The Effect of Perceived Organizational Support on Organizational Citizenship Behavior with Organizational Commitment as a Mediator

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Abstract. Tardiness and substandard absenteeism are the effects of decreased organizational citizenship behavior. This study aims to investigate the direct effect of perceived organizational support with organizational commitment as a mediator in nurses of Advent Hospital Bandar Lampung. The sampling method used simple random sampling technique, by distributing questionnaires to 110 nurses as research samples. Data analysis with SmartPLS 4 was used to test the proposed hypothesis. The results of this study indicate that perceived organizational support has a positive and significant effect on organizational citizenship behavior, perceived organizational support has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on organizational citizenship behavior and organizational commitment is proven to mediate the effect of perceived organizational support on organizational citizenship behavior. Hospitals need to understand the needs of nurses and maintain nurses' comfort at work so that nurses feel happy and committed to work. In addition, nurses can divide their work time effectively and efficiently to participate voluntarily so as to increase their extra responsibility to the hospital.

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

INTRODUCTION

The dynamics of globalization are driving the need for high professionalism and intense competition, requiring individuals to possess higher competencies and an enhancement of human resource quality (Thakur & Sharma, 2019). Human resources are considered crucial assets in organizations; without adequate quality, achieving organizational goals becomes challenging. Companies must pay attention to human resource management to improve employee productivity, with the expectation that employees will be fully engaged in organizational activities. One expected behavior from employees is Organizational Citizenship Behavior (OCB), which was first introduced by Organ (2006). OCB refers to discretionary behavior that is not explicitly recognized by formal reward systems but supports the overall function of the organization. This behavior reflects individuals' freedom to go beyond their job requirements to achieve higher outcomes. OCB includes dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, all of which contribute positively to employee performance (Chiang & Hsieh, 2012).

Research shows that OCB helps improve both employee and organizational performance (Basu et al., 2017; Qalati et al., 2022), as well as positively impacting punctuality and reducing absenteeism (Tremblay, 2024). Several factors influence OCB, such as personal attitudes, organizational support, and job satisfaction (Testa et al.,

2018). Good perceived organizational support can trigger OCB by recognizing employee achievements, thereby enhancing their engagement (Eungoo & Hwang, 2023). Perceived Organizational Support (POS) is an important factor in encouraging OCB. According to Eisenberger et al. (1986), POS reflects how employees feel that the organization values their contributions and cares about their well-being. The support perceived from supervisors and colleagues also affects employees' creativity and engagement (Peng et al., 2023; Masyhuri et al., 2021).

However, some studies show differing results; Yovita Narwastu et al. (2023) found that perceived organizational supportdoes not always lead to increased OCB. Additionally, organizational commitment plays a role in enhancing OCB. According to Allen & Meyer (1990), organizational commitment reflects members' attitudes toward the organization, influencing their decision to stay. High commitment can drive OCB (Eungoo & Hwang, 2023). This research is conducted at the Advent Hospital in Bandar Lampung, which is a healthcare institution facing challenges related to a shortage of human resources and tight service times. Attendance data indicates that some employees are still not disciplined, particularly between January and March 2023. This signals the need for further evaluation regarding OCB and employee tardiness, with the hope of improving employee performance and attendance in 2024.

This study formulates research questions regarding the influence of perceived organizational support on Organizational Citizenship Behavior (OCB) and organizational commitment among nurses at Advent Hospital Bandar Lampung. It aims to explore whether perceived support affects OCB, how it relates to organizational commitment, and whether commitment mediates this relationship. The objectives include determining the impact of perceived support on OCB, understanding its effect on commitment, assessing how commitment influences OCB, and examining its mediating role. The research contributes to knowledge on the connections between these factors and provides practical insights for improving performance and human resource management at Advent Hospital.

RESEARCH METHOD

Type of Research
This research employs a quantitative causal associative approach to examine the influence of independent variables on dependent variables, specifically focusing on the relationship between perceived organizational support and Organizational Citizenship Behavior, with organizational commitment as a mediating variable among nurses at Advent Hospital Bandar Lampung (Sugiyono, 2019).

Data Sources and Data Collection Methods
Data sources in this study include primary data, which is directly collected by the researcher through interviews, observations, and questionnaires, and secondary data, which is previously gathered by others for different purposes (Sekaran & Bougie, 2017). Data collection methods include literature studies and questionnaires utilizing a Likert scale to gauge respondents' agreement (Sekaran & Bougie, 2017).

Population and Sample
Population and sample details in this study indicate that the population consists of all nurses at RS Advent Bandar Lampung (Sekaran & Bougie, 2017). The sample, defined as

a subset of the population selected for analysis, will employ probability sampling, specifically simple random sampling, ensuring every individual has an equal chance of selection (Sekaran & Bougie, 2017). According to Hair et al. (2018), an ideal sample size ranges from 100 to 200, calculated by multiplying the number of indicators by 5 to 10. For this research, a minimum sample size of 110 nurses is established based on the calculation: Sample size = Number of Indicators x 10, resulting in 110 samples (11 indicators x 10).

