

## THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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### Abstract

The behavior demanded by organizations today includes not only in-role behavior, which involves performing tasks according to job descriptions, but also extra-role behavior. Organizational Citizenship Behavior (OCB) is essential to address the various challenges posed by organizational changes, particularly in the context of bureaucratic reform processes. Moreover, the increasing diversity of demands in the public service sector has become a growing professional responsibility for employees. This study aims to explore and explain the role of organizational commitment in mediating the influence of perceived organizational support on organizational citizenship behavior. The research was conducted at the Office of Cooperatives and SMEs in Denpasar City. A preliminary survey indicated the presence of issues related to organizational citizenship behavior at the study site. The sample for this research consisted of 53 employees, selected using a saturated sampling method. Data collection was carried out through interviews and questionnaires. The data analysis techniques employed included path analysis using SPSS, the Sobel test, and the Variance Accounted For (VAF) test. The findings of this study reveal that perceived organizational support has a positive and significant influence on organizational citizenship behavior. Additionally, perceived organizational support positively and significantly affects organizational commitment, and organizational commitment positively and significantly influences organizational citizenship behavior. Furthermore, organizational commitment effectively mediates the influence of perceived organizational support on organizational citizenship behavior.

**Keywords:** Perceived Organizational Support, Organizational Commitment, Organizational Citizenship Behavior

### INTRODUCTION

Organizational Citizenship Behavior (OCB) is a choice of behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins & Judge, 2018). OCB is needed by agencies to increase their operational effectiveness. OCB is necessary to handle all organizational change difficulties that are necessary to complete the bureaucratic reform process, particularly given the wide range of demands in the public service sector, which include employees' growing professional responsibilities. The role of OCB behavior is considered important and greatly determines the performance of the organization in providing services to the community, so that the emergence of employee OCB in

government agencies can be a positive improvement that is needed (Fatmawati & Azizah, 2022). OCB refers to the good behavior of workers who voluntarily do more than what is their responsibility without being forced or receiving compensation, and who do so without fear of being disciplined. obligations freely, without pay or coercion, and there is no penalty for this, which can benefit the organization (Perkasa et al., 2020). OCB is very necessary for the progress of the organization and for improving employee performance, so every employee needs to have OCB.

This research was conducted at the Denpasar City Cooperative and UMKM Office. The Denpasar City Cooperative and UMKM Office is an agency that has the task of carrying out Regional Government affairs in the field of cooperatives and UMKM, as well as the authority of deconcentration and assistance tasks obtained from the government. To optimize a job, good employee behavior is needed that is able to support the progress of the organization. The Denpasar City Cooperative and UMKM Office is located at Jl. Mulawarman Lumintang No.3, Dauh Puri Kaja, North Denpasar District, Denpasar City, Bali. The Denpasar City Cooperative and UMKM Office has 53 employees.

To find out if there are indications of problems with OCB at the research location, a pre-survey was conducted using statements referring to OCB indicators for 15 employees of the Denpasar City Cooperatives and UMKM Service with the results shown in Table 1.

**Table 1. OCB Data of Denpasar City Cooperatives and UMKM Service Employees**

No	Question	Yes	No
1	I help other employees without any pressure on tasks which is closely related to the agency's voluntary activities	13	2
2	I respect the rights related to the work of other employees	15	0
3	I try to maintain the good name of the organization	15	0
4	I work beyond the minimum standards expected. Organization	5	10
5	I participate voluntarily in the functions of the agency in a professional manner.	6	9
6	I voluntarily support the functions of the agency. Professionally	15	0

Source: Denpasar City Cooperatives and UMKM Service, 2024

The results of the pre-survey indicated a lack of OCB among employees of the Denpasar City UMKM Service. There were 10 employees who disagreed with the statement point "I work beyond the minimum standards expected by the agency". These results indicate that some employees have not worked beyond the minimum standards of the agency. In the statement "I participate voluntarily in the functions of the agency professionally", there were nine employees who disagreed with the

statement. This means that employees do not yet have a sense of initiative to participate voluntarily in all activities related to the functions of the agency.

