

The Effect of Perceived Organizational Support and Affective Organizational Commitment on Organizational Citizenship Behavior in the Ministry of State Secretariat of The Republic of Indonesia



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Abstract

Organizational citizenship behavior within an organization has been considered an important factor that contributes to the achievement of organizational goals. This study aims to determine the influence of perceived organizational support and affective organizational commitment on organizational citizenship behavior in the Ministry of State Secretariat of the Republic of Indonesia. The total population in this study was 2079 civil servants. The sample size determination technique used the Krejcie and Morgan Table (1970) so that the number of samples was 500 civil servants. The sampling method uses convenience sampling techniques. Data analysis techniques are performed with SEM PLS. The results of the analysis showed that Perceived Organizational Support had a positive and significant effect on Affective Organizational Support, this finding was evidenced by a p-value coefficient of $0.003 < 0.05$ and an original sample coefficient of 0.208; Perceived organizational support has a positive and significant effect on organizational citizenship behavior, this finding is evidenced by a p-value coefficient of $0.001 < 0.05$ and an original sample coefficient of 0.255; Affective organizational commitment has a positive and significant effect on organizational citizenship behavior, this finding is evidenced by a p-value coefficient of $0.000 < 0.05$ and an original sample coefficient of 0.400; and Perceived Organizational Support has a significant and positive influence on Organizational Citizenship Behavior through Affective Organizational Commitment, this finding is evidenced by a p-value coefficient of $0.046 < 0.05$ and an original sample coefficient of 0.053.

Keywords:

Affective Organizational Commitment, Organizational Citizenship Behavior, Perceived Organizational Support

Introduction

The Ministry of State Secretariat of the Republic of Indonesia as a public accountability institution always strives to provide excellent service not only to the community and other stakeholders but also to employees who serve the country. Organizational citizenship behavior in an organization is considered one of the most important factors in achieving the goals of the organization. The behavior of employees outside their duties in their job descriptions that do not get rewards from the organization but if carried out by employees of the Ministry of State Secretariat of the Republic of Indonesia can improve organizational functions called organizational citizenship behavior.

At the Ministry of State Secretariat of the Republic of Indonesia, organizational citizenship behavior is formed based on self-awareness of duties in carrying out work following applicable rules and binding the employee as a State Civil Apparatus.

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Organizational citizenship behavior also has a negative impact if employees in the agency lack or do not maximize the behavior. The impact felt by the agency can cause the image of the agency to decrease, employee performance to decrease, problems occur with colleagues personally, employees are not responsible for the tasks given by neglecting their main duties, and employees are not enthusiastic about working. This impact will cause delays in achieving agency goals, agency performance decreases, delays in competing fiercely, and the agency is not effective and efficient in carrying out its duties.

Employees need to get support from the Ministry of State Secretariat of the Republic of Indonesia in carrying out the process of internalizing any changes that occur to all employees treating employees as stakeholders and trying to meet the needs of their employees or the term known as perceived organization support which is defined as the extent to which employees perceive that their organization cares about their welfare and values Their contribution so that employees will provide support for every policy taken by the organization including organizational change (Jehanzeb, 2020).

The concept of perceived organizational support comes from organizational support theory (Eisenberger et al., 2001), which it shows an employee's evaluation of the extent to which his or her boss values and cares about his contribution and well-being. In the Ministry of State Secretariat of the Republic of Indonesia, the implementation of Perceived Organizational Support has not fully run well, this can be seen from the results of a public satisfaction survey which conveys that the support of facilities and infrastructure provided by the Ministry of State Secretariat of the Republic of Indonesia has not been optimal to employees. In addition, the results of the pre-study obtained an average index result of 3.20 from the index on a scale of 5 which shows that employees within the Ministry of State Secretariat of the Republic of Indonesia certainly need support from the organization to meet the plans and performance targets that have been made by the organization.

