

## **The Effect of Career Planning, Compensation, and Climate on OCB, Mediated by Pos, at Bappenas**

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### **ABSTRACT**

This study analyzes Organizational Citizenship Behavior (OCB) as voluntary behavior of employees that exceeds formal job requirements among Non-Civil Servant Government Employees (PPNPN) at the Ministry of National Development Planning/National Development Planning Agency (PPN/Bappenas). The importance of this study is driven by the strategic role of PPNPN in policy formulation and national development planning; however, their non-civil servant status may influence voluntary work behavior, which is critical for organizational effectiveness. The research was conducted in 2025 with a population of 1,088 PPNPN and used a purposive sample of 190 PPNPN with a Master's degree (S2). The research method employed a quantitative approach with a causal design, data collection through a structured 5-point Likert scale questionnaire, and Structural Equation Modeling (SEM) analysis using SmartPLS 4.0 software to test the influence of Career Planning, Compensation, and Organization Climate on OCB with Perceived Organizational Support (POS) as a mediator. The results of the study indicate that Career Planning ( $t=8.569$ ;  $p=0.000$ ), Compensation ( $t=1.985$ ;  $p=0.020$ ), and Organization Climate ( $t=2.665$ ;  $p=0.004$ ) have a significant positive effect on OCB. POS was found to be effective in partially mediating this relationship, although Career Planning does not directly influence POS, it can still influence OCB through POS mediation with an  $R^2$  value of 0.617, explaining 61.7% of the variation in OCB.

**Keywords:** Career Planning, Compensation, Organizational Climate, Perceived Organizational Support, Organizational Citizenship Behavior

### **INTRODUCTION**

The transformation of human resource management in Ministries/Institutions in Indonesia has changed significantly over the last decade. One prominent phenomenon is the increase in the number of non-civil servants in the organizational structure of the government. The Ministry of National Development Planning/National Development Planning Agency (PPN/Bappenas), which plays a strategic role in national development planning and budgeting, also faces similar challenges in human resource management, especially concerning Non-Civil Servant Government Employees (PPNPN).

PPNPN are support staff recruited to assist in carrying out work and organizational roles without civil servant status. Robbins and Judge (2017) stated that, in the context of modern organizations, the role of non-permanent support personnel is increasingly vital in ensuring smooth operations and achieving strategic organizational goals. However, differences in employment status often cause gaps in various components of HR management, including career planning, compensation systems, and perceived organizational climate (Nawangsari, L. C., 2021)

This phenomenon creates what Dwiyanto (2015) calls the “dualism of the personnel system,” presenting a significant gap in the study of non-civil servants who contribute to the effectiveness of government organizations. Although PPNNP are important elements in the Indonesian bureaucracy, they are often overlooked in comprehensive academic studies, creating theoretical gaps that need to be addressed.

Organizational Citizenship Behavior (OCB) is an important aspect that needs consideration in managing PPNNP. Organ et al. (2006) defined OCB as a voluntary attitude not formally required by an organization's reward system. Although such actions are not explicitly recognized in official reward mechanisms, these behaviors as a whole make a positive and significant contribution to improving organizational operational effectiveness. In government institutions, OCB becomes increasingly crucial given the complex demands of public services and limited resources. Kusumajati (2018) noted limitations in OCB studies within the Indonesian public sector, especially regarding government contract workers, even though this concept has been widely researched in the private sector.

In practice, PPNNP at the Ministry of National Development Planning/Bappenas faces various gaps that potentially affect their perceptions and work behaviors. Tjiptoherijanto (2018) observed that career uncertainty is a main practical gap: PPNNP face unclear career paths compared to civil servants, leading to a motivation gap that may affect organizational commitment. This is reinforced by Yuniarsih (2020), who found that contract employees such as PPNNP hold fundamentally different perceptions and career expectations that have yet to be adequately explored in the Indonesian bureaucratic context. The compensation gap is also a crucial issue in managing PPNNP. Prasajo (2020) identified a significant disparity between the civil servant compensation system and PPNNP despite similar workloads, creating organizational justice issues that could impact OCB. These findings reveal a potential gap in understanding how compensation mechanisms affect OCB in PPNNP, as shown by the inconsistent results of Rijanti & Primadini (2022) and Hadiyanto (2021).

The substantial presence of PPNNP in the Ministry of National Development Planning/Bappenas raises questions about the sustainability of knowledge transfer and organizational continuity (Nurprihatin, 2019). This situation creates a dualistic organizational climate, where the coexistence of two employee groups with different statuses generates unique organizational dynamics that remain underexplored (Wibowo, 2021). Wirawan (2020) emphasized the importance of investigating organizational climate in institutions with varying employee types; however, research focusing specifically on this dynamic in the Ministry of National Development Planning/Bappenas remains limited.

Perceived Organizational Support (POS) also exhibits complex relational patterns in the context of PPNNP. Although Eisenberger and Rhoades (2002) demonstrated a positive relationship between POS and OCB, Paramitha (2020) found inconsistencies in this influence among contract employees in Indonesia. Furthermore, Widiastuti & Palupiningdyah (2019) identified a more complex, not always linear relationship in non-permanent employees in Indonesia, indicating a need for more in-depth investigation specifically regarding PPNNP.