The theory underlying this research is social exchange theory. Blau (1964) stated that social exchange theory is an organization can take positive actions towards employees in the hope that the initiative will be rewarded in terms of loyalty to the organization. According to the social exchange theory, employees will act and behave more favorably toward the organization if they have received good treatment from it (Fung et al., 2012). Every individual will always try to repay anyone who has given them benefits. Social exchange theory explains how to maintain a balance of social exchange between employees and the organization. Konovsky and Pugh (1994) stated that social exchange theory is used to explain the reasons employees do OCB. In ideal conditions, employees should exhibit OCB by voluntarily performing duties that fall outside of their duties and obligations. The presence of influencing elements like POS can hence raise OCB.

Azhar et al. (2019) stated that factors that can influence OCB include perceived organizational support. When employees receive high attention and support from the organization, they can show positive behavior and improve their performance (Alshaabani et al., 2021). The importance of maintaining open communication relationships with employees can invite them to provide input, listen and respond to opinions and to appreciate their contributions (Rahmawati et al., 2022). Song & Yang, (2020) stated that organizational attention to employees is an important reason for employees to stay in the organization and contribute to the organization.

Fatmawati & Azizah (2022) stated that employee perceptions regarding the extent to which the organization values employee contributions and cares about employee welfare are called Perceived Organizational Support (POS). POS is the level of employee trust by evaluating the treatment of the organization (Eisenberger et al., 2020). Wahyuni (2019) stated that POS arises because of the overall belief of employees that their association often thinks about their welfare assistance and appreciates their involvement which is explained by organizational qualities such as balance, support, good working conditions, and rewards. Jehanzeb (2020) said that conceptually POS is organizational recognition of individual efforts, usually compensated through organizational welfare guarantees. POS is believed to be an important aspect in an organization because the existence of POS will increase employee OCB. An employee who feels cared for, cared for, and appreciated will feel comfortable and feel cared for by the organization, with this, employees are believed to have an extra role for the organization. Therefore, the better the employee's perception of organizational support, the more the employee's Organizational Citizenship Behavior will increase.

Organizational commitment is one of the factors that can influence OCB, which is a person's attitude that shows loyalty to an organization and the process by which a person expresses their concern for the organization (Luthans, 2018). Organizational

commitment is the extent to which a person sides with an organization and its goals and desires to maintain membership in the organization (Dharma and Suwandana, 2024). Employees with high commitment will work hard to achieve organizational goals by working outside their mandatory work (Dwika & Adnyani, 2020). Ayu et al., (2022) in their research used organizational commitment as a mediating variable between POS and OCB with the results that POS can increase OCB through organizational commitment. POS felt by employees can influence OCB such as helping coworkers and caring about what happens in the company. This will make members feel bound so that they encourage love for the organization and then voluntarily carry out behavior outside of work responsibilities regardless of the high or low POS felt.

Organizational commitment is a condition where an employee is willing to be in and feel part of a company (Haque et al., 2019). Claudia (2018) stated that organizational commitment not only includes a strong drive within an individual to remain a member of the organization, but also a sense of responsibility for tasks and obligations or a desire to advance the organization. Organizational commitment is a bonus for the company because organizational commitment to employees can help change the quality of the organization into business productivity (Naimah et al., 2017). Luz et al., (2018) stated that with a high level of organizational commitment, employees will be more organized so that they will carry out their obligations or duties optimally and perform well. Organizational commitment reflects employee loyalty to the company in achieving common goals (Busro, 2018).

Organizational commitment creates a person's desire to participate more in the organization, and feel proud to be part of the organization. Employees who have high organizational commitment to the organization will do anything for the progress of the organization, one of which is by increasing extra behavior, namely OCB. This is supported by research by Wulandari & Andriani (2019), Idzna et al., (2020), Fatmawati & Azizah (2022), Hamzah et al., (2020), Sumarsi & Rizal (2021), and Dewi et al., (2022) which states that organizational commitment can have a positive effect on increasing OCB.

