

Affective Commitment and Organizational Citizenship Behavior: Perceived Organizational Support as Mediation

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ABSTRACT

This study aims to see how affective commitment has a dominant influence on organizational citizenship behavior through perceived organizational support for members of the Kampar Police. This type of research is explanatory research. The population is the Pekanbaru District Court Office, totaling 116 members of the Kampar Police. Data analysis in this study used SEM-PLS. Based on the data processing, it is found that there is an effect of the better perceived organizational support caused by the better affective commitment, tends to improve organizational citizenship behavior. The findings of this study are that perceived organizational support is stated to be able to mediate the effect of affective commitment on organizational citizenship behavior of members of the Kampar Police Station. The limitation of this study is the lack of population size used. So it is suggested to further researchers to develop a population so that the results can be generalized.

ARTICLE HISTORY

Received 15 April 2022
Revised 28 April 2022
Accepted 29 April 2022

KEYWORDS

Affective Commitment,
Organizational Citizenship
Behavior (OCB), Perceived
Organizational Support

Introduction

OCB refers to employee behavior that is not subject to a formal system of obligations, but instead has a positive impact on the functioning of the organization. An employee who feels that he or she is a 'citizen' of his organization, voluntarily takes action that benefits not only himself, his co-workers, but also the organization as a whole. Basically OCB is a person's behavior by not expecting his own benefit (Dorota, 2019)

In times like today, with the level of environmental change that is fast and unpredictable, competitive and even very complex, an organization really needs as many employees as possible who exhibit behavior that goes beyond the scope of formal duties. Quoted from Dorota (2019), author of the OCB concept,

D.W. Organ (1988) defines it as 'individual behavior that is discretionary, not directly or explicitly recognized by formal reward systems, and generally promotes the effective functioning of the organization. OCB is employee behavior that is not part of the job description, is not included in the work contract but is beneficial to organizational performance. Employees do so without expecting a reward, motivated by a willingness to support their co-workers and the organization (Apelbaum et al., 2004; Nezaki et al., 2010).

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It is said that behavior is closely related to work attitudes (job satisfaction, perceived fairness and organizational commitment), task variables and leadership behavior. The research subjects in this paper include employee attitudes towards organizational affective commitment as a prerequisite for OCB.

Quoted from Dorota (2019) organizational commitment is understood as employee identification with the organization (Meyer & Allen, 1997). Furthermore Lambert (2004) and Steers (1994) define organizational commitment as an individual's strength with involvement in the organization. Organizational commitment consists of three dimensions: affective commitment, normative commitment, and continuance commitment (Meyer & Allen, 1997). Organizational commitment is a construct of organizational behavior, it has become a focus of interest among organizational researchers. Researchers have defined it as individual psychology and thought patterns that connect employees with the organization and direct them to follow certain actions, and thereby reduce the intention to leave the organization (Allen & Meyer, 1990; Meyer & Herscovitch, 2001 in Mabasa, 2016).

OCB behavior in organizations is very important with altruism (concern for the welfare of others without regard for oneself), courtesy, awareness, sportsmanship and employee virtue that increase organizational efficiency and effectiveness (Chien, 2004) in Marefat and Farzad (2015). According to Luthans (2011, p. 149) the form of extra-role behavior (OCB) has five dimensions, namely: Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic virtue. Altruism, namely the behavior of taking the initiative to help or help colleagues in the organization voluntarily.

The study was conducted by Suzete et al. (2019) which examines the relationship of perceived organizational support, internal marketing and organizational commitment. The results show that organizational commitment, especially affective and normative indicators, has a positive effect on perceived organizational support. Furthermore, Janet et al. (2020) conducted an analysis of the relationship of affective commitment to the desire to leave with perceived organizational support as mediating. One of the results shows that affective commitment has a significant positive direct effect on perceived organizational support.

Based on the phenomenon, previous research and the conceptual theory that has been described above, the researchers are interested in taking the title "Affective Commitment and Organizational Citizenship Behavior: Perceived Organizational Support as Mediation." The purpose of this study was to determine whether affective commitment has an effect on OCB. To find out whether Perceived Organizational Support mediates the effect of affective commitment on OCB. Furthermore, to determine whether perceived organizational support has an effect on OCB. To find out whether Perceived Organizational Support mediates the effect of affective commitment on OCB.