In addition to data from the Resources Bureau of the Ministry of National Development Planning/Bappenas, researchers conducted a pre-survey in April 2025 on 21 PPNNP respondents at the Ministry, revealing several noteworthy phenomena worthy of further study.

The pre-survey results showed that Organizational Climate had the highest perception rating (83.4%), followed by Organizational Citizenship Behavior (82.8%), and Perceived Organizational Support (82.7%). This indicates that PPNNP feels relatively comfortable with the current organizational climate and work environment, particularly in feeling like an important part of the agency (92.4%) despite their non-civil servant status and receiving colleague support in task completion (89.6%).

The phenomenon revealed by the pre-survey and supported by various empirical studies highlights the importance of comprehensive research on factors affecting OCB among PPNNP at the Ministry of National Development Planning/Bappenas. The perceived gaps especially in compensation and some elements of career planning indicate the need to evaluate current HR management practices (Riyanto, S. 2020).

Organizational Citizenship Behavior plays a role as an endogenous variable in this study, with a relatively high percentage (82.8%). Podsakoff et al. (2009) identified several dimensions of OCB, including helpful behavior (altruism), sportsmanship, organizational compliance, individual initiative, and civic virtue. The pre-survey results showed that the indicators “helping colleagues with excessive burdens” and “working with enthusiasm despite obstacles” scored highest (86.6%), indicating strong altruism and sportsmanship among PPNNP.

Meanwhile, the Career Planning aspect ranks fourth, with a percentage of 79.1%. Interestingly, a gap exists between PPNNP’s willingness to seek information on skill development (84.8%) and the clarity of their career goals (72.4%). This suggests motivation for development is present but hampered by unclear career direction as PPNNP. Tjiptoherijanto (2023) reiterated that career uncertainty remains a primary practical gap, as PPNNP encounter unclear paths compared to civil servants, creating motivation gaps affecting organizational commitment. A recent study by Yuniarsih (2024) confirms that contract employees like PPNNP have fundamentally different perceptions and career expectations, not yet fully explored in the Indonesian bureaucracy. These findings align with Greenhaus et al. (2010), who emphasize that career planning is crucial for increasing employee commitment and positive organizational behavior.

The aspect with the lowest perception is Compensation (76.2%), especially regarding performance-based additional incentives, which scored only 66.6%. These results indicate issues with the performance-based reward system for PPNNP, although timeliness of compensation payments remains relatively good (80%). Prasojo (2024) identified a significant disparity between civil servant and PPNNP compensation systems despite similar workloads, generating organizational justice concerns that may affect OCB. These findings expose a potential gap in understanding how compensation mechanisms influence OCB among PPNNP, highlighted by inconsistencies in the research findings of Rijanti & Primadini (2023) and Hadiyanto (2024). Milkovich et al. (2014) argue that compensation plays an important role in shaping employees' attitudes and behaviors toward the organization. Gaps in the compensation system can negatively impact the motivation and performance of PPNNP in the long term.

Organizational Climate, as the variable with the highest perception (83.4%), suggests the work environment in the Ministry of National Development Planning/Bappenas is quite conducive for PPNNP. Schneider et al. (2013) define organizational climate as a collective image formed from employees' perceptions of policies, procedures, and behaviors that are appreciated, supported, and expected in the workplace. According to Patterson et al. (2005), a

conducive organizational climate is a significant predictor of employee work behavior that goes beyond formal job demands (OCB).

Perceived Organizational Support (POS) shows a complex relationship pattern among PPNN. Although Eisenberger and Rhoades (2002) show a positive link between POS and OCB, Paramitha (2024) found inconsistent influences among contract employees in Indonesia. Widiastuti & Palupiningdyah (2023) identified similarly complex and sometimes non-linear relationships in non-permanent employees, underscoring the need for deeper exploration regarding PPNN. At the Ministry of National Development Planning/Bappenas, POS scored fairly high (82.7%) but with variations across indicators. Rhoades and Eisenberger (2002) state that POS can be an important mediator between HR management practices and employee behaviors, including OCB.

The relationship between Career Planning, Compensation, Organizational Climate, and OCB has been the focus of various studies. Kim (2014), studying public sector employees in South Korea, found that clear career planning positively correlated with OCB, while Newman et al. (2016) affirmed the mediating role of POS between HR management and OCB. Alfes et al. (2013) also revealed that a supportive organizational climate enhances OCB through increased perceived POS.

Blau (2017), through social exchange theory, argues that employees are likely to respond to positive treatment from their organization with positive behaviors, including OCB. In this context, good Career Planning, Compensation, and Organizational Climate can be perceived as forms of organizational support (POS), encouraging PPNN to exhibit OCB as reciprocity.

In the Indonesian context, Agarwal's (2016) research on contract employees in government agencies demonstrated that Career Planning and Compensation systems significantly affect OCB, with POS as a partial mediator. Meanwhile, Putra et al. (2019) found that Organizational Climate influences OCB both explicitly and implicitly (through POS) among non-civil servant employees in Indonesian government institutions. However, there is limited research integrating these three exogenous variables Career Planning, Compensation, and Organizational Climate specifically in the context of PPNN at the Ministry of National Development Planning/Bappenas (Riyanto, S., & Hapsari, D. C., 2020).

