022). In testing discriminant validity, there are two criteria that can be used, namely the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT). The discriminant validity test using the Fornell-Larcker criterion is guided by the correlation of the square root of the AVE value of a variable which must be greater than its correlation with other variables (Fornell & Larcker, 1981). Based on Table 3, the correlation of the square root of the AVE value from organizational citizenship behavior and psychological capital is greater than the correlation with organizational citizenship behavior itself. Even though there is only a difference in value of 0.023, these results indicate that the measurement of organizational citizenship behavior does not meet the discriminant validity requirements based on the Fornell-Larcker criterion.

Nonetheless, Hair et al. (2022) stated that discriminant validity testing with the Fornell-Larcker criterion was considered doubtful based on the findings of recent studies. Even the Fornell-Larcker criterion is known to be unreliable in testing discriminant validity (Radomir & Moiescu, 2020). Therefore, Franke and Sarstedt (2019) recommends the HTMT as a reference with a maximum limit

Table 1. Test results for convergent validity				
Variable	Indicator	Value Loading	AVE	Result
<b>Perceived Organizational Support</b>	POS1	0.758	0.685	Valid
	POS2	0.761		Valid
	POS3	0.868		Valid
	POS4	0.869		Valid
	POS5	0.850		Valid
	POS6	0.861		Valid
	POS7	0.883		Valid
	POS8	0.758		Valid
<b>Psychological Capital</b>	PC1	0,721	0.592	Valid
	PC 2	0,741		Valid
	PC 3	0,736		Valid
	PC 4	0,736		Valid
	PC 5	0,704		Valid
	PC 6	0,748		Valid
	PC7	0.738		Valid
	PC8	0,813		Valid
	PC9	0.797		Valid
	PC10	0,853		Valid
	PC11	0,877		Valid
	PC12	0,745		Valid
<b>Organizational Citizenship Behavior</b>	OCB1	0,806	0.573	Valid
	OCB2	0,769		Valid
	OCB3	0,864		Valid
	OCB4	0,781		Valid
	OCB5	0.777		Valid
	OCB7	0.706		Valid
	OCB8	0.709		Valid
	OCB9	0,700		Valid
	OCB6	0.730		Valid
	OCB10	0.778		Valid
	OCB11	0.776		Valid
	OCB12	0.714		Valid
	OCB13	0.707		Valid
	OCB14	0.729		Valid
	OCB15	0.793		Valid

of 0.85 (Henseler et al., 2015), as a reliable criterion for discriminant validity testing. Based on Table 4, the HTMT value for each variable is less than 0.85. It indicates that each variable has conceptual differences from other variables in this study.

Based on Table 5, all variables have met the requirements of internal consistency reliability or can be called reliable. According to Hair et al. (2022), a measurement instrument is stated to be consistent in measuring variables in an object if the Composite Reliability and Cronbach's Alpha values are more than 0.6. It means that the instrument has consistently measured each variable in this study.

**Table 2. Measurement description**

Item	Statement	Average	Category
<b>Perceived Organizational Support</b>			
POS1	My contribution is well appreciated by the organization	4.25	Very high
POS2	My extra work is not appreciated by the organization (R)	4.32	Very high
POS3	Complaints that I feel are often ignored by the organization (R)	4.21	Very high
POS4	My well-being is very much cared for by the organization	4.43	Very high
POS5	I have done my best job, but still ignored by the organization (R)	4.47	Very high
POS6	My satisfaction at work cares for by the organization	4.39	Very high
POS7	I get little attention from the organization (R)	4.5	Very high
POS8	My achievement is a matter of pride for the organization	4.25	Very high
Average		4.35	Very high
<b>Psychological Capital</b>			
PC1	I am sure and believe I can analyze long-term problems (long-term) problems and get alternative solutions.	4.13	High
PC2	I believe I have connections and can contact other people outside the company.	4.18	High
PC3	I feel confident in conveying information to a group of co-workers.	4.20	High
PC4	Under conditions of uncertainty, I believe there is something good.	4.20	High
PC5	I believe and hope that everything will go according to plan.	4.15	High
PC6	I expect more good things than bad things to happen.	4.32	Very high
PC7	I am passionate about achieving my goals and dreams.	4.31	Very high
PC8	I have many ways if a problem occurs.	4.37	Very high
PC9	I have a variety of ways to achieve my desires and goals.	4.28	Very high

(Continued)

**Table 2. (Continued)**

<b>Item</b>	<b>Statement</b>	<b>Average</b>	<b>Category</b>
PC10	I was able to bounce back and recover from previous unforeseen circumstances.	4.31	Very high
PC11	co-workers are generous.	4.36	Very high
PC12	I can quickly temper my anger at someone.	4.22	Very high
Average		4.25	Very high
<b>Organizational Citizenship Behavior</b>			
OCB1	I have a desire to help co-workers when problems occur.	4.44	Very high
OCB2	I feel happy to help new employees during work orientation.	4.39	Very high
OCB3	I am willing to lend a hand to help those around me.	4.48	Very high
OCB4	I always obey the company's SOP rules, even without being supervised.	4.53	Very high
OCB5	During work, I don't want to take too much of the time I have for rest	4.37	Very high
OCB6	During my work, I always exceed my normal attendance schedule.	4.02	High
OCB7	I need the motivation to complete my job description.	4.27	Very high
OCB8	Errors that usually occur in organizations I tend to observe.	3.98	High
OCB9	I usually tend to focus on problems that occur rather than situations that are already in good condition	3.98	High
OCB10	I have self-awareness when the organization experiences a change movement	4.32	Very high
OCB11	I record all forms of announcements	4.40	Very high
OCB12	In non-mandatory meeting activities, I make it a habit to remain present and provide assistance to my department	4.20	High
OCB13	As much as possible, I avoid all forms of problems with my colleagues	4.13	High