Theoretical support

Organizational Commitment

Many researchers argue that organizational commitment reflects a "multidimensional psychological attachment" from individuals to organizations. Organizational commitment has two basic dimensions: a) it characterizes the employee's relationship in the organization; b) it has implications for the decision to continue or stop membership in the organizational (Ugboro and Screwdriver, in Robbins & Judge, 2015). This means that organizational commitment is a psychological condition that characterizes the relationship between employees and the organization; and has implications for the employee's decision to continue or leave the organization's membership.

Affective Commitment

Sheldon (Meyer & Allen, 1997 in Mabasa et al., 2016) defines affective commitment as an attitude or orientation towards the organization which is related to one's identity towards the organization. Mowday, Porter, & Steers, 2000, in Mabasa et al., 2016) define affective commitment as the relative strength of an individual in identifying himself with the organization and being involved in the organization. Meyer and Allen 1997 in Mabasa et al., 2016 also define affective commitment as an employee's emotional attachment to the organization, employee identification with the organization, and employee involvement in a particular organization, where employees stay in the organization because they want it.

Perceived Organizational Support

In Maahierah et al. (2019) mentioned that the term perceived organizational support was coined in 1986 by Eisenberger et al. (1986). Eisenberger et al. (1986) defined perceived organizational support as related to employees' perceptions that the organization cares about their welfare, development, and values their contribution to the organization. Employees have a tendency to view the actions of their managers as the personification of organizational actions (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Therefore, the behavior of managers has several implications on employee performance because employees tend to perform better to pay back for the organizational support they feel. Thus, it shows an exchange relationship (Allen, Shore, & Griffeth, 2003; Aselage & Eisenberger, 2003; Dawley, Houghton, & Bucklew, 2010; Rhoades & Eisenberger, 2002).

Organizational Citizenship Behavior

The OCB concepts derive in part from the theoretical framework of exchange theory. Social exchange theory (P. M. Blau, 1964) in Rideout (2010) is a psychological or economic contract that emphasizes rights and obligations. Social exchange theory includes goods or services that are considered valuable. One of the parties receives the benefit, the other party feels obliged to provide an appropriate response. This is what causes give and take so that the relationship

continues as long as it is deemed necessary and beneficial. OCB is considered essential to organizational success.

Research Framework

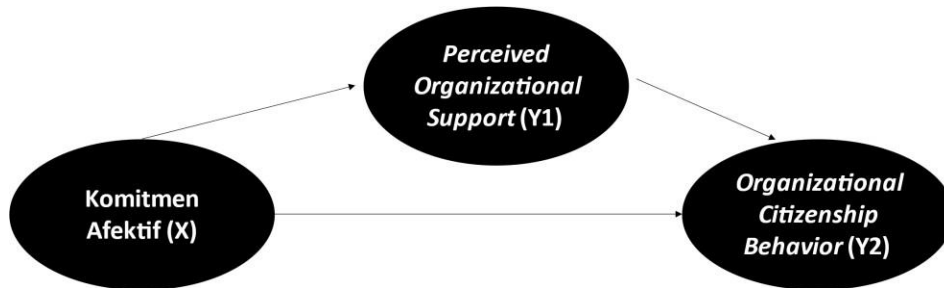


Figure 1. Research Framework

Research method

The method used in this research is descriptive and explanatory survey method, because it will describe each variable and explain the relationship between the variables studied. While the type of relationship between the variables used in this study is causality, namely the independent variable affecting the dependent variable. Explanatory research refers to the hypothesis that will be tested against the phenomena that occur. This phenomenon can be seen in the object of research, namely the Kampar Resort Police (Polres). The research variables to be studied are affective commitment, OCB and perceived organizational support. Meanwhile, the unit of analysis for this research is all members of the Kampar Police. In quantitative research, researchers often use a research scale in the use of questionnaires, namely the Likert scale or Likert scale. The research population at the Kampar Resort Police was the Traffic Unit (Satlantas) amounted to 53 people, the Criminal Investigation Unit (Satreskrim) 39 people and the Security Intelligence Unit (Satintelkam) 24 people so that the total population which was also sampled was 116 respondents.

