

Research Article

# Effects of Perceived Organizational Support and Commitment on Employee Performance via Organizational Citizenship Behavior

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**Abstract:** This study aims to examine the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between Perceived Organizational Support (POS), Perceived Organizational Commitment (POC), and employee performance in a state-owned enterprise in Indonesia. In the context of growing public expectations for improved service quality, organizations are challenged to enhance employee performance not only in formal roles but also in discretionary behaviors. Based on Social Exchange Theory (SET), this research proposes that POS and POC can affect performance both directly and indirectly through OCB. Data were collected through a census of 138 permanent employees at PT Jasa Raharja, East Java Branch. The analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships. The findings show that POS has a significant positive influence on both OCB and employee performance. On the other hand, POC significantly influences OCB but does not have a direct impact on performance. The results also reveal that OCB plays a partial mediating role in the relationship between POS and performance, while it acts as a full mediator in the relationship between POC and performance. These findings emphasize the importance of fostering OCB within the organization to optimize the impact of support and commitment on employee performance. Encouraging voluntary, extra-role behaviors can bridge the gap between how employees perceive organizational treatment and how they perform. The study suggests practical implications for human resource management in public sector institutions. Policies should focus on building a supportive and engaging work climate that enhances affective commitment and acknowledges employee contributions beyond formal duties. Doing so will not only improve individual performance but also contribute to broader organizational effectiveness in a competitive and service-oriented environment.

**Keywords:** Employee Performance; Organizational Citizenship Behavior; Organizational Commitment; Perceived Organizational Support; Work Motivation.

## 1. Introduction

In the era of globalization, organizations are increasingly confronted with complex challenges in maintaining their competitiveness and organizational sustainability. Among the critical factors that shape organizational success are Perceived Organizational Support (POS) and Perceived Organizational Commitment (POC). POS refers to the extent to which employees perceive that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986), while POC reflects the psychological attachment and loyalty employees feel toward their organization (Meyer & Allen, 1991). Numerous global studies have established that when employees perceive strong support and commitment from their organization, they are more likely to engage in Organizational Citizenship Behavior (OCB) a set of discretionary behaviors that go beyond formal job responsibilities and contribute positively to organizational effectiveness (Podsakoff et al., 2009).

However, empirical evidence on the POS–POC–OCB–performance nexus remains contextually varied across cultures, sectors, and organizational systems. In developing

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countries such as Indonesia, the practical implementation of POS and POC is often suboptimal, particularly within small and medium enterprises. Research by Nurjanah et al. (2020) revealed that only 50% of Indonesian employees reported satisfaction with organizational support, and organizational commitment has declined—especially among millennial workers who prioritize flexibility and individual recognition over long-term organizational allegiance (Hidayat & Arifin, 2022; Anam & Purwanti, 2023). Furthermore, OCB tends to be overlooked in performance appraisals, with most organizations still focusing on individual task completion rather than voluntary, extra-role contributions.

Indonesian organizations also face structural limitations in fostering an emotionally and professionally supportive work environment. According to Gallup (2023), employee engagement in Indonesia remains at only 25%, significantly below the global average. Organizational support is often narrowly interpreted as financial compensation, ignoring non-monetary aspects such as recognition, autonomy, and growth opportunities. Consequently, the lack of structured HR policies addressing these dimensions hinders employee motivation and retention.

These findings underscore the urgency to examine how perceived organizational support and commitment translate into tangible performance outcomes, particularly through the mediating mechanism of OCB. While previous studies have often investigated the direct relationships among these variables, the mediating role of OCB has received limited attention, especially within Indonesia's socio-cultural context—characterized by high collectivism and hierarchical work structures (Hofstede, 2001).

Therefore, this study aims to fill the research gap by analyzing the effects of POS and POC on employee performance through the mediating role of OCB, with a focus on employees at PT Jasa Raharja, East Java Branch, Surabaya. By adopting this framework, the study contributes not only to the enrichment of organizational behavior literature in emerging economies but also to the formulation of strategic HR policies that foster inclusive work environments and enhance employee performance through intrinsic motivation and citizenship behavior.