From a policy perspective, although regulations govern PPPK (Government Employees with Employment Agreements), the implementation of policies for PPNN remains incomplete, posing challenges to bureaucratic reform and professionalism. This underscores the importance of studying PPNN perceptions, particularly since no research has yet integrated the five variables Career Planning, Compensation, Organizational Climate, Perceived Organizational Support (POS), and Organizational Citizenship Behavior (OCB) within one comprehensive framework on organizational sustainability in government institutions with a dual employment system. While Simamora and Halim have explored OCB in government employees generally, specific analyses of how OCB among PPNN contributes to organizational sustainability in state development planning institutions remain absent. This study identifies problems including incomplete PPNN policy implementation, dualism in the personnel system, career uncertainty among PPNN, compensation gaps, inconsistent POS influence, and limited OCB studies in the Indonesian government sector.

This research aims to analyze the impact of Career Planning, Compensation, and Organizational Climate on OCB among PPNN at the Ministry of National Development

Planning/Bappenas, with POS as a mediating variable. The study's results are expected to contribute theoretically to the development of human resource management literature in the public sector, particularly concerning non-civil servants, and provide practical input for policymakers at the Ministry in improving PPNPN management effectiveness. By understanding each variable's influence on OCB, this study seeks to clarify factors that enhance non-civil servants' performance and contribution within the government, while supporting more targeted and sustainable policy development.

## METHOD

This study used a quantitative approach with a causal research design to examine the influence of Career Planning, Compensation, and Organizational Climate on Organizational Citizenship Behavior (OCB), with Perceived Organizational Support (POS) as a mediating variable. The causal design was selected to align with the research objective of investigating cause-and-effect relationships among these variables.

The study adhered to a positivist paradigm, aiming to verify hypotheses through empirical testing using quantitative methods, employing structured instruments and statistical analysis. Primary data were collected through a survey method, which was deemed appropriate for gathering information on attitudes, perceptions, and behaviors from a representative sample of respondents. Specifically, the survey measured the perceptions of PPNPN (Non-Civil Servant Government Employees) at the Ministry of National Development Planning/Bappenas regarding the variables under study.

This research employed a cross-sectional design, collecting data within a specific time frame to provide an overview of the phenomenon at that period. Data analysis was conducted using Smart-PLS software, chosen for its efficiency and suitability for the study objectives. The population consisted of all PPNPN at the Ministry as of May 2025, totaling 1,088 employees across various Directorates and work units.

Purposive sampling was applied, focusing on PPNPN with Master's degrees (S2), who were considered to have a more comprehensive understanding of the studied variables, such as Career Planning, Compensation, Organizational Climate, Perceived Organizational Support, and OCB. According to data from the Human Resources Bureau, there were 190 PPNPN with Master's education, all of whom were included as research respondents.

This study utilized two types of data: primary data collected directly from respondents via questionnaires covering the key variables, and secondary data obtained from the Human Resources Bureau, which included information on the number of PPNPN, distribution by work units, length of service, education levels, and other relevant organizational data.

## RESULTS AND DISCUSSION

### Data Quality Test Results

#### *Measurement (Outer) Model Evaluation*

##### a. Convergent Validity Test Results

Convergent validity in measurement models using reflective indicators is evaluated through the correlation between item scores or component scores with related constructs. An indicator is said to have sufficient convergent validity if the correlation value reaches a number

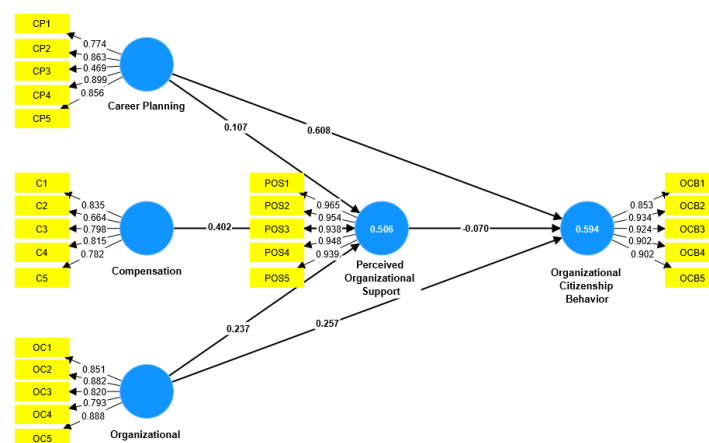


above 0.70. According to the output results the correlation between each indicator and its construct, as shown in the following table and structural diagram:

