MEDIATION OF ORGANIZATIONAL COMMITMENT: THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF PUBLIC SERVICE EMPLOYEES

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| Article Info	Abstract
	This study aims to analyze the effect of perceived organizational support on organizational citizenship behavior by mediating organizational commitment. The sample used non-probability sampling with purposive sampling as many as 100 respondents of civil servants throughout Boyolali Regency. This study was quantitative research methods using questionnaires as data collection materials which were analyzed with the help of IBM SPSS Software Version 23. The results of this study prove that perceived organizational support has a positive and significant effect on organizational citizenship behavior, organizational commitment has positive and significant effect on organizational citizenship behavior, and organizational commitment mediates the relationship between perceived organizational support and organizational citizenship behavior.

INTRODUCTION

The era of globalization has many challenges and competition in improving human resources. Individuals are required to always improve their quality. Human resources are an important factor in the development of the economic sector, especially the success of an organization or company (Bagire & Mafabi, 2017). Organizations need human resources to achieve their goals, therefore human resources must always be developed in order to run the organization effectively and efficiently (Saraswati & Hakim, 2019). The work environment also affects human resources. A good work environment has an effect on organizational achievement, because a good work environment will also create high-performing human resources, both individually and in groups (Share & Mafabi, 2017). The dynamic world of work as it is today, organizations demand employees who are always willing to carry out tasks even though they are not on the job desk and expect voluntary and sincere behavior without having to be ordered (Mangindaan et al., 2020). Organizations must continue to pay attention to the quality of employees, not just focusing on the

organization. Therefore, organizations need organizational citizenship behavior in employees (Terzi, 2015; Yuliani & Katim, 2017) .

Civil servants (PNS) are one of the human resources that have an important role in realizing the goals set by the government, both central and regional. The number of civil servants both working in central and regional agencies with the number of central civil servants is 958.919 (23, 01%) and the number of regional civil servants is about a r 3.209.199 (76, 99 %) (bkn.go.id, nd). The large number of civil servants shows the high interest in becoming civil servants at both the central and regional levels. So that as civil servants as well as state servants, they must have high discipline, good performance and mindset, and are responsible for carrying out public services (Kurdi, 2020) .

Figure 1 Comparison of the Number of Civil Servants in Central and Regional Agencies in 2011-2020
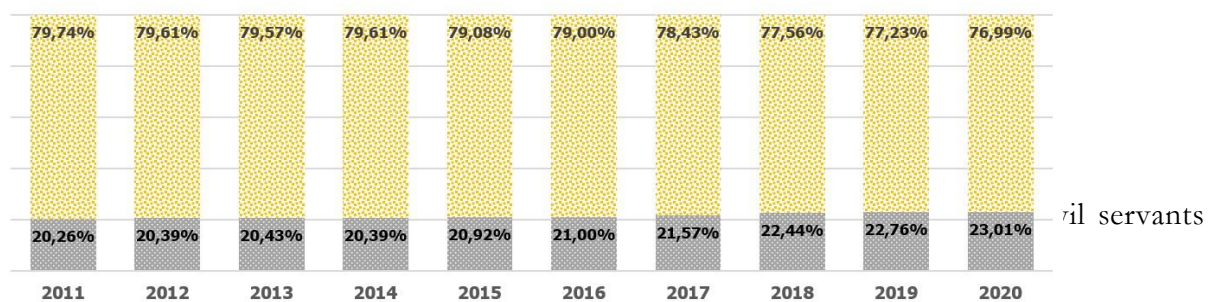
Source: (bkn go.id 2021)

Though it is not too significant when compared to the percentage of civil servants working in regional agencies. This shows that most people are more interested in working as civil servants in central agencies than in regional. However, both civil servants who work in central and regional agencies have the same responsibility in providing public services (bkn.go.id, 2021) .

