The Mediation of Organizational Commitment among Perceived Organizational Support and Organizational Citizenship Behavior

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ARTICLE INFO	ABSTRACT
	The present research intends to probe the degree to which perceived organizational support can have a profound effect on organizational citizenship behavior as being mediated via organizational commitment. at PT Telkom Akses Padang. It is a type of causal associative research using a quantitative and survey method. All data were gathered through questionnaires employing the total sampling technique, the total sample size represents 60 respondents. To test the hypothesis, we use SEM technique with the assistance of SmartPLS4 application. From the results, it was found that Perceived organizational support and organizational commitment display positive and significant impacts on organizational citizenship behavior. Besides, other outcomes also revealed that organizational commitment is capable of mediating the connection among perceived organizational support and organizational citizenship behavior
	ABSTRAK
	Penelitian ini bermaksud untuk menyelidiki sejauh mana persepsi dukungan organisasi dapat berdampak pada perilaku kewarganegaraan organisasional yang dimediasi oleh komitmen organisasional di PT Telkom Akses Padang. Jenis penelitian asosiatif kausal ini menggunakan kuantitatif dan metode survei. Seluruh data dikumpulkan melalui kuesioner dengan jumlah sampel sebanyak 60 responden dengan menggunakan teknik total sampel. Untuk menguji hipotesis, kami menggunakan teknik SEM dengan bantuan aplikasi SmartPLS4. Dari hasil penelitian, ditemukan bahwa persepsi dukungan organisasional dan komitmen organisasional memiliki pengaruh positif dan signifikan terhadap perilaku kewarganegaraan organisasional. Selain itu, hasil lain juga mengungkapkan bahwa komitmen organisasional mampu memediasi hubungan antara persepsi dukungan organisasional dan perilaku kewarganegaraan organisasional

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INTRODUCTION

Over the past few decades, organizations to become progressively more people-centric. People's viewpoint have been a main distinguishing factor in the labor market. (Srikanth, 2019; Islam & Ahmed, 2018). The role of human resources is very important, especially for an organization or company whose main resource is human. This makes the human element provide a significant contribution to the success of an organization or company to achieve the vision that has been set.

(Hayati, 2020). Therefore, companies must manage human resources more effectively (Sun, 2019). To achieve these goals, organizations and companies need human resources or an employee who has more commitment, loyalty, and contributes towards their workplace in order encourage organizational efficiency and effectiveness. Employees' contribution to their organization is called Organizational Citizenship Behavior (OCB). (Huda, 2020).

Organizational citizenship behavior demonstrates the willingness from workers to assist people over to their workplace position in exchange for task completion. (Firmansyah et al., 2022). Employee behavior that goes beyond the job description is actually highly expected by the organization because this behavior will directly and indirectly benefit the organization. In addition, organizations also expect their employees to have an initiative attitude in carrying out their work, not only in activities related to their role or in job, instead also in extra role activities that assist the organization where the employee works (Huda, 2020). Hence, OCB behavior is an essential component that an organization or the enterprise prerequisites to devote some attention. (Andrade & Neves, 2022). To understand the importance of OCB behavior for an organization or company, the author conducted research at a company, namely PT Telkom Akses Padang.

Based on the author's pre-observation of employees in the company, the author found phenomena related to employee OCB behavior. The first phenomenon is that some employees do not comply with company regulations. This shows a phenomenon related to OCB behavior on the Conscientiousness indicator where some employees lack discipline in dressing and do not come on time to the workplace after the lunch break is over. The second phenomenon is that some employees do not actively participate in every company activity. This shows a phenomenon related to the civic virtue indicator where some employees are seen not participating in meetings or events held by the company. Regarding the phenomena found in the company, there are a number of factors related to OCB, including job satisfaction, organizational commitment, perceived organizational support, work-family conflict, organizational culture, leadership style, and employee engagement (Alshaabani et al, 2021; Aftab et al, 2020; Azmy, 2021). It is found that there are several variables that cause OCB behavior in employees of PT Telkom Akses Padang, namely perceived organizational support and organizational commitment.