Based on previous research, researchers found a research gap or inconsistency related to OCB research. Muda et al. (2019) stated that POS has a positive and significant influence on OCB. This is reinforced by research conducted by Alfiana (2020), Andriyanti & Supartha (2021), Alshaabani et al. (2021), Soeprijadi & Sudibjo (2021), and Fatmawati & Azizah (2022) stating that POS can provide a positive and significant effect on OCB. However, Linda et al. (2019) stated that POS has a negative and insignificant effect on OCB. Claudia (2018), Idzna et al., (2020), Hayati (2020) and Azizah & Rokhman (2021) have different results where POS has a positive but insignificant effect on OCB.

Oktaviani, H. (2018) stated that POS has a positive and significant effect on organizational commitment. Amalia, J. (2020) also agrees that POS has a positive and significant effect on organizational commitment. However, different research results

were proven by Asrunputri., AP (2018) in her research proving that there was no positive relationship between POS and organizational commitment. Nurhayati (2015) also agreed that in her research results, POS had no effect on organizational commitment.

Sudarmo and Wibowo (2018) stated that organizational commitment has a very significant effect on OCB. Jaya, R. (2018), also argues that organizational commitment has a positive and significant effect on OCB. High organizational commitment will be able to influence the increase in OCB (Wulandari & Andriani, 2019). However, different research results were proven by Darmawati & Hayati (2013) and Harwiki, W. (2016) in their research proving that organizational commitment has no effect on OCB variables.

The existence of a gap or research results between several views that researchers found, and based on the results of the pre-survey that researchers have conducted in the organization that is the location of the research, researchers want to answer again and conduct further research on the influence of POS on OCB. In addition, researchers also added a new variable, namely organizational commitment that researchers use as a mediating variable. So that the title is "The Role of Organizational Commitment Mediating The Influence of Perceived Organizational Support on Organizational Citizenship Behavior".

## **RESEARCH METHODS**

This study is an associative causality study using a quantitative approach by examining statistical data to test the hypothesis made using a questionnaire as a research instrument. This study was conducted to analyze the role of organizational commitment in mediating the influence of POS on OCB. This study consists of exogenous variables (X), mediating variables (Z), and endogenous variables (Y). These variables include: perceived organizational support (X), organizational commitment (Z), organizational citizenship behavior (Y). This study uses data obtained from empirical theories to support the proof of the hypothesis. This study was conducted at the Denpasar City Cooperative and UMKM Office located at Jl. Mulawarman, No. 3, Lumintang, Denpasar, Bali. The consideration for choosing this location was because indications of employee problems related to OCB were found.

Population is defined as a generalization area consisting of objects and subjects that have certain qualities and characteristics that have been determined by researchers to be studied and then conclusions drawn (Rahyuda, 2020:127). Based on this understanding, the population in this study is all employees of the Denpasar City Cooperative and UMKM Service totaling 53 people. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018:149). The sample size in this study is 53, the same as the population. The data analysis techniques used in this study are path analysis with SPSS, Sobel test, and VAF test.

## RESULTS AND DISCUSSION

### Classical Assumption Test

#### 1) Normality Test

**Table 2. Results of the Normality Test for Regression Equation 1**

	Unstandardized Residual
N	53
Kolmogorov-Smirnov	0.064
Asymp.Sig. (2-tailed)	0.200

Source: (processed data), 2024

Based on the data in Table 2, it is evident that the Asymp.Sig. (2-tailed) value is 0.200 and the Kolmogorov-Smirnov (KS) value is 0.064. Asymp.Sig. (2-tailed) 0.200 is higher than the alpha value of 0.05, indicating that the regression equation model 1 is normally distributed.