**Table 1. Convergent Validity Test Results**

Variable	Indicator	Outer Loading	Information
<i>Compensation</i>	C1	0,835	valid
	C2	0,664	Invalid
	C3	0,798	valid
	C4	0,815	valid
	C5	0,782	valid
<i>Career Planning</i>	CP1	0,774	valid
	CP2	0,863	valid
	CP3	0,469	Invalid
	CP4	0,899	valid
	CP5	0,856	valid
<i>Organizational Climate</i>	OC1	0,851	valid
	OC2	0,882	valid
	OC3	0,820	valid
	OC4	0,793	valid
	OC5	0,888	valid
<i>Organizational Citizenship Behavior</i>	OCB1	0,853	valid
	OCB2	0,934	valid
	OCB3	0,924	valid
	OCB4	0,902	valid
	OCB5	0,902	valid
<i>Perceived Organizational Support</i>	POS1	0,965	valid
	POS2	0,954	valid
	POS3	0,938	valid
	POS4		valid
	POS5	0,939	valid

Source: PLS Output, 2025



Source: PLS Output, 2025

**Figure 1 PLS Algorithm Results**

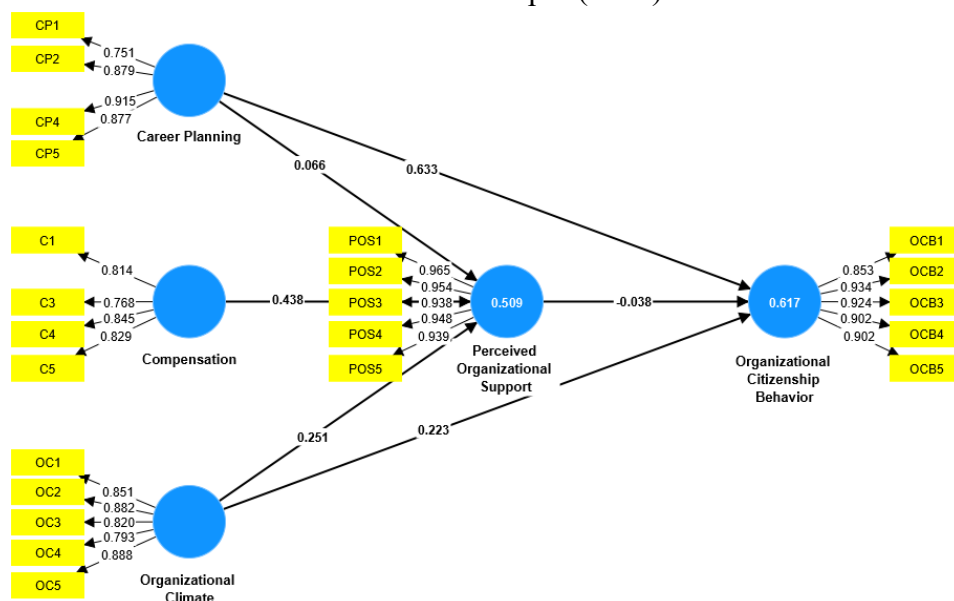
Based on the information presented in Table 1 and Figure 1 above, it is known that the C2 and CP3 indicators have a loading factor value below the threshold of 0.70. Therefore, both indicators will be excluded from the analysis model.

The following are the output results from the elimination of indicators and recalculations: Next, the output results are presented after the elimination of the indicator and the recalculation process.

**Table 2. Convergent Validity Test Results (modified)**

Variable	Indicator	Outer Loading	Information
<i>Compensation</i>	C1	0,835	valid
	C3	0,798	valid
	C4	0,815	valid
	C5	0,782	valid
<i>Career Planning</i>	CP1	0,774	valid
	CP2	0,863	valid
	CP4	0,899	valid
	CP5	0,856	valid
<i>Organizational Climate</i>	OC1	0,851	valid
	OC2	0,882	valid
	OC3	0,820	valid
<i>Organizational Climate</i>	OC4	0,793	valid
	OC5	0,888	valid
<i>Organizational Citizenship Behaviour</i>	OCB1	0,853	valid
	OCB2	0,934	valid
	OCB3	0,924	valid
	OCB4	0,902	valid
	OCB5	0,902	valid
<i>Perceived Organizational Support</i>	POS1	0,965	valid
	POS2	0,954	valid
	POS3	0,938	valid
	POS4	0,948	valid
	POS5	0,939	valid

Source: PLS Output (2025)



Source: PLS Output (2025)

**Figure 2. PLS Algorithm Results (modified)**

The results of the revision process of the convergent validity test shown in Figure 2 and Table 2 show that all indicators have met the convergent validity criteria, characterized by loading factor values that are all above the 0.70 threshold.

#### b. Discriminant Validity Test Results

Testing of discriminant validity for reflective indicators can be done through cross-loading analysis between each indicator and the associated construct. An indicator is considered valid if the loading factor value in the intended construct is higher than the loading factor value in another construct.