## 2. Literature Review

### Social Exchange Theory (SET) as Theoretical Foundation

The Social Exchange Theory (SET) offers a robust framework for understanding the relational dynamics between employees and organizations. Originating from social psychology, SET posits that workplace relationships are formed and sustained based on the principle of reciprocity, where favorable treatment from one party elicits favorable responses from the other (Homans, 1958; Blau, 1964). In an organizational context, this means that when employees perceive their organization as supportive and committed, they are more likely to reciprocate with positive attitudes and behaviors, including enhanced job performance and voluntary actions beyond formal duties.

According to Emerson (1976), the nature of social exchange is not strictly transactional but is often based on trust, norms, and emotional bonds. Core constructs of SET such as reward, cost, outcome, comparison level, and reciprocity provide explanatory power for understanding how employees develop affective commitment and display Organizational Citizenship Behavior (OCB) in response to Perceived Organizational Support (POS) and Perceived Organizational Commitment (POC).

### Perceived Organizational Support (POS) and Employee Performance

Perceived Organizational Support reflects the degree to which employees believe their contributions are valued and their well-being is cared for by the organization (Eisenberger et al., 1986). POS has been consistently linked to increased motivation, engagement, and performance. When employees feel supported, they tend to exhibit stronger ownership of their roles and greater alignment with organizational goals.

Empirical studies by Chen et al. (2019), Wahyuni (2019), and Zhang & Li (2022) affirm that POS significantly enhances job performance by fostering trust and psychological safety in the workplace. Moreover, POS encourages employees to exceed expectations, contributing not only to individual success but also to broader organizational outcomes.

### **Perceived Organizational Commitment (POC) and Employee Performance**

Organizational commitment refers to the psychological attachment and loyalty employees feel toward their organization (Meyer & Allen, 1991). POC, as a perception of the organization's commitment to its employees, plays a crucial role in shaping employee morale, engagement, and performance.

Research by Ahmad et al. (2020), Apriliani & Wati (2023), and Panigrahi et al. (2023) highlights the positive relationship between POC and performance. Employees who perceive their organizations as committed to their long-term development are more likely to show loyalty, stay motivated, and perform at higher levels.

### **POS and Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) encompasses discretionary actions by employees that go beyond formal job requirements and contribute to organizational well-being (Podsakoff et al., 2009). When employees perceive strong organizational support, they are more likely to engage in OCB such as helping colleagues, maintaining a positive work environment, and representing the organization favorably.

Numerous studies including those by Artatanaya et al. (2023), Kao et al. (2023), and Singh et al. (2024) have found significant positive correlations between POS and OCB. This suggests that organizational support encourages prosocial and cooperative behaviors that enhance team cohesion and organizational performance.

### **POC and Organizational Citizenship Behavior (OCB)**

POC also influences OCB by creating a sense of obligation and emotional connection to the organization. Employees who feel that the organization is committed to them often reciprocate with higher levels of engagement and willingness to perform beyond their formal responsibilities.

Research by Yulianti (2020), Pohl & Paillé (2024), and Wardani & Adnyani (2024) supports this perspective, indicating that perceived commitment from the organization fosters citizenship behaviors that drive organizational effectiveness.

### **OCB and Employee Performance**

OCB is recognized as a key driver of employee and organizational performance. Employees who voluntarily support colleagues, share knowledge, and contribute to a positive work culture indirectly improve collective productivity and service quality.

Studies by Bakri & Syamsuddin (2020), Anwar (2021), and Nguyen et al. (2023) demonstrate that OCB significantly enhances performance by creating synergy, reducing conflict, and fostering a cooperative work environment. These findings emphasize that encouraging OCB is a strategic lever for improving performance outcomes.

### **The Mediating Role of OCB**

Beyond direct effects, several scholars have proposed that OCB mediates the relationships between both POS and performance, as well as between POC and performance. In this framework, POS and POC act as antecedents that shape employee perceptions and emotional states, which in turn drive OCB, ultimately leading to enhanced performance.

Empirical studies by Putri & Rahayu (2020), Susanti et al. (2021), and Tan et al. (2023) have confirmed this mediating effect. These studies reveal that OCB serves as a psychological bridge that converts positive organizational perceptions into observable work outcomes, reinforcing the strategic importance of cultivating citizenship behaviors in the workplace.