Operational Definition and Measurement of Variables
In this research, two independent variables—perceived organizational support (X) and organizational commitment (M)—and one dependent variable, organizational citizenship behavior (Y), are examined (Sekaran, 2017). Perceived organizational support is defined as individuals' belief that their organization values their contributions and cares for their well-being (Rhoades & Eisenberger, 2002), measured by indicators such as fairness and support from superiors. Organizational commitment reflects an individual's psychological attachment to their organization (Gautam et al., 2004), including affective, continuous, and normative commitment (Allen & Meyer, 1993). Organizational citizenship behavior entails voluntary actions that exceed job requirements (Organ, 2006) and includes indicators such as altruism and sportsmanship. All variables are measured using a Likert scale.

Data Analysis Methods
Data analysis in this study involves descriptive analysis and Partial Least Squares (PLS) with Structural Equation Modeling (SEM). Descriptive analysis summarizes data using statistics like mean and standard deviation (Sekaran & Bougie, 2016). PLS is suitable for testing causal relationships among variables and validating indicators (Hair et al., 2018). The measurement model (outer model) assesses relationships between observed indicators and latent variables, focusing on convergent and discriminant validity (Hair et al., 2018). Reliability is evaluated using Cronbach's Alpha and Composite Reliability, with acceptable thresholds above 0.6 and 0.7, respectively. Structural model assessment involves R^2 values and hypothesis testing for direct and mediation effects (Hair et al., 2018).

RESULTS AND DISCUSSIONS

Respondent Characteristics
The subjects of this research are nurses at RS Advent Bandar Lampung, with a sample size of 110 respondents surveyed using a questionnaire. The characteristics of respondents include gender, age, education level, and years of service. Among the respondents, 81% are female (90 respondents), while 19% are male (20 respondents). This gender distribution reflects the historical association of nursing with female roles, as noted by Nogueira et al. (2023). Additionally, societal stereotypes often view women as ideal nursing professionals, as highlighted by Teresa-Morales et al. (2022).

The age distribution indicates that the majority (25%) of respondents are aged 26-30 years. This age group is characterized by new lifestyle choices and social engagement, according to Hurlock (2017). The findings suggest that this age range represents a productive stage in their careers, which can significantly impact their performance and professional development.

In terms of educational background, 55% of respondents hold a nursing diploma (Ners), suggesting a professional quality among the nursing staff. This level of education is crucial for ensuring that the nurses possess the necessary skills and knowledge to perform effectively in their roles. Finally, the work experience data reveal that 36.4% of respondents have between 6-10 years and over 10 years of service. This longevity indicates strong commitment and experience, enhancing their performance and involvement in organizational citizenship behavior, as noted by Atatsi et al. (2021). Overall, these characteristics underscore the professionalism and dedication of nurses at RS Advent Bandar Lampung.

Frequency Distribution Description
Respondents' answers regarding their perceived organizational support reveal the results from ten survey items. The overall average for this variable is 3.83, indicating that respondents generally agree with each statement. The statement with the highest mean, 3.99, is "The hospital values my contributions to its welfare," suggesting that respondents feel their contributions are acknowledged. However, the statement "The hospital cares about my opinions" received the lowest mean of 3.57, indicating that, despite recognition, there is still room for improvement in listening to employee feedback.

For the variable of organizational commitment, the results show an average score of 3.88. The highest score comes from a statement regarding the difficulty of leaving the hospital, reflecting a strong loyalty. The lowest average, 3.67, is found in the statement about a sense of ownership, indicating a positive emotional connection, albeit not very strong. The average for continuance commitment also indicates support for remaining in the organization, with a score of 3.92.

Finally, for organizational citizenship behavior, the overall average reaches 4.09. The highest indicator is related to respecting colleagues, with an average of 4.27. This demonstrates that respondents tend to exhibit positive behaviors in maintaining good workplace relationships, although the statement about keeping up with changes in the hospital received the lowest score of 3.88. This underscores the importance of adaptation and communication in a dynamic work environment.

Measurement Model Testing (Outer Model)
Convergent Validity Results
Convergent validity measures the correlation between reflective indicators and their latent variable values, requiring outer loading values of ≥ 0.7 and an Average Variance Extracted (AVE) of ≥ 0.50 (Hair et al., 2018). Our data shows all items for Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior meet these criteria.

Discriminant Validity Results
Discriminant validity evaluates how distinct a construct is from others by comparing the square root of the Average Variance Extracted (AVE) with correlations among latent variables. Our data presents cross-loading results, confirming that all constructs— perceived organizational support, organizational commitment, and organizational citizenship behavior—exhibit strong discriminant validity.