Figure 2. The Highest Number of Civil Servants in the Group of 51-55 Ages
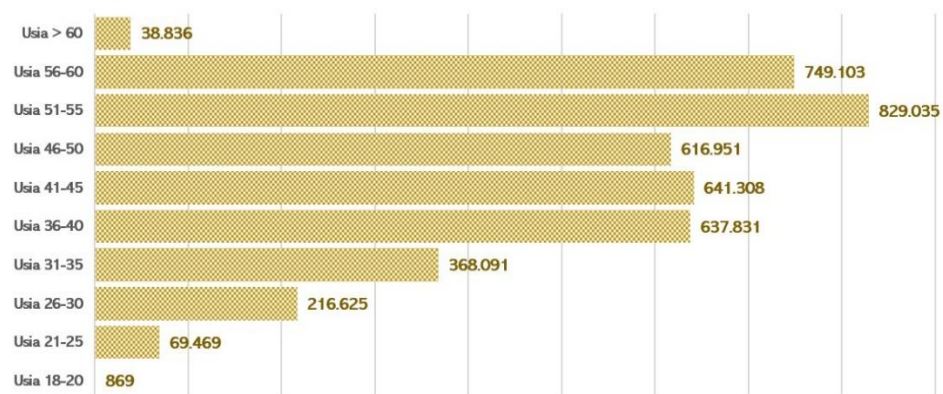
Source: https://www.bkn.go.id/statistik-pnsThe presence of productive civil servants is a

challenge for the ntry

Although the number of civil servants is large, if they are not qualified in carrying out their responsibilities, it will not bring progress to the nation (Dewi & Rahayu, 2020) Organizational citizenship behavior arises because of employee job satisfaction in an organization (Hastuti & Wibowo, 2020) . Individuals are more able to adapt in an organization stably if they have the ability to face various challenges. Individuals who have a high level of resilience will respond to these challenges with calm and positive emotions, they make these challenges as job lighters so that it will lead to positive organizational citizenship behavior (Paul et al., 2019). Organizations will receive benefits from individuals who have positive organizational citizenship behavior , which will affect the efficiency and effectiveness of an organization (Bibi et al., 2019) .

The increase in organizational citizenship behavior is influenced by perceived organizational support , where perceived organizational support is a determining factor for organizational citizenship behavior (Cobit & Dewanti, 2017). Organizational support is an employee's perception of the organization regarding the extent to which an organization treats its employees, assesses employee contributions, and cares about employee welfare (Agung et al., 2017; D & Riana, 2019). Organizational citizenship behavior depends on the support provided by the organization to employees, the higher the organizational support for employees, the higher the level of positive perception of *organizational citizenship behavior* of employees towards the organization (Tan et al., 2019) .

Organizational support that can be provided by an organization includes salary increases, job training, job promotions, and improving employee skills. Such organizational support must be able to produce the desired expectations of employees towards the organization (Dai et al., 2016) . Employees who get good organizational support, they will feel obliged to help the organization achieve its organizational goals. They will work beyond expectations in helping the organization achieve its goals (Tan et al., 2019) .

Another factor that influences organizational citizenship behavior is organizational commitment. Organizational commitment reflects the desire of employees to remain members of the organization and willingness to always do their best for the benefit of the organization (Terzi, 2015; F. Wulandari & Putriyanti, 2020) . Organizational commitment can provide a strong positive behavior towards the organization (Saadeh & Suifan, 2020) . The importance of creating organizational citizenship behavior in an organization is influenced by how organizational commitment is within employees, where commitment is what drives the creation of *organizational citizenship behavior* in organizations (Rosario Núñez et al., 2020). Organizational commitment is an absolute must in maintaining organizational stability and development (Lintong et al., 2018) .

However, based on (Saraswati & Hakim, 2019), organizational commitment in Indonesia is still relatively low at only 57%.

The research gap in this study is the effect of perceived organizational support and organizational commitment on organizational citizenship behavior. Various studies explain that the higher the perceived organizational support and organizational commitment, the better the employee 's organizational citizenship behavior (Agung et al., 2017; Arasanmi & Krishna, 2019) . The effect of perceived organizational support and organizational commitment on organizational citizenship behavior has also been carried out by Wibowo (2019) which is perceived organizational support and organizational commitment have an effect on organizational citizenship behavior. However, another survey shows that Perceived organizational support has no significant effect on continuance commitment because employees are more able to increase continuance commitment with performance development or they will leave the organization if they get a good opportunity (Bibi et al., 2019). The purpose of this study is to analyze the effect of perceived organizational support on organizational citizenship behavior with organizational commitment as a mediation. This study also examines the direct effect of perceived organizational support and organizational commitment on organizational citizenship behavior.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is employee behavior that is not part of the employee's job description, but is employee's open and voluntary behavior that is beneficial to the organization (Supriyanto et al., 2020) . According to Sahrah, (2018) Organizational Citizenship Behavior (OCB) has characteristics as voluntary behavior and is not included in the job description. Meaningful spontaneous behavior is behavior carried out without any orders or suggestions from others. Behavior has a contribution to the progress and effectiveness of the organization, the behavior to always be responsible for the progress of an organization. Behavior is not easily rewarded through performance evaluation because the behavior is not in the job description.