**Table 3. Results of Discriminant Validity (Cross loadings)**

	<i>Career Planning</i>	<i>Compensation</i>	<i>Organizational Citizenship Behavior</i>	<i>Organizational Climate</i>	<i>Perceived Organizational Support</i>
<b>C1</b>	0,567	<b>0,814</b>	0,508	0,707	0,546
<b>C3</b>	0,590	<b>0,768</b>	0,498	0,548	0,438
<b>C4</b>	0,417	<b>0,845</b>	0,340	0,490	0,574
<b>C5</b>	0,260	<b>0,829</b>	0,223	0,544	0,548
<b>CP1</b>	<b>0,751</b>	0,490	0,527	0,606	0,480
<b>CP2</b>	<b>0,879</b>	0,524	0,679	0,589	0,438
<b>CP4</b>	<b>0,915</b>	0,459	0,680	0,552	0,341
<b>CP5</b>	<b>0,877</b>	0,425	0,741	0,641	0,403
<b>OC1</b>	0,598	0,580	0,594	<b>0,851</b>	0,497
<b>OC2</b>	0,617	0,664	0,496	<b>0,882</b>	0,562
<b>OC3</b>	0,619	0,550	0,650	<b>0,820</b>	0,395
<b>OC4</b>	0,508	0,609	0,391	<b>0,793</b>	0,517
<b>OC5</b>	0,602	0,576	0,568	<b>0,888</b>	0,589
<b>OCB1</b>	0,687	0,426	<b>0,853</b>	0,502	0,386
<b>OCB2</b>	0,699	0,392	<b>0,934</b>	0,563	0,355
<b>OCB3</b>	0,663	0,454	<b>0,924</b>	0,600	0,365
<b>OCB4</b>	0,786	0,461	<b>0,902</b>	0,649	0,383
<b>OCB5</b>	0,627	0,395	<b>0,902</b>	0,572	0,329
<b>POS1</b>	0,498	0,650	0,382	0,580	<b>0,965</b>
<b>POS2</b>	0,461	0,641	0,392	0,593	<b>0,954</b>
<b>POS3</b>	0,422	0,626	0,392	0,570	<b>0,938</b>
<b>POS4</b>	0,445	0,593	0,342	0,544	<b>0,948</b>
<b>POS5</b>	0,464	0,574	0,404	0,579	<b>0,939</b>

Source: PLS Output, 2025

Analysis of Table 3 shows that the correlation between the Compensation construct and its indicators, namely C1 (0.814), C3 (0.768), C4 (0.845), and C5 (0.829), shows a higher value than the correlation of the Compensation indicator with other constructs. Furthermore, the Career Planning construct shows a stronger correlation of indicators with its own constructs, namely CP1 (0.751), CP2 (0.879), CP4 (0.915), and CP5 (0.877). Similarly, indicators in the Organizational Climate construct (OC1: 0.851; OC2: 0.882; OC3: 0.820; OC4: 0.793; OC5: 0.888) has the highest correlation value with that construct compared to other constructs. For the Organizational Civic Behavior construct, the OCB1 (0.853), OCB2 (0.934), OCB3 (0.924), OCB4 (0.902), and OCB5 (0.902) indicators also showed superior correlation with the



construct. Finally, in the Perceived Organizational Support (POS) construct, each of the indicators, namely POS1 (0.965), POS2 (0.954), POS3 (0.938), POS4 (0.948), and POS5 (0.939), shows the highest correlation with their respective constructs compared to correlations to other constructs.

One alternative approach in discriminant validity testing is carried out by comparing the square root value of the Average Variance Extracted (AVE) of each correlation construct between these constructs with other constructs in the model. Discriminant validity is labeled sufficient if the square root value of a construct exceeds its correlation value with other constructs in the research model.

**Table 4. AVE Test Results**

Variable	AVE
<i>Career Planning</i>	0,736
<i>Compensation</i>	0,664
<i>Organizational Citizenship Behavior</i>	0,816
<i>Organizational Climate</i>	0,718
<i>Perceived Organizational Support</i>	0,900

Source: PLS Output, 2025

**Table 5. Results of Discriminant Validity Test (Fornell Lacker Criterion)**

	<i>CP</i>	<i>C</i>	<i>OCB</i>	<i>OC</i>	<i>POS</i>
<i>CP</i>	<b>0,858</b>				
<i>C</i>	0,552	<b>0,815</b>			
<i>OCB</i>	0,771	0,473	<b>0,903</b>		
<i>OC</i>	0,696	0,701	0,642	<b>0,848</b>	
<i>POS</i>	0,483	0,651	0,403	0,604	<b>0,949</b>

Source: PLS Output, 2025

The analysis of the data in the table above shows that the square root value of (AVE) in each construction is higher than the correlation between constructs in the model. Based on the AVE value listed in the table, it can be concluded that all existing constructions in the model meet the requirements.

**Table 6. Heterotrait-Monotrait ratio (HTMT)**

	<i>CP</i>	<i>C</i>	<i>OCB</i>	<i>OC</i>	<i>POS</i>
<i>CP</i>					
<i>C</i>	0,661				
<i>OCB</i>	0,839	0,542			
<i>OC</i>	0,782	0,814	0,688		
<i>POS</i>	0,525	0,718	0,420	0,645	

Source: PLS Output, 2025

The acceptable threshold for discriminant validity through the Heterotrait-Monotrait Ratio (HTMT) method is a value below 0.90. In this study, all HTMT values were recorded below this number, indicating adequate discriminant validity. The highest HTMT value found in this study was 0.839, while the lowest value reached 0.420.

#### c. Composite Reliability and Cronbach's Alpha Test Results

The test of this instrument applied composite reliability and Cronbach's alpha. A construct is labeled reliable if all latent variables have a composite reliability value or

Cronbach's alpha equal to or greater than 0.7. The findings reveal that the research instruments applied are consistent and reliable in the measurement of the variables studied.