Heterotrait-Monotrait Ratio (HTMT) Results

Discriminant validity can be assessed using the Heterotrait-Monotrait Ratio (HTMT), which is the average of the inter-item measurements of variables compared to the geometric mean of the correlations among those inter-item measurements. According to Hair et al. (2018), an acceptable HTMT value should be less than 0.9. Our data indicates that all HTMT analysis results in this study are below 0.9, thereby confirming that discriminant validity is achieved.

Table 1. Heterotrait-Monotrait Ratio (HTMT) Results

Variables	Organizational Commitment	Organizational Citizenship Behavior	Perceived Organizational Support
Organizational Commitment			
Organizational Citizenship Behavior	0.570		
Perceived Organizational Support	0.756	0.605	

Reliability Test Results

Reliability testing is assessed through Cronbach's Alpha and Composite Reliability values, determining whether a research variable is reliable. A variable is considered reliable if Cronbach's Alpha exceeds 0.6 and Composite Reliability exceeds 0.7 (Hair et al., 2018). As shown in Table 2, the Composite Reliability for Perceived Organizational Support is 0.954, for Organizational Commitment is 0.967, and for Organizational Citizenship Behavior is 0.974. Correspondingly, the Cronbach's Alpha values are 0.946 for Perceived Organizational Support, 0.963 for Organizational Commitment, and 0.972 for Organizational Citizenship Behavior. Thus, all research items exhibit Cronbach's Alpha values greater than 0.6, Composite Reliability values exceeding 0.7, and Average Variance Extracted (AVE) values above 0.5, confirming that all variables are valid and reliable.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Note
Organizational Commitment	0.963	0.967	0.619	Reliable
Organizational Citizenship Behavior	0.972	0.974	0.627	Reliable
Perceived Organizational Support	0.946	0.954	0.674	Reliable

Inner Model Testing (Structural Model)

R-Square Test Results

The R-squared values indicate the predictive ability of independent variables. The R^2 for Organizational Citizenship Behavior and Organizational Commitment is 0.530, suggesting a moderate correlation, while 47% is influenced by external variables. Additionally, R^2 for Organizational Citizenship Behavior and Organizational Commitment is 0.384, also moderate, with 61.6% influenced by other factors (Hair et al., 2018).

Hypothesis Test Results

Table 3 presents the hypothesis testing results for the direct path coefficients, indicating significant positive influences among variables. First, Perceived Organizational Support positively impacts Organizational Citizenship Behavior (OCB) among nurses at RS Advent Bandar Lampung, evidenced by a t-statistic of 3.661 (p-value = 0.000) (Hair et al., 2018). Thus, H1 is accepted. Second, Perceived Organizational Support significantly affects Organizational Commitment, with a t-statistic of 14.631 (p-value = 0.000), leading to the acceptance of H2 (Hair et al., 2018). Lastly, Organizational Commitment positively influences OCB, shown by a t-statistic of 2.662 (p-value = 0.008), confirming the acceptance of H3 (Hair et al., 2018).

Table 3. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T *Statistics* (O/STDEV)	P- *Values*	Result
Organizational Commitment -> Organizational Citizenship Behavior	0,286	0,293	0,07	2,662	0.008	Significant
Perceived Organizational Support -> Organizational Commitment	0,728	0,735	0,050	14,631	0,000	Significant
Perceived Organizational Support -> Organizational Citizenship Behavior	0,379	0,381	0,104	3,661	0,000	Significant

Mediation Test (Specific Indirect Effect)

The mediation test assesses the indirect relationship between the independent variable and the dependent variable through the mediation variable. A t-statistic greater than 1.96 and a p-value less than 0.05 indicate that the coefficient is statistically significant and reliable (Hair et al., 2018). Table 4 reveals a significant positive indirect relationship between Perceived Organizational Support and Organizational Citizenship Behavior (OCB) through Organizational Commitment. This is evidenced by a path coefficient of 0.208, a t-statistic of 2.565 (greater than 1.96), and a p-value of 0.010 (less than 0.05). Therefore, Organizational Commitment mediates the effect of Perceived Organizational Support on OCB among nurses at RS Advent Bandar Lampung.

Table 4. Mediation Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result

Perceived Organizational Support -> Organizational Commitment -> Organizational Citizenship Behavior	0.208	0.215	0.081	2.565	0.010	Significant

Discussion

H1: The Influence of Perceived Organizational Support on Organizational Citizenship Behavior in Nurses at Adventist Hospital Bandar Lampung

Based on hypothesis testing results, perceived organizational support significantly and positively influences organizational citizenship behavior among nurses at RS Advent Bandar Lampung, as indicated by a t-statistic of 3.661 (greater than 1.96) and a p-value of 0.000 (less than 0.05). This finding aligns with Sari et al. (2019) and Ayman Alshaabani et al. (2021), who noted a positive relationship between these variables. Conversely, it contradicts Jehanzeb (2020) and Yovita Narwastu et al. (2023), who found high support perceptions did not directly affect citizenship behavior. High perceived support fosters positive behaviors, facilitating cooperation and empathy among employees (Sheikh, 2023).