According to Bagire & Mafabi, (2017) organizational citizenship behavior has five indicators/dimensions including altruism or willingness to assist relevant tasks in the organization voluntarily. Helping the relevant task in question is helping coworkers experiencing difficulties even though it is not their responsibility. So this dimension shows the behavior of helping co-workers related to problems faced by other co-workers (Rosario Núñez et al., 2020). Conscientiousness is behavior that exceeds the expectations of the company, they voluntarily do work that is not their obligation (Sahrah, 2018) . They take actions that are beneficial to the

organization beyond what has been agreed, for example, taking the initiative to increase their knowledge and voluntarily taking responsibility (Christy et al., 2018) . Sportsmanship is a behavior of tolerance for gaps that occur within the company by not raising objections without any logical reason. This behavior shows a high tolerance for a work environment that is less pleasant or even unpleasant (Terzi, 2015) . Courtesy is behavior to always maintain good relations with co-workers, so that they always respect and respect others, including helping someone to prevent a problem from occurring or taking action to reduce the development of a problem (Jehanzeb, 2020) . Civic Virtue is responsible behavior towards the company (paying attention to changes in the organization, providing initiatives for the company to be better, maintaining company resources) (Jehanzeb, 2020) . They also voluntarily participate in overcoming the problems faced by an organization for the betterment of an organization. This behavior leads to improving the quality of the work that is the job desk (Yeh, 2019) .

Perceived organizational support (POS)

Perceived organizational support (POS) is one of the factors that influence the level of OCB (Sahrah, 2018). Perceived organizational support (POS) is an employee's perception of the organization about the extent to which the organization values employee contributions and cares about their welfare (Stinglhamber et al., 2020). Organizational support felt by an individual is the degree to which the individual believes the organization appreciates the contribution they have made and cares for their well-being. However, if the organization does not respect its employees, employees will perceive these tasks as unpleasant and they will provide unsatisfactory work results for the organization (Wibowo, 2019) .

Organizational Commitment

Organizational commitment is the willingness to exert effort for the benefit of the organization and the desire to maintain membership in an organization (Saadeh & Suifan, 2020) . Organizational commitment is a determining factor for the continuity of an organization, the higher the commitment of an individual, the higher the level of awareness and responsibility for the organization, and vice versa (Pamungkas & Wulandari, 2021) . If the commitment of an individual is low, the level of awareness and responsibility will be low as well. Employees who have a high commitment will increase organizational productivity and competitiveness (F. Wulandari & Putriyanti, 2020) . Organizational commitment also has an important role in an organization, especially in employee performance, this is because commitment will be an impetus for them to be more responsible for their obligations (Bodroastuti & Tirtono, 2019) . If individuals receive more from the organization than what they contribute then organizational commitment will emerge (Yeh, 2019) .

Hypothesis Development

The effect of perceived organizational support (POS) on organizational behavior citizenship (OCB)

Perceived organizational support (POS) is an employee's view of the organization regarding the extent to which the organization values its employees (Stinglhamber et al., 2020) . Positive perception felt by employees affect OCB behavior in the organization, because it is a component of OCB (Shakir, 2018) . OCB is an employee's open and voluntary behavior that is beneficial to the organization, including the willingness of employees to exert their energy for the organization and work beyond expectations (Paul et al., 2019) . The better the POS in the organization, the better the OCB behavior that is beneficial to the organization (Kurtessis et al., 2017) . POS will increase employee interest, employee performance spirit, and employee contribution to the organization. Organizations must pay attention to employee welfare and value employee contributions, where this is a component of POS that will affect OCB behavior (Testa et al., 2020) . Research conducted by Afsar & Badir, (2016) shows that the higher the POS, the more OCB behavior will increase.

H1: The higher the POS perceived by the employee, the higher the employee's OCB behavior.