Apparatus commitment is one of the basic capital that must be created by leaders to be used to achieve organizational goals. Luthans (2006) defines organizational commitment as attitudes that reflect the loyalty of the apparatus to the organization and the ongoing processes by which members of the organization express concern for the organization and its success and continuous progress. According to Allen & Meyer (1990), organizational commitment consists of 3 dimensions, namely normative, affective, and continuance. Meyer & Allen (1997) define affective organizational commitment as an employee's emotional attachment to the organization, employee identification with the organization, and employee involvement in a specific organization, where employees stay in the organization because they expect it. Factors that influence affective organizational commitment are organizational characteristics, personal characteristics, and work experience.

Employees who do not have an effective commitment to the Ministry of State Secretariat of the Republic of Indonesia will find it easy for them to leave the organization. This is because the Ministry of State Secretariat of the Republic of Indonesia in terms of profit (cost-based) does not provide a large offer for employees. This can be observed in the absence of risk allowances for employees at the Ministry of State Secretariat of the Republic of Indonesia. Similarly, in terms of obligation (obligation-based), employees do not feel they have to stay in the organization because they feel they owe a lot to the organization. After all, when they apply to become prospective employees, it is done on their own will through fair competition and by their competence. Thus, continuance commitment and normative commitment are not enough to make employees in the Ministry of State Secretariat of the Republic of Indonesia stay in the organization. This is because it is not the benefits obtained or what obligations must be paid that are the reasons for them to stay as employees in the Ministry of State Secretariat of the Republic of Indonesia, but because of their desire to serve and be part of the organization to achieve its vision and mission.

The results of the pre-study obtained an average index result of 3.48 from the index on a scale of 5. This shows that employees within the Ministry of State Secretariat of the Republic of Indonesia certainly need affective organizational commitment to the organization, namely having a feeling of attachment to the organization, this is necessary to fulfill the plans and performance targets that have been made by the organization.

Based on some of the problems above, researchers are interested in further examining the relationship between perceived organizational support and affective organizational commitment to organizational citizenship behavior at the Ministry of State Secretariat of the Republic of Indonesia. This research makes a practical contribution to the mechanism of improving the perception and reality of organizational support for employees to create a higher effective organizational commitment to the organization. Furthermore, a comprehensive literature review will be presented followed by the formulation of hypotheses and research models. Followed by an explanation of the research methodology will be articulated before the presentation of empirical study findings and their discussion. Finally, the concluding section will discuss the conclusions and recommendations for future research.

Literature Review

Organizational Citizenship Behavior

Organ (1988) defines organizational citizenship behavior as individual behavior that is discretionary, not directly and not explicitly included in the formal reward system, but in general, can increase the efficiency and effectiveness of management functions. Organizational citizenship behavior according to Robbins and Judge (2019) is voluntary behavior that is not in the context of fulfilling the requirements of formal employee positions but increases effective functioning for the organization.

Organ (2018) mentions the dimensions of organizational citizenship behavior, namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Altruism is the behavior of employees who assist others such as helping colleagues who are experiencing difficulties about work or personal problems of others. Conscientiousness is employee behavior that is shown by trying to exceed what the company expects such as voluntary behavior that is not an obligation or duty of the employee. Civic virtue is the responsibility of employees given by the organization to improve the quality of the field of work occupied. Sportsmanship is the behavior of employees who tolerate less-than-ideal circumstances in the organization without raising objections. Courtesy is the behavior of employees who maintain good relationships with their coworkers to avoid interpersonal problems, do good, and respect others, including behaviors such as helping someone to prevent a problem from occurring or taking steps to reduce the development of a problem.

Perceived Organizational Support

Perceived organizational support is the worker's belief in his existence that is valued by the company, and that the company cares about the welfare of workers (Eisenberger et al., 1986). According to Akgunduz and Sanli (2017) perceived organizational support is an expectation of employees to be noticed and appreciated by the organization, increasing employee confidence that this organization will approve and appreciate their attitudes and behaviors.