## **3. Method**

This study employed a quantitative explanatory research design to examine the causal relationships among Perceived Organizational Support (POS), Perceived Organizational Commitment (POC), Organizational Citizenship Behavior (OCB), and Employee Performance. The research focused on understanding both direct and mediated effects of POS and POC on performance through OCB, using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3.0. The explanatory approach allowed for the validation of hypotheses by testing simultaneous relationships among latent variables.

The population consisted of 138 permanent employees at PT Jasa Raharja East Java Branch in Surabaya. A census sampling technique was applied to include all members of the population. Data were collected through a structured, closed-ended Likert-scale questionnaire

based on established instruments (Eisenberger et al., 1986; Meyer & Allen, 1991; Organ, 1988; Robbins, 2006). Each construct was operationalized with multiple indicators and measured using a five-point scale, ensuring internal consistency and theoretical relevance.

Validity and reliability of the instruments were tested using loading factors, Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha. Further, the structural model was evaluated based on  $R^2$ ,  $f^2$  effect sizes, and predictive relevance ( $Q^2$ ). Mediation effects were assessed through bootstrapping procedures, following the steps of Baron and Kenny (1986) and Hair et al. (2014), to determine whether OCB significantly mediates the relationship between POS/POC and employee performance.

## 4. Results

### Respondent Characteristics

The demographic profile of the respondents reveals that the majority were male employees (72.46%), predominantly within the 25–45 age range (78.26%), indicating a workforce that is both gender-skewed and professionally mature. Most participants were in the prime of their careers, with extensive work experience and decision-making capacity. Additionally, more than 63% of the respondents had been employed for over five years, with 36.23% having worked for more than a decade, reflecting a stable and loyal workforce within PT Jasa Raharja East Java Branch.

In terms of educational background, the data shows that 86.23% of respondents held a Bachelor's degree, with a small proportion holding postgraduate degrees (5.80%) or diploma-level qualifications (7.97%). This indicates a highly educated employee base, consistent with the professional standards required by the organization. Overall, the respondent characteristics reflect a qualified and experienced sample, providing reliable insight into the organizational dynamics being studied.

### Outer Model Evaluation

The outer model evaluation confirmed that all measurement indicators demonstrated strong convergent validity. All outer loading values exceeded 0.70, and the Average Variance Extracted (AVE) values for second-order constructs were above 0.50, indicating that each latent construct successfully captured more than 50% of the variance from its indicators. Although some AVE values at the first-order level were slightly below the 0.50 threshold, this limitation was offset by high outer loading scores and theoretical justification, particularly suitable for exploratory research.

In terms of discriminant validity, the Fornell-Larcker criterion revealed that each construct's square root of AVE was greater than its correlations with other constructs, demonstrating adequate differentiation among the latent variables. Despite a few inter-construct correlations being relatively high, the pattern overall confirmed that each construct shared more variance with its own indicators than with any other construct, thereby supporting the model's empirical distinctiveness.

Reliability tests using Composite Reliability and Cronbach's Alpha further confirmed the robustness of the instrument. All constructs achieved composite reliability values above 0.90 and Cronbach's Alpha values above 0.88, indicating excellent internal consistency across all scales. These results validate the use of the measurement model and affirm that the indicators employed in the study reliably measure their respective latent variables, providing a strong foundation for subsequent structural model analysis.

### Inner Model Evaluation

The inner model evaluation demonstrated that the research framework possessed strong explanatory and predictive power. The  $R^2$  values for Organizational Citizenship Behavior (0.703) and Employee Performance (0.719) indicated that over 70% of the variance in these dependent variables was explained by their respective predictors, including POS and POC. These results, supported by high adjusted  $R^2$  values, suggest a statistically stable and theoretically robust model that effectively captures the structural relationships among constructs.

The predictive relevance ( $Q^2$ ) test yielded a score of 0.917, confirming that the model has excellent capability to predict observed outcomes. Additionally, the Goodness of Fit (GoF) value of 0.577 surpassed the threshold for strong model fit, indicating that both the measurement and structural components of the model adequately reflect the underlying theoretical framework and are well aligned with empirical data.