Effect of organizational commitment on Organizational Citizenship Behavior (OCB)

Organizational commitment is an individual's attitude towards the organization, including attitudes towards organizational goals, involvement in the work of the organization, and loyalty to the organization (Christy et al., 2018) . Organizations must strive to increase commitment because commitment is directly related to the organization, where commitment is a determination to achieve organizational goals (Bibi et al., 2019) . Commitment is a determining factor for employee OCB behavior in the organization, the higher an individual's commitment, the higher the employee's OCB behavior, and vice versa. If the commitment of an individual is low, the OCB behavior will be low as well (bagire & Mafabi, 2017) . Companies will feel happy if employees have good work productivity and show civic behavior or OCB, because employees are an important factor in an organization (Lee & Luo, 2015) . OCB employees with high commitment will have a positive impact on the organization (Arasanmi & Krishna, 2019) . Researchers (Yeh, 2019) show that the higher the organizational commitment, the higher the OCB behavior of employees, this is also done by (Kirk Chang Bang Nguyen Kuo and & Lee, 2016; Rosario Núñez et al., 2020; Terzi, 2015) .

H2: The higher the perceived organizational commitment of employees, the higher the employee's OCB behavior.

The effect of perceived organizational support (POS) on organizational commitment

Good organizational support makes employees increase their involvement in an organization and tend to work beyond expectations (Tang et al., 2017) . Good organizational support can improve employee adaptability and employee commitment to the organization (Arasanmi & Krishna, 2019) . Organizational commitment is the willingness of individuals to exert their efforts for the benefit of the organization and the desire to maintain membership in an organization (Saadeh & Suifan, 2020) . Organizational support will also make employees voluntarily give their time and energy to make the organization more productive (Bibi et al., 2019) .

Organizational support leads to an increase in employee performance. An extra increase in employee performance will be beneficial for an organization, so organizational support must be able to provide a positive reciprocal relationship between employees and the organization. Organizational support must be used as a key in influencing employee performance outcomes (Dai et al., 2016) . Organizational success is influenced by employee organizational commitment to the organization, so the better the POS provided by the organization, the better the organization will be. High organizational commitment is an organizational expectation (Bibi et al., 2019) . Research (Donald et al., 2016) also shows that POS has a significant relationship to organizational commitment, this is also done by (Arasanmi & Krishna, 2019; Saadeh & Suifan, 2020) .

H3: The higher the employee's perceived POS, the higher the employee's organizational commitment.

**Mediating effect of organizational commitment on the relationship between POS and OCB**

A study on the mediating effect of organizational commitment on the relationship between POS and OCB has been carried out by researchers (S. Wulandari & Andriani, 2019) where the research shows that there is an indirect and significant effect between perceived organizational support on organizational citizenship behavior and organizational commitment as a mediation. Researcher Wibowo, (2019) has also conducted research on the relationship between perceptions of organizational support and organizational citizenship behavior with the mediation of affective commitment. The study indicates that affective commitment mediates the relationship between POS and OCB, although it is only partially mediated. The mediating role of organizational commitment in the relationship between POS and OCB is carried out because employees realize that the perceived organizational commitment of employees will affect the perception of employee

support for the organization (POS) (Arasanmi & Krishna, 2019) , then if POS is good it will create good OCB behavior (Afsar & Badir, 2016) .

Empirical studies show that organizational commitment has an effect on POS and OCB, good organizational commitment will also have good POS and OCB employees (Bibi et al., 2019; Yeh, 2019) . Therefore, based on a significant relationship based on previous research, POS and OCB (Afsar & Badir, 2016; Kurtessis et al., 2017; Testa et al., 2020) , organizational commitment and OCB (Arasanmi & Krishna, 2019; Kirk Chang Bang Nguyen Kuo and & Lee, 2016; Rosario Núñez et al., 2020; Yeh, 2019) .

H4: Organizational commitment mediates the relationship between POS and OCB.