**Table 7. Composite Reliability & Cronbach's Alpha Test Results**

Variable	Cronbach Alpha's	Composite Reliability	Information
<i>Career Planning</i>	0,878	0,917	Reliable
<i>Compensation</i>	0,831	0,887	Reliable
<i>Organizational Citizenship Behavior</i>	0,943	0,957	Reliable
<i>Organizational Climate</i>	0,902	0,927	Reliable
<i>Perceived Organizational Support</i>	0,972	0,978	Reliable

Source: PLS Output, 2025

According to the data listed in Table 7, it illustrates an adequate result in which all latent variables obtain a composite reliability value as well as Cronbach's alpha equal to or  $> 0.70$ . This indicates that all latent variable constructs in this study can be said to have a good level of reliability and the instruments used can be considered consistent in measuring the variables studied.

### ***Structural Model Testing or Hypothesis Test (Inner Model)***

**Table 8. VIF Value**

	VIF
<i>Career planning -&gt; Organizational citizenship behavior</i>	1,996
<i>Career planning -&gt; Perceived organizational support</i>	1,993
<i>Compensation -&gt; Organizational citizenship behavior</i>	2,372
<i>Compensation -&gt; Perceived organizational support</i>	2,055
<i>Organizational climate -&gt; Organizational citizenship behavior</i>	2,826
<i>Organizational climate -&gt; Perceived organizational support</i>	2,678
<i>Perceived organizational support -&gt; Organizational citizenship behavior</i>	1,831

Source: PLS Output, 2025

It can be seen from Table 8, the VIF value below 5 shows that there are no significant multicollinearity problems, so that the research model can be interpreted accurately and provide valid prediction results.

This model is a design stage based on the theoretical framework and concepts underlying the research, aiming to evaluate the relationship between exogenous and endogenous variables. This process is carried out through several systematic steps as follows:

#### **a. R-square Value Test Results**

Look at the R-square value which is the goodness-fit test of the model.

**Table 9. R2 Values of Endogenous Variables**

Endogenous Variable	R-square
<i>Organizational Citizenship Behavior</i>	0,617
<i>Perceived Organizational Support</i>	0,509

Source: PLS Output, 2025

The structural model shows that the variables Organizational Citizenship Behavior and Perceived Organizational Support can be categorized at a moderate level because they have a  $>0.50$  number. Testing the influence of independent latent variables such as Career Planning,

Compensation, Organizational Climate, and Perceived Organizational Support on Organizational Citizenship Behavior resulted in an R-square value of 0.617. This indicates that 61.7% of the variation in the Organizational Citizenship Behavior construct can be explained by these variables, while the remaining 38.3% is influenced by other factors outside of this study. In addition, the Perceived Organizational Support construct has an R-square value of 0.509, which means that 50.9% of the variation in the construct can be explained by the variables Career Planning, Compensation, and Organizational Climate, while 49.1% is explained by other external factors.

**Table 10. F-Square Value**

	<b>f-square</b>	<b>Kategori Hasil</b>
<i>Career planning -&gt; Organizational citizenship behavior</i>	0,524	Large
<i>Career planning -&gt; Perceived organizational support</i>	0,001	None
<i>Compensation -&gt; Organizational citizenship behavior</i>	0,251	Moderate
<i>Compensation -&gt; Perceived organizational support</i>	0,375	Large
<i>Organizational climate -&gt; Organizational citizenship behavior</i>	0,272	Moderate
<i>Organizational climate -&gt; Perceived organizational support</i>	0,055	Small
<i>Perceived organizational support -&gt; Organizational citizenship behavior</i>	0,291	Moderate

The results of the f-square analysis showed a significant variation in *effect size* in the study model. *Career planning* for OCB ( $f^2 = 0.524$ ) and *Compensation* for POS ( $f^2 = 0.375$ ) showed large *effect sizes*, confirming the dominant role of the two constructs. Four relationships showed moderate *effect sizes*: Compensation to OCB ( $f^2 = 0.251$ ), *Organizational climate* to OCB ( $f^2 = 0.272$ ), and POS to OCB ( $f^2 = 0.291$ ), with the latter confirming an effective mediation role. Meanwhile, *Organizational climate* for POS showed a small effect size ( $f^2 = 0.055$ ), and *Career planning* for POS showed almost no effect ( $f^2 = 0.001$ ). Overall, these results confirm a solid model structure with *Career planning* and *Compensation* as the main predictors.

#### b. Goodness of Fit Model Test Results

This test in structural models, especially in the inner model, is carried out by applying a predictive relevance (Q-square) measure. If the value of Q-square shows a number of >zero, it therefore indicates that the model has adequate predictive capabilities. The R-square value of each endogenous variable contained in this study can be seen in the following calculation results:

**Table 11. Predictive-relevance (Q2) values**

	<b>SSO</b>	<b>SSE</b>	<b>Q Square (=1-SSE/SSO)</b>
<b>CP</b>	760,000	760,000	0,000
<b>C</b>	760,000	760,000	0,000
<b>OCB</b>	950,000	483,047	0,492
<b>OC</b>	950,000	950,000	0,000
<b>POS</b>	950,000	553,768	0,417

Source: PLS Output, 2025

The data shows that the value (Q-square) is above zero. This indicates that the dependent variables, namely Organizational Citizenship Behavior and Perceived Organizational Support,

can be adequately explained by the independent variables used in the model. Therefore, the model is worthy of being said to have relevant predictive capabilities in accordance with the structural model evaluation criteria.