Results

Analisis SEM-PLS

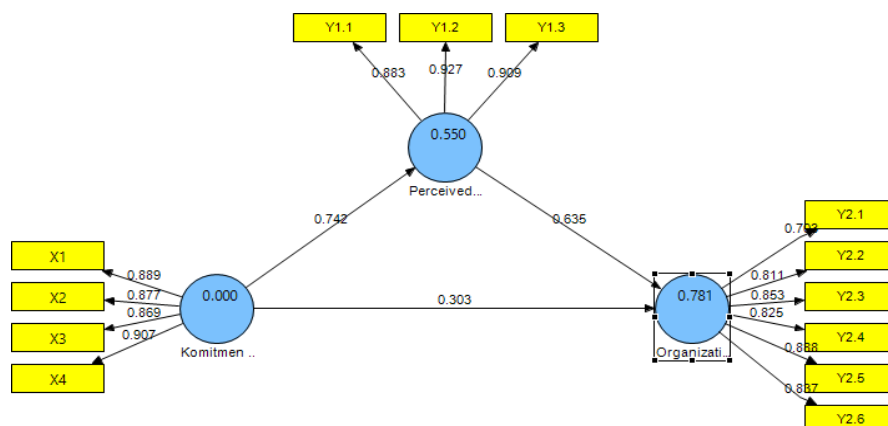


Figure 2. Path Chart

a. Hypothesis test
Measurement Model Evaluation

This research model consists of three constructs including affective commitment, perceived organizational support, and organizational citizenship behavior. Evaluation of the measurement model is a stage to evaluate the validity and reliability of a construct.

Construct Validity Evaluation

Construct validity evaluation was done by calculating convergent validity and discriminant validity. Convergent validity is known through the loading factor. An indicator is said to meet the convergent validity test if it has a loading factor above 0.6. The results of the convergent validity test are presented in the following table:

Table 1. Convergent Validity Test Results with Loading Factor

Variable	Indicator	Loading Factor	Standard Error	T Statistics
Affective Commitment	X1	0.889	0.022	40.941
	X2	0.877	0.028	31.210
	X3	0.869	0.025	34.463
	X4	0.907	0.017	53.607
Perceived Organizational Support	Y1.1	0.883	0.022	39.709
	Y1.2	0.927	0.015	62.548
	Y1.3	0.909	0.014	66.352
Organizational Citizenship Behavior	Y2.1	0.703	0.043	16.375
	Y2.2	0.811	0.050	16.125
	Y2.3	0.853	0.041	20.982
	Y2.4	0.825	0.053	15.509
	Y2.5	0.888	0.020	44.873
	Y2.6	0.837	0.035	23.789

Source: Primary Data Processed, 2022

Based on the table above, it can be seen that all indicators that measure the variables of affective commitment, perceived organizational support, and organizational citizenship behavior are greater than 0.6. Thus the indicator is declared valid to measure the variable.

Convergent validity, apart from being seen through the loading factor, can also be seen through the Average Variance Extracted (AVE). An indicator is said to meet the convergent validity test if it has an Average Variance Extracted (AVE) above 0.5. The results of the convergent validity test are presented in the following table:

Table 2. AVE Convergent Validity Test Results

Variable	AVE
Affective Commitment	0.785
Perceived Organizational Support	0.822
Organizational Citizenship Behavior	0.675

Source: Primary Data Processed, 2022

Based on the table above, it can be seen that the variables of affective commitment, perceived organizational support, and organizational citizenship behavior produce an Average Variance

Extracted (AVE) value that is greater than 0.5. Thus the indicator is declared valid to measure the variable.

Furthermore, discriminant validity is calculated using cross correlation with the criterion that if the loading factor value in a corresponding variable is greater than the indicator correlation value in other variables, the indicator is declared valid in measuring the corresponding variable. The results of the cross correlation calculation are presented in the following table:

Table 3. Cross Correlation Calculation Results

Indicator	Affective Commitment	Perceived Organizational Support	Organizational Citizenship Behavior
X1	0.889	0.668	0.711
X2	0.877	0.616	0.672
X3	0.869	0.687	0.708
X4	0.907	0.654	0.649
Y1.1	0.541	0.883	0.638
Y1.2	0.694	0.927	0.758
Y1.3	0.751	0.909	0.903
Y2.1	0.784	0.614	0.703
Y2.2	0.542	0.648	0.811
Y2.3	0.613	0.741	0.853
Y2.4	0.554	0.702	0.825
Y2.5	0.721	0.810	0.888
Y2.6	0.581	0.703	0.837

Source: Primary Data Processed, 2022

Based on the measurement of the cross correlation in the table above, it can be seen that overall the indicators measuring the variables of affective commitment, perceived organizational support, and organizational citizenship behavior produce a loading factor that is greater than the cross correlation of other variables. Thus it can be stated that each indicator is able to measure the latent variable that corresponds to the indicator.