**Table 3. Results of the Normality Test for Regression Equation 2**

	Unstandardized Residual
N	53
Kolmogorov-Smirnov	0.069
Asymp.Sig. (2-tailed)	0.200

Source: (processed data), 2024

The data shown in Table 3 indicates that the Asymp.Sig. (2-tailed) value is 0.200, and the Kolmogorov-Smirnov (KS) value is 0.069. Asymp.Sig. (2-tailed) 0.200 is higher than the alpha value of 0.05, indicating that the regression equation model 2 is normally distributed.

#### 2) Multicollinearity Test

**Table 4. Multicollinearity Test Results**

Variables	Tolerance	VIF
POST	0.680	1,471
Organizational Commitment	0.680	1,471

Source: Appendix 9 (processed data), 2024

Based on table 4 above, the organizational commitment and POS variables' VIF and tolerance values are 1.471 and 0.680, respectively. This shows that in the regression equation model there is no multicollinearity because the POS and organizational commitment variables have a tolerance value greater than 10 percent and a VIF value less than 10.

#### 3) Heteroscedasticity Test

**Table 5. Results of Heteroscedasticity Test for Regression Equation 1**

Model	Unstandardize		Standardize	T	Sig.
	d		d		
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2,691	1,258		2,140	0.037
Perceived Organizational Support	-0.053	0.079	-0.094	-0.672	0.505

Source: Appendix 10 (processed data), 2024

Based on table 5, it can be seen that the POS variable has a Sig. value of  $0.505 > 0.05$ . This means that there is no influence between the independent variables on the absolute residual. It is possible to conclude that the one equation model is devoid of heteroscedasticity symptoms.

**Table 6. Results of Heteroscedasticity Test for Regression Equation 2**

Model	Unstandardize		Standardize	T	Sig.
	d		d		
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3,025	1,181		2,562	0.013
Perceived Organizational Support	0.240	0.079	0.050	0.301	0.765
Commitment Organizational	-0.101	0.068	-0.247	-1,479	0.145

Source: Appendix 10 (processed data), 2024

Based on table 6, it can be seen that the POS and organizational commitment variables have Sig. values of 0.765 and 0.145 respectively. These values are greater than 0.05. This means that there is no influence between the independent variables on the absolute residual. Thus, it can be said that the equation model 2 does not contain symptoms of heteroscedasticity.

### Path Analysis Test

**Table 7. Results of Path Analysis of Regression Equation 1**

Model	Unstandardize		Standardize	T	Sig.
	d		d		
	Coefficients		Coefficients		
	B	Std. Error	Beta		

(Constant)	8,512	2,115		4,025	0,000
Perceived Organizational Support	0.653	0.133	0.566	4,902	0,000
R2: 0.320					
a. Dependent Variable: Organizational Commitment					
b. Predictors: (Constant), Perceived Organizational Support					

Source: (processed data), 2024

Based on the results of the path analysis in Table 7, the structural equation formed can be formulated as follows.

$$Z = \beta_2 X + e_1$$

$$Z = 0.566X + e_1 \dots\dots\dots(1)$$

**Table 8. Results of Path Analysis of Regression Model 2**

Model	Unstandardize		Standardize	t	Sig.
	d		d		
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	7,383	2,003		3,686	0.001
Perceived Organizational Commitment	0.384	0.133	0.314	2,882	0.006
Organizational Support	0.584	0.116	0.550	5,054	0,000
R2: 0.597					
a. Dependent Variable: Organizational Citizenship Behavior					
b. Predictors: (Constant), Organizational Commitment, Perceived Organizational Support					

Source: (processed data), 2024

**Table 9. Direct Influence, Indirect Influence, and Total Influence of POS (X), Organizational Commitment (Z), and OCB (Y)**

Influence Variables	Influence Direct	Influence No Direct	Total Influence
XY	0.314	0.311	0.625
XZ	0.566		0.566

ZY	0.55	0.55
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Source: processed data, 2024

### Sobel test

One analytical technique for determining the significance of the indirect relationship between the independent and dependent variables that is mediated by the mediating variable is the Sobel test. This equation is used to develop the Sobel test.