Perceived organizational support adheres toward the sight of their workers regarding what degree that the organization will assist with its employees and the level to which it will be willing to offer assistance if necessary. (Claudia, 2018). Meanwhile, according to Le & Lei (2019) Perceived organizational support pertains with its the workers greatest efforts to act in accordance with the organization's goals and carry out individual responsibilities as a positive response because they feel valued, cared for, and receive considerable assistance from the organization. In this perceived organizational support variable, a phenomenon is found that affects employee OCB behavior in the company. The phenomenon is a support given to their employees by the company is good but not optimal and still needs more attention. This can be seen from the company's actions which are still not optimal in providing sufficient attention to employees.

Several researchers have shown that perceived organizational support has a positively and significantly impact on organizational commitment and organizational citizenship behavior (Firmansyah et al., 2022; Liu & Liu, 2020). This implies that the more employees feel organizational support, they will show more OCB behaviors (Andrade & Neves, 2022). However, other studies show there is an insignificant connection that exists with perceived organizational support and organizational citizenship behavior (Jehanzeb, 2020; Ali et al., 2018). This shows a study gap for the inconsistency of the research data conducted.

Organizational commitment represents the ties that occur as between an individual and an organization when the person has high devotion about a company and an intense commitment in achieving the objectives of the organization (Lestari & Saputra, 2022). Meanwhile, by Nurjanah et al (2020), organizational commitment is the degree of trust inherent in an employee towards any organization and its objectives in order of retaining a membership within the organization and reflecting a loyal attitude towards organizations. In this organizational commitment variable, a

phenomenon was found that affects employee OCB behavior in the company. The phenomenon is that some employees already have good commitment but are still not optimal.

Several researchers discovered that organizational commitment is positively and significantly related to organizational citizenship behavior (Jehanzeb, 2020; Aftab et al., 2020). Furthermore, organizational commitment has a mediation impact of perceived organizational support with organizational citizenship behavior (Junita, 2022; Firmansyah et al., 2022). However, other studies show of an insignificant connection for organizational commitment and organizational citizenship behavior (Novianti, 2021; Grego-Planer, 2019). This shows that there is a research gap related to the inconsistency of the research data conducted. Therefore, the stronger employees' commitment to the organization, the more they will engage in positive behavior through OCB and become productive, loyal, and socially proactive (Azmy, 2021; Jehanzeb, 2020).

There are gaps and new research in these studies. There is a gap between this study and other studies, namely the lack of evidence gaps which show no results in terms of perceived organizational support as well as organisational commitment to an organization's citizenship behaviour. According to this definition, organisations and companies must recognise the importance of employees obtaining organisational support and make a strong commitment to raise workplace occupational conduct standards. The authors therefore wish to carry out further research on the effects of perceived organizational support for organizational citizenship behaviour with organizational commitment as a mediating factor at PT Telkom Akses Padang.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organ (1988) demonstrates organizational citizenship behavior as someone who goes above and beyond their job responsibilities and the organization's standards, as well as doing additional voluntary work. Meanwhile, Bakshi (2011) defines organizational citizenship behavior as the conduct of employees whose responsibilities surpass customary limitations. Furthermore, Firmansyah (2022) defines corporate citizenship behavior as voluntary action to assist others outside the needs of their job, and it is not rewarded for task performance.

Organ et al. (2006) identified five measures of organizational citizenship behavior, including: Conscientiousness encompasses a voluntary endeavor by employees Those who exceed the entity's the fundamental principles, such as attendance, rule compliance, and increased attention to work. Sportsmanship denotes the conduct among workers who tolerate uncomfortable situations at work and do not complain. Civic Virtue pertains towards the conduct of employees who are active in all corporate activities. Courtesy refers to actions of employees who maintain and support positive relationships with their coworkers in order to avoid organizational difficulties. Altruism is the voluntary activity of employees who want to assist colleagues with duties that are outside of their job obligations.

Perceived Organizational Support

As defined by Eisenberger et al. (1986), Perceived organizational support denotes the extent of which workers maintain the enterprise acknowledges their attempts and cares about their welfare. Meanwhile, Le & Lei (2019) said that perceived organizational support is the best attemps of employees with accomplishing their own duties and the organizational objectives as an enthusiastic response that derives from a sense that they will be respected took care for their welfare, and have a significant role for the organization. Furthermore, Robbins and Judge (2014) define perceived organizational support as workers' sense that the enterprise acknowledges their work and concerns about their welfare.