Figure 3. Research Model

: Indirect influence
: Direct influence
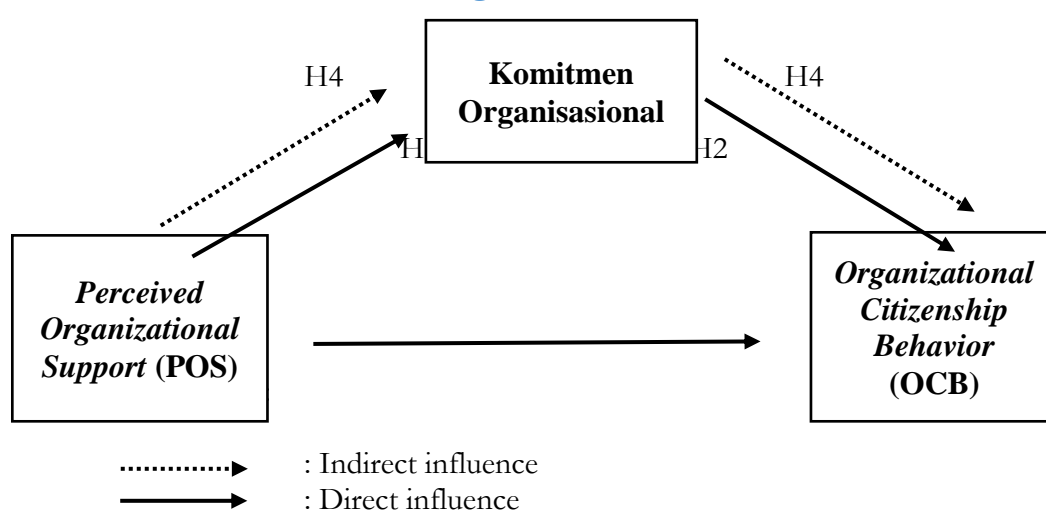
METHODOLOGY
Population, Sample, and Sampling Technique

The population in this study were civil servants throughout Boyolali Regency, both educators and non-educators, totaling 8,458 people (bpk2d.boyolali.go.id). A researcher can examine part of (the sample) or all of it. In this study, the sample was drawn using a purposive sampling technique. The selection of this type of sample was carried out based on the criteria that were met with the research objectives (Rumangkit, 2020). The determination of the number of samples in this study is based on the Lemeshow formula (Riyanto & Hatmawan, 2020) with the following calculations:

$$n = \frac{Z^2\, p\, (1-p)}{d^2}$$

Information:

n   = Minimum Sample Quantity

Z   = Degree of Significance

p   = Proportion

D   = Degree of precision/deviation

With a desired 95% confidence percent; Z = 1.96; p = 0.5; d = 0.1 (Riyanto & Hatmawan, 2020)

Then the minimum sample size is obtained:

$$n = \frac{Z^2 \, p \, (1-p)}{d^2}$$

$$= \frac{1{,}96^2 \times 0{,}5 \, (1-0{,}5)}{0{,}1^2}$$

= 96.04 people

So, the minimum sample size is 96 respondents, but in this study we will take a sample of 100 respondents to anticipate data errors.

Variable Operational Definition

Perceived organizational support (Sahrah, 2018; Stinglhamber et al., 2020) is measured from organizational appreciation for employee welfare, organizational concern for employee performance if it is not appropriate, organizational concern for employee satisfaction, connectedness between superiors and subordinates to continue to provide support. Organizational commitment is measured by affective commitment, normative commitment and continuous commitment (Pamungkas & Wulandari, 2021; F. Wulandari & Putriyanti, 2020) . Organizational citizenship behavior is measured by altruism in the form of willingness to help with tasks and problems of co-workers in the organization. Conscientiousness in the form of discipline in work and always works beyond expectations. Sportsmanship provides organizational policy support and tolerance for organizational discomfort. Courtesy/good relationship with co-workers. civic viirtue (employee participation as a form of responsibility) (Arasanmi & Krishna, 2019; Kirk Chang Bang Nguyen Kuo and & Lee, 2016; Rosario Núñez et al., 2020; Yeh, 2019).

Technique of Analyzing Data

This research used SPSS 23 to anlayze the data.

RESULTS & DISCUSSION

Characteristics of Respondents Based on Gender

Description of the characteristics of respondents by gender is presented in the table as follows:

Table 1. Characteristics of Respondents by Gender

No	Gender	Amount	Percentage
1	Man	37	37%
2	Woman	63	63%
Amount		100	100%

Source: Primary Data, processed 2022

Based on table 1 above, it shiws that out of 100 respondents, 37 were male with a percentage of 37%, while the number of female respondents were 63 people with a percentage of 63%. This indicates that the number of civil servants in Boyolali Regency who became respondents in this study is dominated by women with the greatest frequency.

Characteristics of Respondents by Division/Position

Description of the characteristics of respondents based on division/position is presented in the following table:

Table 2. Characteristics of Respondents by Division/Position

No	Division/Position	Amount	Percentage
1	Teacher	69	69%
2	Lecturer	3	3%
3	Ngemplak District Village Apparatus	15	15%
4	Implementing Nurse	7	7%
5	Nutrition Officer	2	2%
6	Level I Young Stylist	2	2%
7	Other	2	2%
	Amount	100	100%

Based on table 2 above, it can be seen that the respondents who have the most frequency are respondents with divisions/positions as teachers, as many as 69 respondents. Meanwhile, the respondents with the lowest frequency are respondents with divisions/positions as implementing nurses, nutrition officers, level I young stylists, and others, as many as 2 respondents.