- a) If  $Z > 1.96$  then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.
  - b) If  $Z < 1.96$  then the relationship between the dependent and independent variables is thought to be strongly mediated by the mediator variable.
- 1) Formulating a hypothesis
    - $H_0$  : Organizational Commitment (Z) is not a mediating variable for the indirect influence of the POS variable (X) on OCB (Y).
    - $H_1$  : Organizational Commitment (Z) as a mediating variable for the indirect influence of the POS variable (X) on OCB (Y).
  - 2) Testing criteria
    - a) If Z is calculated (absolute Z value standard)  $\leq 1.96$ , then  $H_0$  is accepted, which means that organizational commitment (Z) is not a mediating variable.
    - b) If Z is calculated (absolute Z value standard)  $\geq 1.96$ , then  $H_0$  is rejected, which means that organizational commitment (Z) is a mediating variable.
  - 3) Calculating the S value  $ab$  and Z
    - a. The standart error for indirect effects this formula is used to calculate Sab:

$$\begin{aligned}
 Sab &= \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2} \\
 &= \sqrt{0,550^2 0,133^2 + 0,566^2 0,116^2 + 0,133^2 0,116^2} \\
 &= \sqrt{0,005 + 0,004 + 0,000} \\
 &= 0,1.....(8)
 \end{aligned}$$

Information:

- $a$  = 0.566
- $b$  = 0.550
- $Sa$  = 0.133
- $Sb$  = 0.116

- b. The Z value of the coefficient  $ab$  was computed using the following formula in order to assess the importance of the indirect influence.

$$\begin{aligned}
Z &= \frac{ab}{S_{ab}} \\
&= \frac{0.566 \times 0.550}{0.1} \\
&= 3.113 \dots \dots \dots (9)
\end{aligned}$$

Information:

*a* = 0.566  
*b* = 0.550  
*S<sub>ab</sub>* = 0.1

- 4) Providing conclusions or interpretations of the results of the mediation variable test. According to the results of the computations, the Z value is 3.113 > 1.96. The findings indicate that the impact of POS on OCB is thought to be mediated by variable commitment organizational elements.

**VAF Test**

Organizational commitment is a partial mediator of the impact of POS on OCB, according to the VAF test, which yielded a computed value of 0.498, or 49.8%, which falls between 20% and 80%.

**Discussion of Research Results**

**The influence of POS on OCB**

Hypothesis testing on the influence of POS on OCB shows that POS has a significant positive effect on the OCB of employees of the Denpasar City Cooperative and UMKM Office. This means that the higher the POS given by the Denpasar City Cooperative and UMKM Office, the higher the OCB of employees of the Denpasar City Cooperative and UMKM Office. Based on this, the hypothesis that the influence of POS has a positive and significant effect on the OCB of employees of the Denpasar City Cooperative and UMKM Office is accepted. POS given by the organization has an effect on OCB.

The higher the organizational support felt by employees, the more motivated employees will be to contribute more to the organization, thus increasing the emergence of OCB behavior of employees (Fatmawati and Azizah, 2022). In order to foster positive reciprocity between the organization and its employees, it is critical that organizations focus on and support their workforce. Employee commitment to the company will rise when they see that the company is helping them, which will motivate them to make greater contributions to the organization's advancement. The results of this study are in accordance with the theory of social exchange regarding the relationship between employees and organizations. Exchange can occur if both parties, namely employees and organizations, are able to provide something that benefits each other.

### **The Influence of POS on Organizational Commitment**

Hypothesis testing on the influence of POS on organizational commitment shows that POS has a significant positive effect on the organizational commitment of employees of the Denpasar City Cooperative and UMKM Office. This means that the higher the POS given by the Denpasar City Cooperative and UMKM Office, the higher the organizational commitment of employees of the Denpasar City Cooperative and UMKM Office. Based on this, the hypothesis that the influence of POS has a positive and significant effect on the organizational commitment of employees of the Denpasar City Cooperative and UMKM Office is accepted. POS given by the organization has an effect on organizational commitment.