Rhoades and Eisenberger (2002) identified three categories of perceived organizational support, namely: Fairness indicates to the fairness of how resources are distributed within an organization. Supervisor support denotes the degree whereby supervisors value employee

involvement and concern about their welfare. Organizational rewards and employment conditions acknowledge employee efforts through recognition, remuneration, advancement, job stability, autonomy, role triggers, and training

Organizational Commitment

A study by Friedman (2000), organizational commitment implies psychological agreement whereby workers vow to stay long-term loyal and committed to the company in exchange for job stability, advancement chances, and self-development. Furthermore, Robbins and Coulter (2009) organizational commitment denotes the amount wherein employees identify alongside identifiable company and its motives, as well as their desire to remain a member of that organization.

As stated by Allen and Meyer (2000), organizational commitment consists of three components: Affective commitment constitutes the degree wherein employees identify with, delight in, and are emotionally reliant on the entire company. Continuity commitment refers to the extent to which they understand that there would be expenses if they leave the enterprise. Normative commitment constitutes the amount to which employees suspect compelled toward a company for which they work.
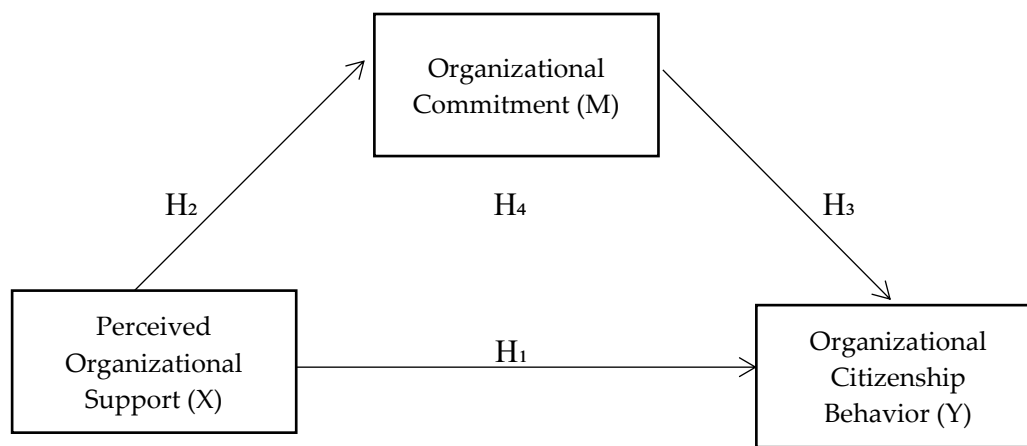
Picture 1. Conceptual Framework

Hypothesis

H1: Perceived organizational support is positively impacted by organizational citizenship behavior
H2: Perceived organizational support is positively impacted by organizational commitment
H3: Organizational commitment is positively impacted by organizational citizenship behavior
H4: Perceived organizational support is positively impacted by organizational citizenship behavior
      through mediation with organizational commitment

METHOD

The current study constitutes an example of causal associative research. Causal associative research inquires into the correlation of cause and effect between both independent and dependent variables (Sugiyono, 2013). This study employs a quantitative approach via a survey method. The representative sample for the current study was 60 workers from PT Telkom Akses Padang. The sampling method is total sampling. This study relies on original data. The data was acquired via a questionnaire through a likert scale that comprises "strongly disagree" (1) to "strongly agree" (5). The perceived organizational support variable is tested using 16 statement questions adapted from Eisenberger 1986. Meyer and Allen (2004) developed 18 statement items to assess organizational commitment. The organizational citizenship behavior variable was assessed during 25 statement items taken from Podsakoff 1990. The data was analyzed using SEM and the SmartPLS4 program.

RESULT AND DISCUSSION

Descriptive Analysis

The researcher employs three indicators and 16 statement items to measure variable perceived organizational support. According to the frequency distribution calculations, the felt organizational support variable had a total mean score of 3.85 and a TCR value of 77.08%. As a result, it is possible to infer that PT Telkom Akses Padang employees receive enough organizational support.

The researcher employs five indicators and 25 statement items to assess variable organizational citizenship behavior. On the basis of the outcomes regarding the frequency distribution calculation, the organizational citizenship behavior variable had a total average score of 4.09 and a TCR value of 81.71%. Thus, it can be inferred that PT Telkom Akses Padang personnel have an excessive amount of organizational commitment.