The dimensions of perceived organizational support are appreciation, working conditions, development, and well-being. Appreciation is something given to employee contributions or efforts that have been made by employees in the form of attention, salary, promotion, and access to information. Development is the company's action to pay attention to the ability of employees to provide training facilities and promotional opportunities to employees. Working conditions are conditions that affect the work environment and pay attention to the physical and non-physical environment in the workplace. Employee welfare is a form of organizational concern in the form of concern with employee welfare, listening to employee opinions or complaints, and being interested in the work that employees do (Eisenberger et al., 1986).

Affective Organizational Commitment

Organizational commitment is an individual's perception of accepting the goals of the organization, a willingness for the interests of the organization, and the strength to remain a member of the organization (Porter et al., 1974). Organizational commitment consists of 3 dimensions, namely affective organizational commitment, continuance organizational

commitment, and normative organizational commitment (Allen & Meyer, 1990). Affective organizational commitment is an emotional attachment of employees to the organization, feeling identical or part of the organization and wanting to always be involved with the organization and feel happy to be a member of the organization. Employees who have affective organizational commitment will show an attitude to keep working in the organization because employees want it (Meyer & Allen, 1991).

Based on Meyer and Allen (1991), the antecedents of affective commitment fall into three categories, namely personal characteristics, organizational structure, and work experiences. Personal characteristics include demographic characteristics (such as age, tenure, gender, and education), personal dispositions (such as the need for accomplishment, personal work ethic, and locus of control), and interaction with external factors (individuals with work experience that matches their dispositions will have more positive work attitudes). Affective commitment also has a relationship with the decentralization of decision-making and the formalization of policies and procedures that can be categorized as organizational structures. Like personal characteristics, organizational structure is also not directly related but through mediation from work experiences. Work experiences such as employee/supervisor relationships, role clarity, and feelings of self-interest are associated with structural characteristics, and this influences individual affective commitment. Work experiences can be divided into two categories, namely (1) things that meet the employee's need for a comfortable feeling in the organization (physically and psychologically), and (2) things that contribute to the employee's feeling of competence in the work role.

The Role of Perceived Organizational Support on Affective Organizational Commitment

Research conducted by Aban et al. (2019) shows that perceived organizational support has a moderate effect on organizational commitment. The results of Bibi et al.'s (2019) research show that perceived organizational support correlates with affective and normative commitment. However, perceived organizational support is not related to ongoing organizational commitment. The results of Afif's (2018) research show that perceived organizational support is significantly related to job satisfaction and organizational commitment. The results of research by Putri et al. (2018) show that perceived organizational support has a perceived organizational support influence on organizational commitment.

H1: Perceived organizational support has a positive and significant effect on affective organizational commitment

The Role of Perceived Organizational Support on Organizational Citizenship Behavior

Jehanzeb's (2020) research shows that perceived organizational support is related to organizational citizenship behavior. Research by Kristiani et al. (2019) and Khian & Bernarto (2021) which were both conducted in educational institutions shows that there is a direct influence of perceived organizational support on organizational citizenship behavior.

H2: Perceived organizational support has a positive and significant effect on organizational citizenship behavior

The Role of Affective Organizational Commitment to Organizational Citizenship Behavior

Several studies show that affective organizational commitment affects organizational citizenship behavior. Badiroh & Azizah's (2020) research conducted on Civil Servant teachers at State Vocational High School 1 Gombong simultaneously shows that the affective commitment variable has a significant effect on organizational citizenship behavior. Grego-Planer's research (2019) shows that there is an influence between affective organizational commitment to organizational citizenship behavior in employees in public and private institutions in Poland. The affective commitment dimension is the most positively correlated with organizational citizenship behavior.