(Continued)

Item	Statement	Average	Category
OCB14	I think about the impact or consequences of behavior caused to co-workers	4.20	High
OCB15	I have never violated the rights of others	4.28	Very high
Average		4.27	Very high

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

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

Based on Table 6, it is known that the original sample (coefficient) can indicate the direction of the relationship between variables (if positive, it indicates the direction in the same direction and vice versa). The research hypothesis will be accepted if the coefficient with T-statistics >1.65 through the one-tailed and the P-values < significant alpha 5% or 0.05. Thus, all hypotheses through direct and indirect effects can be accepted. Furthermore, each hypothesis will be explained in the discussion section.

### 5. Discussion

The results showed that organizational citizenship activity was influenced by perceived organizational support, indicating that middle managers felt the support, thus making them willing to make more efforts in completing their duties with organizational citizenship behavior. Alshaabani et al. (2021) discovered in a prior study that a positive and significant link between organizational citizenship behavior and perceived organizational support shaped attitudes toward increased

**Table 4. Test results for discriminant validity (HTMT)**

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

**Table 5. Test results for construct reliability**

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

**Table 6. Path coefficients for direct and indirect effect**

Hypothesis	Coefficient	T-Statistics	P values	Result
Perceived organizational support → Organizational citizenship behavior	0.441	4,833	.000	Significant
Perceived organizational support → Psychological capital	0.612	5,424	.000	Significant
Psychological capital → Organizational citizenship behavior	0.523	2.846	.002	Significant
Perceived organizational support → Psychological capital → Organizational citizenship behavior	0.320	2.513	.006	Significant partially mediates

effort. These beliefs led to benefits that established trust in the organization’s long-term justice. Middle managers had a strong sense of support from Correctional Institutions as a result of the numerous facilities provided, including safety and security guarantees, assistance to boost motivation, and increased employment opportunities due to the achievement of organizational objectives. Based on the social exchange theory, when middle managers feel adequate organizational support, they are commonly willing to demonstrate organizational citizenship behavior, as indicated by previous study (Wen et al., 2016). The perceived support indicated that they were treated fairly and valued, enabling them to contribute to the organization.

Next, perceived organizational support was found to have a significant impact on employees’ psychological capital to achieve organizational success or goals. Previous research findings by Clarence et al. (2021) showed consistent finding with the present study which revealed that employees who felt organizational support would engage in a variety of inventive tactics, favorably affect others’ attitudes and mindsets, and teach them how to speak, negotiate, and solve problems which could be useful as an antecedent of psychological capital. Psychological capital in middle managers is displayed from their desire and feeling of high optimism in achieving success for the organization by making the best possible success of several existing programs and participating in making improvements if something goes wrong.

The next result showed that middle managers in a positive psychological state were able to achieve success by creating optimal work efforts such as organizational citizenship behavior. According to a previous study by Chen et al. (2021), beneficial attitudes, such as psychological capital, is positively linked to organizational citizenship behavior. This finding suggested that those with psychological capital can invest in acquiring additional resources and boosting their resource accumulation at work. The organizational citizenship behavior was then formed which was characterized by offering assistance to co-workers or colleagues in improving services, educated and provided understanding to the prisoners so they did not act hostile and conformed with the deradicalization program held by the Correctional Institution.

Psychological capital significantly mediated perceived organizational support for organizational citizenship behavior. It can be interpreted that to display positive attitudes such as organizational citizenship behavior; middle managers need psychological capital to perceive organizational

support. A linear study by Wu and Nguyen (2019) showed that perceived organizational support for organizational citizenship conduct is mediated by psychological capital. This finding shows that middle managers who felt higher value, attention, and support from their organization would display positive behavior, for example, with psychological capital, which is important in developing organizational citizenship behavior.

## 6. Conclusions and suggestions

### 6.1. Conclusions

Based on the analysis, first, perceived organizational support significantly influenced organizational citizenship behavior and psychological capital. It showed that the middle managers in the correctional institution felt organizational support that made them willing to take extra roles and created a comfortable working atmosphere characterized by being confident, optimistic, and doing their best to achieve the desired goals. Then, middle managers who were in a positive state of having psychological capital had the motivation to achieve success and brought up optimal work efforts such as displaying organizational citizenship behavior. Furthermore, psychological capital was found to significantly mediate perceived organizational support on organizational citizenship behavior. It confirmed the pattern that when middle managers felt organizational support, their self-confidence and feelings of optimism were increased and discretionary behavior to promote organizational functioning would be eventually fostered. It is important to make organizations become more effective and overcome the challenges in correctional institutions.