Hypothesis testing further reinforced the model's integrity. Perceived Organizational Support (POS) had significant direct effects on both OCB and employee performance, while Perceived Organizational Commitment (POC) significantly influenced OCB but not performance directly. OCB itself strongly impacted performance and served as a mediator partial in the relationship between POS and performance, and full in the relationship between POC and performance. These findings emphasize the strategic importance of fostering OCB to translate organizational support and commitment into enhanced employee outcomes.

## 5. Discussion

This study aimed to examine the influence of Perceived Organizational Support (POS) and Perceived Organizational Commitment (POC) on Employee Performance, with Organizational Citizenship Behavior (OCB) serving as a mediating variable, using data collected from permanent employees of PT Jasa Raharja, East Java Branch Office. The findings reveal that employees generally perceive strong organizational support and commitment, demonstrate high levels of OCB, and report strong performance outcomes. These insights affirm that supportive organizational environments significantly enhance employee engagement and performance effectiveness.

The results indicate that Perceived Organizational Support (POS) exerts a direct and significant effect on employee performance. This supports the theoretical assumptions of Eisenberger et al. (1986), who argue that organizational support creates reciprocal obligations in employees, encouraging them to invest more effort and improve performance. Likewise, POS positively influences OCB, reflecting the mutual benefit embedded in Social Exchange Theory. When employees feel valued and supported, they are more likely to engage in discretionary behaviors that go beyond their formal roles, thereby contributing to organizational effectiveness. These findings are aligned with previous studies (Rhoades & Eisenberger, 2002; Caesens & Stinglhamber, 2014; Anam & Sopiiah, 2024), which link POS to increased motivation, job satisfaction, and performance.

Interestingly, while Perceived Organizational Commitment (POC) does not significantly affect performance directly, it does significantly influence OCB. Furthermore, the effect of POC on performance is fully mediated by OCB. This suggests that employees' perception of organizational commitment may not be sufficient to drive performance unless translated into voluntary, prosocial behaviors. The results underscore the importance of OCB as a behavioral conduit that transforms affective and normative commitment into tangible performance improvements. This aligns with prior findings by Organ (1997) and Podsakoff et al. (2000), emphasizing OCB's critical role in enhancing team efficiency, cooperation, and long-term organizational success. Thus, fostering a workplace culture that not only commits to employee development but also encourages extra-role behavior becomes vital for sustaining high performance in modern organizational contexts.

## 6. Conclusions

This study confirms the pivotal role of Organizational Citizenship Behavior (OCB) in mediating the relationship between perceived organizational factors and employee performance. Perceived Organizational Support (POS) was found to have both a direct and indirect effect on performance, demonstrating that when employees feel supported, they tend to reciprocate through improved work behavior and output. Meanwhile, Perceived Organizational Commitment (POC) does not directly influence performance, but it significantly enhances OCB, which in turn improves performance, showing a full mediation effect.

The findings reinforce the importance of creating a supportive and emotionally engaging work environment to foster discretionary work behaviors that drive organizational success. Organizations such as PT Jasa Raharja, which operate within hierarchical and service-oriented frameworks, must not rely solely on formal structures or normative commitment. Instead, they should invest in psychological contracts, recognition, and inclusive management practices that encourage extra-role behavior.

In conclusion, this research underlines that OCB is a critical behavioral mechanism through which organizational support and commitment translate into tangible performance outcomes. Encouraging and institutionalizing OCB through leadership modeling, non-material rewards, and participative culture may prove essential in sustaining high employee productivity, especially in public-sector organizations.

## 7. Limitation

This study is subject to several limitations that warrant consideration. First, the research was conducted within a single organizational unit—PT Jasa Raharja Cabang Jawa Timur—limiting the generalizability of the findings to other regions or organizational contexts. Second, the cross-sectional nature of the data collection restricts causal interpretations and fails to capture changes in behavior or perceptions over time. Third, the exclusive use of quantitative methods may have constrained the depth of insight into employee motivations and contextual dynamics influencing OCB. Finally, given that the study was conducted in a public-sector, hierarchical organization, the findings may reflect cultural or structural biases that may not apply in private or decentralized institutions. Future studies are encouraged to adopt longitudinal and mixed-method approaches across varied organizational settings to enhance external validity and theoretical robustness.

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