H3: Affective organizational commitment has a positive and significant effect on organizational citizenship behavior

The Mediating Role of Affective Organizational Commitment to the Relationship between Perceived Organizational Support and Organizational Citizenship Behavior

Several studies show that perceived organizational support is influential with organizational citizenship behavior with affective organizational commitment as an intervening variable. Grego-Planer (2019) shows that affective organizational commitment affects organizational citizenship behavior in employees in public and private institutions in Poland. Research by Bibi et al. (2019) shows that perceived organizational support and job satisfaction correlate perceived organizational support with affective and normative commitment in teachers in Pakistan. Ateş's (2021) research shows that the partial mediating role of perceived organizational support is confirmed in the relationship between diversity management, job satisfaction, and organizational commitment.

H4: Affective organizational commitment mediates the relationship between perceived organizational support and organizational citizenship behavior

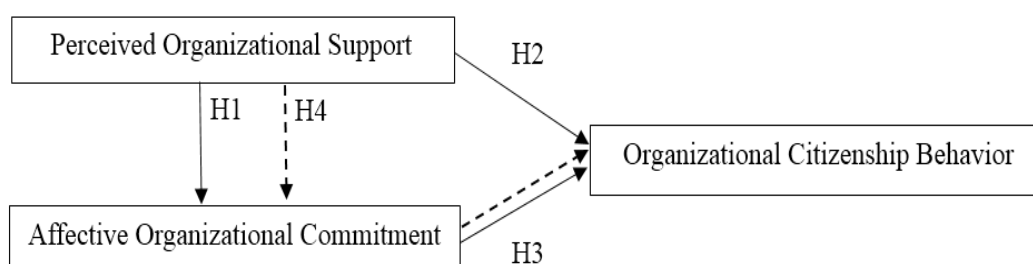


Figure 1. Research Model

Method

The design of this study was causal and descriptive. The population in this study is the State Civil Apparatus at the Ministry of State Secretariat of the Republic of Indonesia with a total of 2079 civil servants. The sampling technique of this study is convenience sampling. According to Sekaran and Bougie (2013), convenience sampling is a way of selecting samples that are carried out subjectively in terms of convenience, sampling places, and the number of samples to be taken. Convenience sampling is done by collecting information from members of the population who agree to provide the information. That way, anyone who agrees to provide the information needed by researchers either directly or indirectly, can be used as a sample in this study if the respondent is suitable as a source of data. This sampling method was chosen to facilitate the implementation of research because the respondents used were employees who worked as State Civil Apparatus. Determination of the number of samples using the Krejcie and Morgan table (1970) so that the number of samples was obtained as much as 500 State Civil Apparatus. The data collection method is carried out by distributing questionnaires online. Data analysis techniques are performed with SEM PLS.

Results

Characteristics of Respondents

Table 1. Characteristics of Respondents

Characteristics		Frequency	Percentage
Gender	Male	76	52,8%
	Female	68	47,2%
Age	< 25 years	3	2,1%
	25 years – 49 years	85	59%
	> 49 years	56	38,9%

Length of service	< 5 years	18	12,5%
	5 years – 10 years	72	50%
	> 10 years	54	37,5%

Based on Table 1, shows that most respondents are male as many as 76 people (52.8%), aged 25-49 years as many as 85 people (59%), and working period of 5-10 years as many as 72 people (50%).

Outer Model Testing

Evaluation of the outer model with reflective indicators has 3 criteria, namely convergent validity, discriminant validity, and composite variable perceived organizational support its reliability.

Validity Test

Indicator validity tests in PLS modeling can be done using convergent validity and measurement models with reflective indicators that can be seen from the correlation between the score item/indicator and its construct (loading factor) which can be seen from the outer loading output. Output outer loading estimation results from the PLS Algorithm as follows:

Table 2. Validity Test

Variables	AOC	OCB	POS
AOC1	0.807		
AOC2	0.752		
AOC3	0.761		
AOC4	0.786		
AOC5	0.823		
AOC6	0.741		
AOC7	0.763		
AOC8	0.735		
OCB1		0.776	
OCB2		0.808	
OCB3		0.833	
OCB4		0.786	
OCB5		0.769	
POS1			0.865
POS2			0.866
POS3			0.857

Based on the outer loading output, it can be seen that the loading factor results show that the overall indicator meets convergent validity, this finding is evidenced by the absence of indicator items that have a loading factor value of < 0.7 which includes the following items.