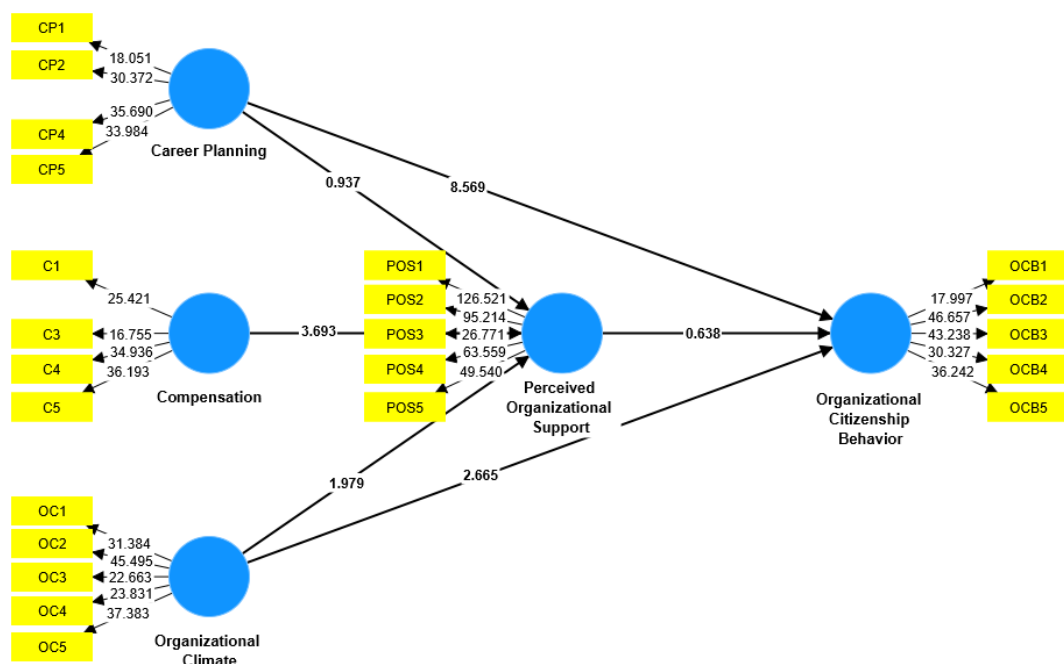
### c. Hypothesis Test Results (Path Coefficient Estimation)

The estimated values for the relationships between the paths in the structural model should be statistically tested to ascertain their significance. In this testing process, the bootstrapping method is used as a resampling technique. The determination of the significance of the hypothesis was carried out by observing the parameter coefficient along with the T-statistical value obtained from the bootstrapping results. Furthermore, the T-statistical value was compared with the critical value on the distribution table T at a significance level of 0.05 (5%) which was valued at 1.96. If the T-statistical value is greater than 1.96, then the path relationship is considered statistically significant.

**Table 12. Hypothesis Testing Results**

	Original Sample	Standard Deviation	T-Statistics	P Values	Information
<b>CP -&gt; OCB</b>	0,633	0,074	8,569	0,000	Positive - Significant
<b>CP -&gt; POS</b>	0,066	0,070	0,937	0,174	Insignificant
<b>C -&gt; OCB</b>	0,240	0,121	1,985	0,020	Positive - Significant
<b>C -&gt; POS</b>	0,438	0,119	3,693	0,000	Positive - Significant
<b>OC -&gt; OCB</b>	0,223	0,084	2,665	0,004	Positive - Significant
<b>OC -&gt; POS</b>	0,251	0,127	1,979	0,024	Positive - Significant
<b>POS -&gt; OCB</b>	0,268	0,106	2,538	0,005	Positive - Significant
Mediation					
<b>CP -&gt; POS -&gt; OCB</b>	0,202	0,098	2,055	0,015	Partial Mediation
<b>C -&gt; POS -&gt; OCB</b>	0,116	0,059	1,971	0,038	Partial Mediation
<b>OC -&gt; POS -&gt; OCB</b>	0,129	0,065	1,994	0,042	Partial Mediation

Source: PLS Output, 2025



Source: PLS Output, 2025  
Figure 3. Bootstrapping Test Results

## **Discussion of Research Results**

### **1. The Effect of Career Planning on Organizational Citizenship Behavior**

The results of hypothesis testing in this study showed that the T-statistical value reached 8.569, while the original number was 0.633 and the P-value was recorded at 0.000. Thus, a statistical T-value greater than the critical value in the T-table of 1.96, plus the original sample value with a positive value, and a P-value that is below the threshold of 0.05, indicates that Career Planning has a significant positive influence on organizational citizenship behavior.