The researcher measures variable organizational commitment using three indicators and 18 statement items. According to the findings of the frequency distribution calculation, the organizational commitment variable had a total mean score of 3.83 and a TCR value of 76.56%. Thus, it can be argued that PT Telkom Akses Padang employees' organizational commitment is sufficient.

Inferensial Analysis

This study employs SEM techniques via the SmartPLS4 application (Partial Least Squares). Partial Least Squares may be employed in order to test both the measurement and structural models.

Outer Model

The outer model evaluates the reliability and validity of the study instrument's components. For this study, loading factor and AVE numbers reflect how accurately the instrument is tested, whilst composite reliability and Cronbach alpha values indicate how consistently the instrument assesses a certain idea.

1. Validity Test
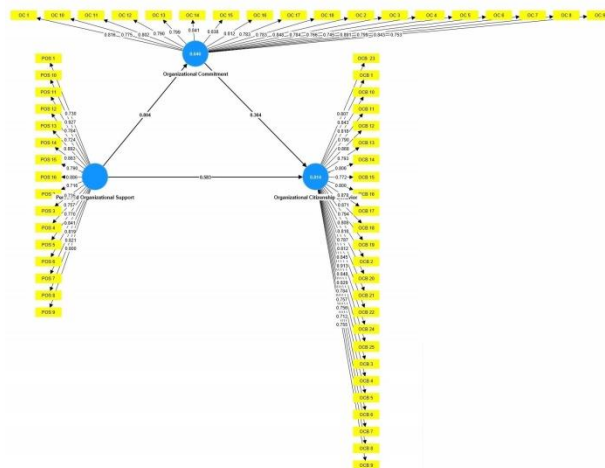
Picture 2. Research Structural Model

In the picture above, all statement indicators are considered valid. This is because the outer loading value exceeds 0.7. As a result, the entire of the indicators utilized in the current study represent known constructs. In addition, the AVE value can be used to see the validity measurement model. The AVE value shows in the table below:

Table 1. AVE (Average Variance Exctracted)

Variabel	AVE
Organizational Citizenship Behavior	0.659
Perceived Organizational Support	0.652
Organizational Commitment	0.647

Source : Processed primary data (2024)

All variables in this study met the convergent validity test criteria and have good validity values, as indicated in table 1 above, because their AVE value is greater than 0.5.

2. Reliability Test

Outcomes of the combined reliability and Cronbach's alpha analysis are two ways for testing the dependability of this study. The entire reliability and Cronbach's alpha analyses yielded the following results:

Table 2. Analysis Results Cronbach's Alpha and Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability
Organizational Citizenship Behavior	0.978	0.979
Perceived Organizational Support	0.964	0.969
Organizational Commitment	0.968	0.969

Source : Processed primary data (2024)

According to the rule of thumb, the construct's combined dependability and Cronbach's alpha value is regarded reliable or permitted if it exceeds 0.7. Table 2 demonstrates the combined reliability and Cronbach's alpha value throughout each construct surpasses 0.7, This implies that all factors tested in the current study are trustworthy and acceptable.

Inner Model

The inner model investigates the links between constructs, significant values, and the research model's R square. The following are the estimation results R-square in this study, as displayed in the table below:

Table 3. Analysis Results R-Square

Variabel	R-square	R-square adjusted
Organizational Citizenship Behavior	0.814	0.807
Organizational Commitment	0.646	0.640

Source : Processed primary data (2024)

Table 3 demonstrates as the organizational citizen conduct variable exhibits a R-square of 0.814, implying that it has been modulated by the perceived organizational support variable. The value of R-square for the organizational commitment variable is 0.646, indicating that it has been affected via perceived organizational support variable.

Hypothesis Testing

The bootstrapping approach in SmartPLS 4 software is used to test the hypothesis once the data fits the measurement conditions.

Direct Influence Hypothesis

The following table shows the outcomes of the direct effect hypotheses test in this study, This demonstrates that the study hypothesis deserves to be accepted if the t-statistic exceeds than 1.96.