Table 3. Quality Criteria

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
AOC	0.904	0.923	0.922	0.595
OCB	0.854	0.860	0.896	0.632
POS	0.829	0.832	0.897	0.745

Based on the quality criteria test in Table 3, it can be concluded that the new structure model is good (affective organizational commitment, AVE 0.595; organizational citizenship behavior, AVE 0.632; perceived organizational support, AVE; 0.745). This model can predict

these three variables so well that it can be considered as a new contribution to theory in the field of human resource management.

Fornel Larcker Criterion

Another method that can be used to assess the validity of discriminants is based on the Fornel Larcker criterion and the value of loading and cross-loading indicators. The former-Larcker criterion calculation process is carried out by comparing the AVE root of each construct with the correlation between one other construct in the research hypothesis model (Ghozali, 2014).

Table 4. Fornel Larcker Criterion

Variables	AOC	OCB	POS
AOC	0.771		
OCB	0.310	0.795	
POS	0.255	0.453	0.863

Based on the calculation results, it can be seen that the model meets the discriminant validity criteria, this finding is evidenced by the value of the former-Larcker criterion in the top row being greater than the value in the row below.

HTMT Test

The last validity test is to look at the value of the Heterotrait-Monotrait Ratio (HTMT). The required HTMT ratio must be smaller than 1 so that it can be said to satisfy the discriminant validity assessment (Hair et al., 2010)

Table 5. HTMT Test

Variables	AOC	OCB	POS
AOC			
OCB	0.327		
POS	0.280	0.532	

The value of the Heterotrait-Monotrait Ratio table above is not above 1, so it can be said that the research model formed from the four variables above is valid (Hair et al. 2010).

Reliability Test

Construct reliability tests can be measured by two criteria, namely perceived organizational support its reliability, and Cronbach's alpha of the indicator block that measures the construct. The construct is said to be reliable if the value of perceived organizational support is reliable and Cronbach's alpha is above 0.70. The outputs of perceived organizational support its reliability and Cronbach's alpha can be presented in the following table:

Table 6. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability
AOC	0.904	0.922
OCB	0.854	0.896
POS	0.829	0.897

Based on the output of composite reliability and Cronbach's alpha above shows that the value of each construct is above 0.70. It can be concluded that each construct in the estimated

model has good reliability.

Inner Model Testing

Hypothesis testing between constructs, namely exogenous constructs against endogenous constructs (γ) and endogenous constructs (β) was carried out by bootstrap resampling method.

Direct Effect Test

Table 7. Direct Effect Test

Variables Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
AOC -> OCB	0.208	0.220	0.070	2.998	0.003
POS -> AOC	0.255	0.272	0.079	3.226	0.001
POS -> OCB	0.400	0.399	0.068	5.923	0.000

Affective organizational commitment has a significant influence and perceived organizational support on organizational citizenship behavior, this finding is evidenced by the p-value coefficient of $0.003 < 0.05$ and the original sample coefficient of 0.208.

Perceived organizational support has a significant influence and perceived organizational support on affective organizational commitment, this finding is evidenced by a p-value coefficient of $0.001 < 0.05$ and an original sample coefficient of 0.255.

Perceived organizational support has a significant influence and perceived organizational support on organizational citizenship behavior, this finding is evidenced by a p-value coefficient of $0.000 < 0.05$ and an original sample coefficient of 0.400.