Reliability Evaluation Results

Calculations that can be used to test construct reliability are Cronbach alpha and composite reliability. The test criteria state that if the composite reliability is greater than 0.7 and Cronbach's alpha is greater than 0.6 then the construct is declared reliable. The results of the calculation of composite reliability and Cronbach alpha can be seen through the summary in the following table:

Table 4. Composite Reliability Calculation Results

Variable	Composite Reliability	Cronbach's Alpha
Affective Commitment	0.936	0.909
Perceived Organizational Support	0.933	0.893
Organizational Citizenship Behavior	0.925	0.902

Source: Primary Data Processed, 2022

Based on the table above, it can be seen that the composite reliability value on the variables of affective commitment, perceived organizational support, and organizational citizenship behavior is greater than 0.7. Thus, based on the calculation of composite reliability, all indicators that measure

Affective commitment variables, perceived organizational support, and organizational citizenship behavior are said to be reliable.

Furthermore, the value of Cronbach's Alpha on the variables of affective commitment, perceived organizational support, and organizational citizenship behavior is greater than 0.6. Thus, based on Cronbach's Alpha calculations, all indicators measuring affective commitment variables, perceived organizational support, and organizational citizenship behavior are said to be reliable.

Goodness of Fit Model

Goodness of fit Model is used to determine the ability of endogenous variables to explain the diversity of exogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. Goodness of fit Model in PLS analysis is done by using Q-Square predictive relevance (Q²). The results of the Goodness of fit Model are summarized in the following table.

Table 5. Goodness of Fit Model

Endogenous Variables	R Square
Perceived Organizational Support	0.550
Organizational Citizenship Behavior	0.781

$$Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$$

$$Q^2 = 1 - [(1 - 0.550) (1 - 0.781)] = 0.902$$

Source: Primary Data Processed, 2022

R-square of perceived organizational support variable is 0.550 or 55.0%. This can indicate that the diversity of perceived organizational support variables can be explained by affective commitment by 55.0%, or in other words the contribution of affective commitment to perceived organizational support is 55.0%, while the remaining 45.0% is the contribution of other variables not discussed in this study.

Furthermore, the R-square variable of organizational citizenship behavior is 0.781 or 78.1%. this can indicate that the diversity of organizational citizenship behavior variables can be explained by affective commitment and perceived organizational support of 78.1%, or in other words the contribution of affective commitment and perceived organizational support to organizational citizenship behavior is 78.1%, while the remaining 21.9% is a variable contribution. others not discussed in this study. Q-Square predictive relevance (Q²) is worth 0.902 or 90.2%. This can indicate that the diversity of organizational citizenship behavior variables can be explained by the model as a whole by 90.2%, or in other words the

contribution of affective commitment and perceived organizational support to organizational citizenship behavior as a whole is 90.2%, while the remaining 9.8% is the contribution of other variables. who does not discussed in this study.

Hypothesis test

Hypothesis testing is used to test the effect of exogenous variables on endogenous variables. The test criteria state that if the value of T-statistics T-table (1.96), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of the significance test can be seen through the following table.

Table 6. Significance Test Results

Exogenous	Endogenous	Path Coefficient	Standard Error	T Statistics
Affective Commitment	Perceived Organizational Support	0.742	0.039	19.188
Affective Commitment	Organizational Citizenship Behavior	0.303	0.060	5.027
Perceived Organizational Support	Organizational Citizenship Behavior	0.635	0.057	11.183

Source: Primary Data Processed, 2022

The effect of affective commitment resulted in the tests listed in the table above. It can be seen that the T statistic value of the effect of affective commitment on perceived organizational support is 19,188. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of affective commitment on perceived organizational support.

The effect of affective commitment on organizational citizenship behavior, on the test results listed in the table above, it can be seen that the t statistic value of the effect of affective commitment on organizational citizenship behavior is 5.027. The test results show that the value of t statistics > 1.96. This shows that there is a significant effect of affective commitment on organizational citizenship behavior.

The effect of perceived organizational support on organizational citizenship behavior, on the test results listed in the table above, it can be seen that the t statistic value of the effect of perceived organizational support on organizational citizenship behavior is 11.183. The test results show that the value of t statistics > 1.96. This shows that there is a significant effect of perceived organizational support on organizational citizenship behavior.