### **2. The Influence of Career Planning on Perceived Organizational Support**

Based on the results of hypothesis testing in this study, a statistical T-value of 0.937, an original sample value of 0.066, and a P-value of 0.174 were obtained. Given that the T-value of the statistic is below the critical value of the T-table of 1.96, even though the original sample value shows a positive number, and the P-value exceeds the significance limit of 0.05, it can be concluded that Career Planning does not have a significant influence on Perceived Organizational Support.

### **3. The Effect of Compensation on Organizational Citizenship Behavior**

The results of hypothesis testing in this study showed that the statistical T-value was 1.985, the original sample value was recorded at 0.240, and the P-value was 0.020. A statistical T-value that is higher than the critical value in the T-table of 1.96, coupled with a positive original sample value and a P-value that is below the significance limit of 0.05, indicates that compensation has a significant positive influence on organizational citizenship behavior.

### **4. The Effect of Compensation on Perceived Organizational Support**

The results of the hypothesis analysis in this study showed that the T-statistical value was 3.693, the original sample value reached 0.438, and the P-value was recorded at 0.000. Considering that the T-value of this statistic is above the critical limit of T-table of 1.96, coupled with a positive original sample value and a P-value of less than 0.05, it can be concluded that the Compensation variable has a positive and significant influence on Perceived Organizational Support.

### **5. The Influence of Organizational Climate on Organizational Citizenship Behavior**

According to the results of the hypothesis test obtained, the T-statistical value was recorded at 2.665, with an original sample value of 0.223 and a P-value of 0.004. Because the T-statistical value exceeds the critical limit of the T-table of 1.96, accompanied by a positive original sample value and a P-value below the significance level of 0.05, it can be concluded that the organizational climate has a significant positive influence on the organization's civic behavior.

### **6. The Influence of Organizational Climate on Perceived Organizational Support**

Based on the results of hypothesis testing in this study, a T-statistical value of 1.979, an original sample value of 0.251, and a P-value of 0.024 were obtained. Because the T-value of the statistics exceeds the critical value of the T-table, which is 1.96, the value of the original sample is positive, and the P-value is below the significance limit of 0.05, it can be concluded that the organizational climate variable has a positive and significant influence on the view of organizational support.

## **7. The Effect of Perceived Organizational Support on Organizational Citizenship Behavior**

Hypothesis analysis showed that the T-statistical value obtained was 2.538, the original sample value was recorded at 0.268, and the P-value was 0.005. Because the T-statistical value crosses the critical limit in the T-table of 1.96, supported by the original sample value with a positive value and a P-value that is smaller than 0.05, it can be concluded that the Perceived Organizational Support Variable describes a positive and significant impact on improving Organizational Citizenship Behavior

## **8. The Influence of Career Planning on Organizational Citizenship Behavior through Perceived Organizational Support**

The results of the hypothesis test showed a statistical T-value of 2.055, an original sample value of 0.202, and a P-value of 0.015. Because the T-statistical value exceeded the critical limit of the T-table of 1.96, the original sample value showed a positive number, and the P-Value was below the significance threshold of 0.05, it can be concluded that Perceived Organizational Support plays a role as a partial mediator in mediating the influence of Career Planning on Organizational Citizenship Behavior.

## **9. The Effect of Compensation on Organizational Citizenship Behavior through Perceived Organizational Support**

The hypothesis findings describe a statistical T-value of 1.971, an original value of 0.116, and a P-value of 0.038. Because the value of this statistical T-value exceeds the critical limit in the T-table of 1.96, supported by a positive original sample value accompanied by a P-value that is below the significance limit of 0.05, it can be drawn that the Perceived Organizational Support variable functions as a partial mediator in the relationship between compensation and organizational civic behavior.

## **10. The Influence of Organizational Climate on Organizational Citizenship Behavior through Perceived Organizational Support**

According to the results of the hypothesis, a T-statistical value of 1.994, a value of the original sample of 0.129, and a P-value of 0.042 were obtained. Since the statistical T-value exceeds the critical limit of the T-table of 1.96, the original sample number represents a positive number, and the P-value is less than 0.05, it can be concluded that Perceived Organizational Support functions in a partial mediator that strengthens the relationship between Organizational Climate and Organizational Citizenship Behavior.

## **CONCLUSION**

This research examined the effects of Career Planning, Compensation, Organizational Climate, Perceived Organizational Support (POS), and Organizational Citizenship Behavior (OCB) among PPNPN employees at the Ministry of National Development Planning/Bappenas. The findings revealed that while Career Planning positively influenced OCB, employees' clarity of career goals remained limited and its impact on POS was insignificant. Compensation positively affected both OCB and POS, despite inadequacies in basic benefits. Similarly, Organizational Climate positively contributed to OCB and POS, with effective leadership enhancing perceived support. Importantly, POS mediated the relationships between Career Planning, Compensation, and OCB, indicating that organizational support can foster citizenship behaviors even amid shortcomings in compensation and work conditions.



Future research is suggested to explore additional mediating or moderating factors, such as job satisfaction or organizational commitment, and to investigate these dynamics over time through longitudinal studies to better understand changes in PPNPN attitudes and behaviors.

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