Indirect Effect Test

Table 8. Indirect Effect Test

Variables Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POS -> AOC -> OCB	0.053	0.060	0.027	1.998	0.046

Perceived organizational support has a significant and positive influence on organizational citizenship behavior through affective organizational commitment, this finding is evidenced by a p-value coefficient of $0.046 < 0.05$ and an original sample coefficient of 0.053.

Coefficient of determination

Table 9. Coefficient of determination

Variables	R Square	R Square Adjusted
AOC	0.065	0.058
OCB	0.245	0.235

The independent variable has an influence of 6.5% on affective organizational commitment, this finding is evidenced by an r-square coefficient of 0.065. In addition, the independent variable has an influence of 24.5% on organizational citizenship behavior, this finding is evidenced by an r-square coefficient of 0.245.

Discussion and Implications

Discussion

The results of the analysis show that perceived organizational support has a positive and significant effect on affective organizational support, this finding is evidenced by a p-value coefficient of $0.003 < 0.05$ and an original sample coefficient of 0.208 so it can be said that the first hypothesis can be accepted. This research is in line with research conducted by Aban et al. (2019) resulting in perceived organizational support having a moderate effect on organizational commitment. The results of the study by Bibi et al. (2019) perceived organizational support correlates with affective and normative commitment. However, perceived organizational support is not related to ongoing organizational commitment. The results of Afif's (2018) research show that perceived organizational support is significantly related to job satisfaction and organizational commitment. The results of Putri et al. (2018) research show that perceived organizational support has a positive influence on organizational commitment.

Affective organizational commitment was conceptualized in response to the perceived positive work experience provided by the organization of Meyer et al. (1998). With social and reciprocal exchange mechanisms, employees feel compelled to reciprocate when offered valuable resources. Organizational support is a socioemotional resource that directs employees to have an effective organizational that can increase effective organizational commitment to the organization (Panaccio & Vandenberghe, 2009). In addition, organizational support can contribute to Affective Organizational Commitment by meeting basic socioemotional needs, such as affiliation, approval, and respect (Rhoades & Eisenberger, 2002)

In addition, it was also found that perceived organizational support has a positive and significant effect on organizational citizenship behavior, this finding is evidenced by a p-value coefficient of $0.001 < 0.05$ and an original sample coefficient of 0.255 so it can be said that the second hypothesis can be accepted. Jehanzeb's (2020) research shows that perceived organizational support is related to organizational citizenship behavior. Research by Kristiani et al. (2019) and Khian & Bernarto (2021) which were both conducted in educational institutions shows that there is a direct influence of perceived organizational support on organizational citizenship behavior.

The research of Wayne et al. (1997) found a strong relationship between perceived organizational support and the ranking of worker supervisors on an index that includes individual-level and organization-level organizational citizen behavior. Research by Wayne et al. (2002) states that perceived organizational support is related to dimensions of altruism and compliance with organizational citizenship behavior.

The results of the analysis show that affective organizational commitment has a positive and significant effect on organizational citizenship behavior, this finding is evidenced by a p-value coefficient of $0.000 < 0.05$ and an original sample coefficient of 0.400 so it can be said that the third hypothesis can be accepted. This study is in line with Badiroh & Azizah's (2020) research conducted on Civil Servant teachers at State Vocational High School 1 Gombong, simultaneously showing that the affective commitment variable has a significant effect on organizational citizenship behavior. Grego-Planer's research (2019) shows that there is an influence between affective organizational commitment to organizational citizenship behavior in employees in public and private institutions in Poland. The affective commitment dimension is the most positively correlated with organizational citizenship behavior.

Affective organizational commitment is determined by an employee's personal choice to remain committed to the organization through some emotional identification with the organization (Al-Jabari & Ghazzawi, 2019). Mahal (2012) also suggests that the attitude of the employee as an individual is related to the personal values that the person brings into the organization. Research by Laguna et al. (2015) shows that people with strong affective organizational commitment work more and achieve better results than those who do not display any type of emotional attachment.