Mediation Test

The indirect effect test is carried out with the aim of testing whether there is an indirect effect of the independent variable on the dependent variable

through the mediating variable. The test criteria state that if T-statistics T-table (1.96) then it is stated that there is a significant effect of exogenous variables on endogenous variables through their mediating variables. The indirect effect test results can be seen through the summary in the following table:

Table 7. Mediation Test Results

Exogenous	Intervening	Endogenous	Indirect Coefficient	Standard Error	T Statistics
Affective Commitment	Perceived Organizational Support	Organizational Citizenship Behavior	0.471	0.049	9.662

Source: Primary Data Processed, 2022

The effect of affective commitment on organizational citizenship behavior through perceived organizational support obtained t statistics value of 9,662. The test results show that the value of t statistics > 1.96. This shows that there is a significant effect of affective commitment on organizational citizenship behavior through perceived organizational support. Therefore, perceived organizational support is stated to be able to mediate the effect of affective commitment on organizational citizenship behavior.

Conversion of Path Diagrams into Structural Models

The conversion of the path diagram into the measurement model is intended to determine the strength of the influence between the described constructs on the effects on the model, namely direct effects and indirect effects. The model effects directly or indirectly are as presented in the following table:

Table 8. Moderating Effect on Endogenous Variables

Exogenous	Intervening	Endogenous	Coefficient	
			Direct	Indirect
Affective Commitment		Perceived Organizational Support	0.742	
Affective Commitment	Perceived Organizational Support	Organizational Citizenship Behavior	0.303	0.471
Perceived Organizational Support		Organizational Citizenship Behavior	0.635	

Source: Primary Data Processed, 2022

Based on the table above, it can be seen that the measurement model formed is as follows:

Equation 1: $Y_1 = 0.742 X$

From equation 1 it can be informed that

1. The direct effect coefficient of affective commitment on perceived organizational support is 0.742 which states that affective commitment has a positive and significant effect on perceived organizational support. This means that the better the affective commitment, the more likely it is to increase perceived organizational support.

Equation 2: $Y_2 = 0.303 X + 0.635 Y_1$

From equation 2 it can be informed that

1. The direct effect coefficient of affective commitment on organizational citizenship behavior is 0.303 which states that affective commitment has a positive and significant effect on organizational citizenship behavior. This means that the better the affective commitment, it

tends to improve organizational citizenship behavior.

2. The direct effect coefficient of perceived organizational support on organizational citizenship behavior is 0.635 which states that perceived organizational support has a positive and significant effect on organizational citizenship behavior. This means that the better the perceived organizational support, the more likely it is to improve organizational citizenship behavior.

3. The indirect effect coefficient of affective commitment on organizational citizenship behavior through perceived organizational support is 0.471 states that affective commitment has a positive and significant effect on organizational citizenship behavior through perceived organizational support. This means that the better perceived organizational support, which is caused by the better affective commitment, tends to improve organizational citizenship behavior.

Dominant Influence

Exogenous variables that have a dominant influence on endogenous variables can be known through the highest total coefficient which can be known through the following explanation:

Table 9. Dominant Influence

Exogenous	Endogenous	Total Coefficient
Affective Commitment	Perceived Organizational Support	0.742
Affective Commitment	Organizational Citizenship Behavior	0.775
Perceived Organizational Support	Organizational Citizenship Behavior	0.635

Source: Primary Data Processed, 2022

The variable that has the largest total coefficient on organizational citizenship behavior is affective commitment with a total coefficient of 0.775, thus affective commitment is the most influential variable or has the most dominant influence on organizational citizenship behavior.

Table 10. Laten Variable Coefficients

	KD	KP	KI	Commitment A	Behavior i
R-squared				0.544	0.414
Adj.R-squared				0.517	0.403
Composite reliab.	0.802	0.914	0.917	0.818	0.882
Cronbach's alpha	0.627	0.857	0.877	0.554	0.799
Avg.var.extrac	0.580	0.780	0.736	0.692	0.714
Full colin. ViF	7.421	6.573	25.342	1.458	26.286
Q-squared				0.331	0.398

Notes. WarpPLS 5.0 . Output Result

Discussions

Affective Commitment Affects Organizational Citizenship Behavior of members of the Kampar Resort Police

The test results have known that the value of T statistics of affective commitment to organizational citizenship behavior is 5.027. The test results show that the value of t statistics > 1.96 . This shows that there is a significant effect of affective commitment on organizational citizenship behavior. The direct effect coefficient of affective commitment on organizational citizenship behavior is 0.303 which states that affective commitment has a positive and significant effect on organizational citizenship behavior. This means that the better the affective commitment, it tends to improve organizational citizenship behavior. This study found that the highest variable that affects organizational citizenship behavior is affective commitment with a total coefficient of 0.775, thus affective commitment is the most influential variable or has the most dominant influence on organizational citizenship behavior.