Table 4. Direct Effect Hypothesis Test Results

Variabel	Original Sample (O)	T statistics (│O/STDEV│)	P Values
Perceived Organizational Support → Organizational Citizenship Behavior	0.583	5.348	0.000
Perceived Organizational Support → Organizational Commitment	0.804	15.453	0.000
Organizational Commitment → Organizational Citizenship Behavior	0.364	3.083	0.002

Source : Processed primary data (2024)

1. Perceived organizational support significantly enhances organizational citizenship behavior. (t-statistic = 5.348, way coefficient = 0.583).
2. Perceived organizational support significantly enhances on organizational commitment (t-statistic = 15.453, way coefficient = 0.804).
3. Organizational commitment significantly enhances on organizational citizenship behavior (t-statistic = 3.083, way coefficient = 0.364).

Indirect Influence Hypothesis

The indirect impact hypothesis can be adopted when the value for t-statistic exceeds than 1.96. The subsequent table displays the indirect effect test in this study:

Table 5. Calculation of Mediation Variable Coefficients

Variabel	Original Sample (O)	T statistics (│O/STDEV│)	P Values
Perceived Organizational Support → Organizational Commitment → Organizational Citizenship Behavior	0.293	2.986	0.003

Source : Processed primary data (2024)

The mediating variable's coefficient was calculated, and the value of t-statistics for the indirect impact on perceived organizational support regarding organizational citizenship behavior via organizational commitment is 2.986. This coefficient exceeds the t-table value (1.96), showing that perceived organizational support has a major impact of organizational citizenship behavior via organizational commitment. The sample's initial value is 0.293, which falls between 0 and 1 and is positive. As a result, It has been established that perceived organizational support influences organizational citizenship behavior positively and significantly through the mediation of organizational commitment.

CONCLUSSION

The goal of the study seeks to see how perceived organizational support affects organizational citizenship behavior at PT Telkom Akses Padang, utilizing organizational commitment as that of a mediating variable. With regard to the research aims and outcomes, as well as what was mentioned in earlier chapter, the outcomes of the current study are outlined below:

1. The perceived organizational support variable reflects a positive and significant effect on organizational citizenship behavior among employees at PT Telkom Akses Padang. This suggests that employees' perceived organizational support correlates with their organizational citizenship activity at work.
2. The perceived organizational support variable reflects a positive and significant effect on organizational commitment among employees at PT Telkom Akses Padang. This suggests that employees' perceived organizational support correlates with their organizational commitment to the organization.

3. The organizational commitment variable reflects a positive and significant effect on organizational citizenship behavior among employees at PT Telkom Akses Padang. This suggests that employees' organizational commitment correlates with their organizational citizenship behavior to the organization.
4. The evidence a positive and significant impact among perceived organizational support on organizational citizenship behavior through organizational commitment at PT Telkom Akses Padang. This suggests that the greater the perceived organizational support of employees, the greater the organizational commitment, resulting in an indirect effect that increases employee organizational citizenship behavior.

SUGGESTION

Depending on the research findings, the authors suggest the following to interested parties, especially PT Telkom Akses Padang. First, the results of previous research show that employee OCB behavior is high at PT Telkom Akses Padang. This shows that employees of PT Telkom Akses Padang perform more tasks than they usually do at work. Therefore, PT Telkom Akses Padang must maintain this habit to be applied consistently in the company. Second, the results of previous research show that perceived organizational support will be sufficient for enhancing the organizational commitment of PT Telkom Akses Padang employees. Therefore, PT Telkom Akses Padang is advised to improve the perception of organizational support provided to its employees so that they can maintain their long-term commitment to the company.

Third, the results of previous study has shown that organizational commitment may enhance employee organizational citizenship behavior at PT Telkom Akses Padang. Therefore, PT Telkom Akses Padang is advised to increase its employees' organizational commitment to the company so that employees can maintain their OCB behavior in the workplace. Fourth, Previous research shown that perceived organizational support dictate organizational citizenship behavior. This is shown via the mediating role of organizational commitment among PT Telkom Akses Padang employees. Therefore, PT Telkom Akses Padang should increase its efforts to provide sufficient organizational support to its employees. This will help them maintain their commitment to the company and improve their OCB behavior at work. Fifth, It seems likely that this study would serve as a reference and consideration for other researchers, particularly in the field of human resource management, in terms of perceived organizational support, organizational commitment, and organizational citizenship behavior. As a result, the study's authors suggest expanding the population and research sample to see more aspects affecting organizational citizenship behavior.

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