This study confirms that perceived organizational support has a significant and positive influence on organizational citizenship behavior through affective organizational commitment,

this finding is evidenced by a p-value coefficient of $0.046 < 0.05$ and an original sample coefficient of 0.053 so it can be said that the fourth hypothesis can be accepted. This research is in line with Grego-Planer's (2019) research showing that affective organizational commitment affects organizational citizenship behavior in employees in public and private institutions in Poland. Research by Bibi et al. (2019) shows that perceived organizational support and job satisfaction are positively correlated with affective and normative commitment in teachers in Pakistan. Ateş's (2021) research shows that the partial mediating role of perceived organizational support is confirmed in the relationship between diversity management, job satisfaction, and organizational commitment.

The findings show that perceived organizational support is more strongly associated with organizational citizenship behavior than affective organizational commitment (Wayne et al., 1997). Wayne et al. (2002) concluded that organizational fairness is related to perceived organizational support in terms of consequences; perceived organizational support relates to employee commitment and organizational citizenship behavior. Practitioners need to improve the perception and reality of organizational support for employees to offer positive results in terms of higher affective organizational commitment to the organization, which significantly mediates the impact of perceived organizational support on employees' final attitudes and behaviors towards the company (Liu, 2009).

Implication

The first implication of this research is on human resource management in the Ministry of State Secretariat of the Republic of Indonesia, especially in formulating policies and programs that increase perceived organizational support (POS) and affective organizational commitment (AOC). The results showed that both POS and AOC had a positive and significant influence on organizational citizenship behavior (OCB). Therefore, there is a need for management strategies designed to improve the perception of organizational support, for example through skills development programs, leadership training, and improving facilities and employee welfare. This is expected to trigger higher levels of affective commitment, which in turn will positively impact OCB.

The second implication focuses on the mediation mechanism of affective organizational commitment in the relationship between perceived organizational support and organizational citizenship behavior. This shows that it is not enough just to increase POS, there also needs to be special efforts to strengthen AOC as a mediation variable. This could mean engaging in mentorship programs, more frequent performance evaluations, or even psychological approaches such as counseling or workshops on work-life balance to help strengthen employees' emotional bond with the organization. Thus, a comprehensive and integrated management strategy between POS and AOC will be more effective in optimizing OCB in the work environment.

Conclusion

The conclusions of this study are (1) perceived organizational support has a positive and significant effect on affective organizational support this finding is evidenced by a p-value coefficient of $0.003 < 0.05$ and an original sample coefficient of 0.208 ; (2) perceived organizational support has a positive and significant effect on organizational citizenship behavior, this finding is evidenced by a p-value coefficient of $0.001 < 0.05$ and an original sample coefficient of 0.255 ; (3) affective organizational commitment has a positive and significant effect on organizational citizenship behavior, this finding is evidenced by a p-value coefficient of $0.000 < 0.05$ and an original sample coefficient of 0.400 , and (4) perceived organizational support has a significant and positive influence on organizational citizenship behavior through affective organizational commitment, this finding is evidenced by a p-value coefficient of $0.046 < 0.05$ and the original sample coefficient of 0.053 .

Departing from the findings and limitations in this study, there are several recommendations for future studies. First, expanding the scope of variables is important, such as the inclusion of mediating variables or additional moderation, such as job satisfaction or organizational culture, which can enrich the analysis of relationships between key variables.

Second, adopting more holistic research methods, such as longitudinal approaches or mixed methods, will increase analytical power and allow exploration of trends or changes in employee behavior over time. Third, more robust sampling techniques such as stratified or random sampling are expected to overcome the limitations of generalization faced by convenience sampling methods in this study. Fourth, the extension of research to various organizational units or work units within the ministry will be invaluable in identifying any subcultural differences that may affect organizational citizenship behavior. Through this approach, future research can provide more comprehensive and nuanced insights into the factors that influence organizational citizenship behavior in similar work environments.

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