### 6.2. Implications

#### 6.2.1. Theoretical implications

The importance of perceived organizational support and psychological capital in middle managers is examined in this study, which focuses on the positive conduct of organizational citizenship behavior. The significance of psychological capital as a mediation variable in the link between perceived organizational support and organizational citizenship behavior is investigated in this study. This study highlights the importance of perceived organizational support, which is one of the important things needed for middle managers to achieve their goals. Therefore, organizations must show a responsive attitude, familiarize themselves with middle managers, and be indifferent to their feelings to discover their complaints. In addition, this study also provides a good insight into the role of psychological capital that can help individuals have a positive state of mind. Giving more confidence to the individuals who work in making decisions is believed to solve every problem in creating organizational conditions that remain safe and well-coordinated. This study shows that perceived organizational support and psychological capital can influence middle managers to analyze problems and voice suggestions for voluntary improvement.

The findings also show that organizational support is associated with psychological capital perceived by individuals, which implies that individuals do not do their best if the organization neglects them. In making individuals psychologically better, this finding confirms that well-being is very important to be considered by the organization. Thus, organizations need to be made aware of these findings and encouraged to emphasize individual satisfaction in working with the organization's care. In cases where working individuals need to have multiple alternatives of solutions when problems arise, organizations need to appreciate all the extra work put in by their employees.

In addition, the findings indicate that this study provides novelty in realizing organizational citizenship behavior in organizations with many obstacles and challenges; perceived organizational support for psychological capital is the main thing that influences this. The middle manager is one of the determinants of the movement of the officers who work. Middle managers with perceived organizational support will foster innovative techniques for their members to overcome existing problems. Middle managers will also be moved to form positive attitudes and mindsets that can teach all members how to talk, negotiate and solve problems. Thus, this shows that psychological

capital can influence middle managers to lead to appropriate actions, so this research can provide better knowledge for realizing organizational citizenship behavior for public organizations in responding to all challenges and problems that may occur in the organization.

### 6.2.2. Managerial implications

Managers of organizations and businesses can use the findings of this study to provide suggestions about the role of perceived organizational support variables in affecting organizational citizenship behavior, which is mediated by psychological capital. Middle managers that feel encouraged and valued by the organization are recognized to work more efficiently toward the organization's success. Then, it can help organizations overcome problems related to human capital, which is useful in organizations. That way, it can also lead to behavior from volunteering individuals willing to help carry out organizational activities through extra-role behavior but can promote organizational functioning effectively.

Correctional institutions should be prepared for a variety of scenarios and locations that are prone to security disruptions. The middle managers and all other team members must have a high level of confidence that all work activities will go according to plan. This study implies that belief or trust may develop effectively when an organization recognizes employees' contributions to long-term difficulties to achieve all necessary alternative answers.

The findings presented here also show that in realizing middle managers and all members involved who always obey the organization's SOP rules, they need to get the full support of any rules commensurate with them. In this case, all organization members will obey the existing rules even if they are not supervised, especially in the Correctional Institution, which has many SOPs that serve as guidelines for work activities. It is because the Correctional institution is an environment that needs tight security. In the Indonesian Correctional Institution, it is known that overcapacity is a common thing. That way, it shows that the number of existing workers will not be proportional to the number of inmates who need to be supervised. Organizations need to pay close attention to all the performances by middle managers to make them feel comfortable doing work with all the obstacles they have. Middle managers with perceived organizational support can trigger their desire to help colleagues when problems occur. So, the organization also needs to pay attention to the state that is felt to have problems and needs to improve. In addition, it is necessary to focus more on mistakes that usually occur in organizations and on problems rather than situations that are already in good condition, such as referring to the average result of the lowest indicator of organizational citizenship behavior. It can be accomplished through improving organizational support and paying attention to individuals' positive psychological conditions to create behaviors that should be aligned and beneficial to the organization.

## 7. Research limitations and suggestions for further research

This study has some limitations that indicate avenues for further research development. First, the sample size is constrained by the available number of middle managers at Nusakambangan Correctional Institution. Future studies may employ a larger sample size. Second, future research can examine the features of other objects, such as different types of organizations or research subjects to widen and improve the understanding of human resource management. It is important to develop and enhance understanding in the field of human resource management, especially within the scope of organizational behavior, which emphasizes the importance of individual behavior that supports organizational effectiveness and efficiency (Pratama et al., 2023). Thirdly, future research may modify this research model by, for example, reducing, adding, or altering the variables employed to generate a broader research theory. Specifically, this study recommends further investigation on the antecedents of organizational citizenship behavior in correctional institutions, such as leadership, organizational climate, and coworker factors, which have been shown to influence people's behavior based on previous studies (Al Halbusi et al., 2021; Ruiz-Palomino et al., 2013). Fourth, future research may include a moderator function and apply alternative analytic methods to develop the study literature.



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#### Correction

This article has been corrected with minor changes. These changes do not impact the academic content of the article.

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