The higher the organizational support felt by employees, the more motivated employees will be to contribute more to the organization, thus increasing the emergence of OCB behavior of employees (Fatmawati and Azizah, 2022). In order to foster positive reciprocity between the organization and its employees, it is critical that organizations focus on and support their employees. Employee commitment to the organization will rise when they see that the organization is helping them, which will motivate them to make greater contributions to the organization's advancement. The results of this study are in accordance with the theory of social exchange regarding the relationship between employees and organizations. Exchange can occur if both parties, namely employees and organizations, are able to provide something that benefits each other.

This is in line with the research results of Azhar et al., (2019) which states that the higher the level of POS given by the organization can have a positive influence on increasing organizational commitment. Vigazi & Rino (2023) also argue that high POS will increase organizational commitment. This is reinforced by the research results of Idzna et al., (2020) which show that POS has a positive effect on increasing organizational commitment. This is in line with the research of Oktaviani, H. (2018) which revealed that POS has a positive and significant effect on organizational commitment. Putra et al. (2024) also stated that POS has a positive and significant effect on organizational commitment

### **The Influence of Organizational Commitment on OCB**

Hypothesis testing on the influence of organizational commitment on OCB shows that organizational commitment has a positive and significant effect on OCB of employees of the Denpasar City Cooperative and UMKM Office. This means that the higher the organizational commitment of employees while working at the Denpasar City Cooperative and UMKM Office, the higher the employee's OCB towards the Denpasar City Cooperative and UMKM Office. Based on this, the hypothesis that organizational commitment has a positive and significant effect on OCB of employees of the Denpasar City Cooperative and UMKM Office is accepted.

Employee commitment results from a feeling of comfort and emotional attachment as well as from a need and reliance on the organization. High employee commitment is formed when the organization is able to instill in employees that employees are important and vital figures for the organization. More contributions that exceed expectations from the organization will occur if employees have a high commitment to the organization, so that it will increase the emergence of employee OCB behavior and have a positive impact on the organization. The results of this study are in accordance with the theory of social exchange regarding the relationship between employees and organizations. Exchange can occur if both parties, namely employees and organizations, are able to provide something that benefits each other.

Azhar et al., (2019) stated that high organizational commitment can have an influence on increasing OCB. Dewi et al., (2022), also argue that organizational commitment has a positive effect on increasing OCB. This is in line with the research of Apriliani & Wati (2023) which states that organizational commitment has a very significant effect on OCB. This is in line with the research of Suwandana et. al., (2022) which argues that organizational commitment has a positive and significant effect on OCB. Dwika & Adnyani (2020), also argue that organizational commitment has a positive and significant effect on OCB.

### **The Role of Organizational Commitment in Mediating the Effect of POS on OCB**

Hypothesis testing on the role of organizational commitment mediating the influence of POS on OCB of employees of the Denpasar City Cooperative and UMKM Office shows that the organizational commitment variable is a mediating variable for the influence between POS on OCB of employees of the Denpasar City Cooperative and UMKM Office. The existence of organizational commitment within the organization can be a mediator in the POS given by the organization which can trigger the emergence of OCB behavior in employees of the Denpasar City Cooperative and UMKM Office. The existence of high POS will be able to form a commitment from employees to the organization, so that in the end it will have an impact on increasing OCB.

## **CONCLUSION**

The conclusions obtained based on the results of this study are as follows.

- 1) POS has a positive and significant effect on the OCB of employees of the Denpasar City Cooperatives and UMKM Service.
- 2) POS has a positive and significant influence on the organizational commitment of employees of the Denpasar City Cooperatives and UMKM Service.
- 3) Organizational commitment has a positive and significant effect on the OCB of employees of the Denpasar City Cooperatives and UMKM Service.
- 4) Organizational commitment is significantly able to mediate the

influence of POS on OCB.

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