Affective Commitment Affects Perceived Organizational Support

The test results have known that the T statistic value of the relationship between affective commitment to perceived organizational support is 19,188. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of affective commitment on perceived organizational support. The direct effect coefficient of affective commitment on perceived organizational support is 0.742 which states that affective commitment has a positive and significant effect on perceived organizational support. This means that the better the affective commitment, the more likely it is to increase perceived organizational support. Based on the description of the indicators of affective commitment and perceived organizational support, that affective commitment is the desire to be bound to the organization. A person wants to be in an organization because of a desire that arises from oneself (Mowday, 2000; Matis & Jacson, 2000; Meyer & Allen, 2007). Which is where Perceived Organizational Support (Eisenberger et al., 1986) relates to employees' perceptions that the organization cares about their welfare, development, and values their contribution to the organization.

Perceived Organizational Support Affects OCB

The test results listed in the table above can be seen that the t statistic value of the effect of perceived organizational support on organizational citizenship behavior is 11.183. The test results show that the value of t statistics > 1.96 . This shows that there is a significant effect of perceived organizational support on organizational citizenship behavior. The direct effect coefficient of perceived organizational support on organizational citizenship behavior is 0.635 which states that perceived organizational support has a positive and significant effect on organizational citizenship behavior. This means that the better the perceived organizational support, the more likely it is to improve organizational citizenship behavior. The results of

this study are in accordance with Alshaabany et al. (2021) that perceived organizational support affects positively and significantly the OCB of its employees.

Affective Commitment to Organizational Citizenship Behavior through Perceived Organizational Support Members of the Kampar Resort Police

Based on the tests listed in the table above, it can be seen that the effect of affective commitment on organizational citizenship behavior through perceived organizational support obtained t statistics value of 9,662. The test results show that the value of t statistics > 1.96 . This shows that there is a significant effect of affective commitment on organizational citizenship behavior through perceived organizational support. Therefore, perceived organizational support is stated to be able to mediate the effect of affective commitment on organizational citizenship behavior. The indirect effect coefficient of affective commitment on organizational citizenship behavior through perceived organizational support is 0.471 which states that affective commitment has a positive and significant effect on organizational citizenship behavior through perceived organizational support. This means that the better perceived organizational support, which is caused by the better affective commitment, tends to improve organizational citizenship behavior.

So from the results of this study, it means that the better perceived organizational support, which is caused by the better affective commitment, tends to improve organizational citizenship behavior. And perceived organizational support is stated to be able to mediate the effect of affective commitment on organizational citizenship behavior.

Conclusion

From the results that have been described previously, it can be concluded that affective commitment has a dominant influence on organizational citizenship behavior of members of the Kampar Resort Police. Furthermore, affective commitment has an effect on perceived organizational support for members of the Kampar Resort Police. Then Perceived organizational support affects OCB members of the Kampar Police. Meanwhile, perceived organizational support is stated to be able to mediate the effect of affective commitment on organizational citizenship behavior of members of the Kampar Police. It is recommended for the leaders of the Kampar Polres to be better at forming an organization at the Kampar Polres so that the members of the Kampar Polres agree in their commitment to the organization. Scientifically, the results of this study will strengthen the results of previous studies that support the relationship between the three variables, namely affective commitment, organizational citizenship behavior and perceived organizational support. For further researchers, it is recommended to continue this research by developing the population so that the results can be generalized.

Acknowledgement

We thank the anonymous reviewers for their valuable support and guidance in improving the quality of the paper. Furthermore, we thank Adi Rahmat and Helwen Heri for his feedback on earlier versions of the paper. Besides, we also thank Universitas Lancang Kuning, Indonesia, for their assistance and support along the undertaken of this research.

Disclosure statement

No potential conflict of interest was reported by the authors.

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