H2: The Influence of Perceived Organizational Support on Organizational Commitment in Nurses at Adventist Hospital Bandar Lampung

Based on hypothesis testing results, perceived organizational support positively and significantly influences organizational commitment among nurses at RS Advent Bandar Lampung, with a t-statistic of 14.631 (greater than 1.96) and a p-value of 0.000 (less than 0.05). High-quality organizational support fosters loyalty and enthusiasm in employees, contributing to their commitment and reducing turnover (Shuyue Zhang, 2023). When nurses perceive that the hospital values their contributions, they are more likely to remain committed, aligning with their personal values and expectations. This supports Rhoades and Eisenberger's (2002) assertion that perceived support enhances organizational commitment. Additionally, this study aligns with Sheikh (2023) and Jehanzeb (2020), who also found a positive relationship, while contrasting with Yovita Narwastu et al. (2023), who reported no significant impact. Furthermore, Fatmasari and Rozaq (2023) emphasize that higher perceived support correlates with increased organizational commitment.

H3: The Influence of Organizational Commitment on Organizational Citizenship Behavior in Nurses at Adventist Hospital Bandar Lampung

Based on the hypothesis testing results, the t-statistic is 2.662, indicating it is greater than 1.96, while the p-value is 0.008 (less than 0.05). This confirms a significant influence between the variables (Hair et al., 2018). The findings demonstrate that organizational commitment positively and significantly affects organizational citizenship behavior among nurses at RS Advent Bandar Lampung, supporting the research of Jehanzeb (2020), which also indicates a significant relationship. The data collected stating, "I would be very happy to spend the rest of my career with the hospital," reflecting strong commitment among employees that encourages them to exceed their job responsibilities. This is evidenced by an average score of 4.09 in the altruism dimension, indicating that nurses at RS Advent exhibit discretionary behavior aimed at assisting others with

relevant issues (Pilar Ficapal, 2020). The results align with studies by Nurjanah et al. (2020) and Sholikhah & Frianto (2022), which found that organizational commitment influences organizational citizenship behavior. However, these findings contrast with Novianti (2021), who reported no significant effect of organizational commitment on organizational citizenship behavior.

H4: Organizational Commitment Mediates the Influence of Perceived Organizational Support on Organizational Citizenship Behavior in Nurses at Adventist Hospital Bandar Lampung

The hypothesis testing results indicate that organizational commitment mediates the effect of perceived organizational support on organizational citizenship behavior among nurses at RS Advent Bandar Lampung. This is evidenced by a positive path coefficient of 0.208, a t-statistic of 2.565 (greater than 1.96), and a p-value of 0.010 (less than 0.05). When nurses feel treated fairly by the organization, their commitment increases, leading to positive behaviors, such as helping colleagues, which aligns with the findings of Na-Nan et al. (2020). This emphasizes the importance of enhancing organizational commitment to maximize the contributions of perceived support, consistent with Fatmasari & Rozaq (2023). However, it contradicts the findings of Yovita Narwastu et al. (2023).

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the findings of the research titled "The Influence of Perceived Organizational Support on Organizational Citizenship Behavior with Organizational Commitment as a Mediating Variable (A Study on Nurses at RS Advent Bandar Lampung)," several conclusions can be drawn. Firstly, perceived organizational support positively and significantly affects organizational citizenship behavior among nurses, indicating that better support perceptions lead to higher citizenship behavior. Secondly, perceived organizational support positively influences organizational commitment, encouraging nurses to commit to their organization. Thirdly, organizational commitment positively impacts organizational citizenship behavior, demonstrating that committed employees are more likely to engage in citizenship actions. Additionally, organizational commitment mediates the relationship between perceived organizational support and organizational citizenship behavior, suggesting that high support perceptions require organizational commitment to enhance citizenship behavior.

Suggestions

In terms of recommendations, hospitals should promote open communication to facilitate feedback from employees regarding their needs and expectations, involve them in decision-making, and provide training while recognizing performance achievements. Furthermore, engaging workers through team-building activities and maintaining a positive culture can foster commitment. Lastly, hospitals should develop both technical and soft skills, enabling nurses to balance their work with voluntary organizational activities. This research is limited by its sample size and focus on specific variables; future studies should consider broader samples and additional influencing variables for a more comprehensive understanding of organizational citizenship behavior.

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