Characteristics of Respondents by Work Place

The description of the characteristics of the respondents based on the place work is presented in the following table:

Table 3. Characteristics of Respondents Based on Work Place

No	Work place	Amount	Percentage
1	SMA/MAN	4	4%
2	SMP/MTS	2	2%
3	SD/MI	19	19%
4	Kindergarten/PAUD	28	28%
5	Boyolali Hospital	7	7%
6	Ngemplak District Office	15	15%
7	Others	25	25%
	Amount	100	100%

Source: Primary Data, processed 2022

Based on table 3 above, it can be seen that the respondents who have the most frequency are respondents working in TK/PAUD, as many as 28 respondents. Meanwhile, the respondents with the lowest frequency are respondents who worked in SMP/MTs as many as 2 respondents.

Characteristics of Respondents Based on Length of Work

The description of the characteristics of the respondents based on the length of work is presented in the following table:

Table 4. Characteristics of Respondents Based on Experience

No	Length of work	Amount	Percentage
1	2-5 Years	20	20%
2	6-10 Years	21	21%
3	11-15 Years	25	25%
4	16-20 Years	16	16%
5	21-25 Years	2	2%
6	26-30 Years	16	16%
	Amount	100	100%

Source: Primary Data, processed 2022

Based on table 4 above, it can be seen that the respondents who have the most frequency are respondents with working years between 11-15 years, consisting of 25 respondents. Meanwhile, the respondents with the lowest frequency are those with a length of work between 21-25 years consisting of 2 respondents.

Research Instrument Test
Validity Test
The questionnaire can be said to be valid if the value of $r_{count} > r_{table}$), but if $r_{count} < r_{table}$ then the questionnaire is declared invalid (Jaya, 2018) .

Table 5. Validity Test Results

Variable	Statement	Total *Correlation* r_{count}	r_{table}	Validity Description
Perceived Organizational Support	X1	0.556	0.197	**Valid**
	X2	0.665	0.197	**Valid**
	X3	0.653	0.197	**Valid**
	X4	0.754	0.197	**Valid**
	X5	0.754	0.197	**Valid**
	X6	0.635	0.197	**Valid**
	X7	0.810	0.197	**Valid**
	X8	0.757	0.197	**Valid**
	X9	0.646	0.197	**Valid**
Organizational Commitment	Z1	0.626	0.197	**Valid**
	Z2	0.675	0.197	**Valid**
	Z3	0.735	0.197	**Valid**
	Z4	0.702	0.197	**Valid**
	Z5	0.613	0.197	**Valid**
	Z6	0.631	0.197	**Valid**

	Z7	0.685	0.197	**Valid**
	Z8	0.487	0.197	**Valid**
	Z9	0.708	0.197	**Valid**
Organizational Citizenship Behavior	Y1	0.678	0.197	**Valid**
	Y2	0.571	0.197	**Valid**
	Y3	0.586	0.197	**Valid**
	Y4	0.655	0.197	**Valid**
	Y5	0.382	0.197	**Valid**
	Y6	0.687	0.197	**Valid**
	Y7	0.618	0.197	**Valid**
	Y8	0.493	0.197	**Valid**
	Y9	0.601	0.197	**Valid**
	Y10	0.486	0.197	**Valid**

Source: Primary Data, processed 2022

Based on the table above, the variables perceived organizational support, organizational commitment, and organizational citizenship behavior have $r_{count} > r_{table}$ so that all variable indicators in this research questionnaire are declared valid. The r_{table} value is obtained from the df value (df = N-2) with the number of samples (N) = 100, so that the r_{table} (α = 0.05) = 0.197 is obtained. This indicates that each question in the questionnaire can measure the three variables in the study.

Reliability Test

The test is carried out by looking at the *Cronbach Alpha value,* if the *Cronbach Alpha value for the* variable is greater than 0.70, it can be concluded that the questionnaire instrument is reliable (Astuti, 2019).

Table 6. Reliability Test Results

Variable	Cronbach Alpha Value	Reliable Standard Value	Reliability Description
Perceived Organizational Support	0.859	0.70	**Reliable**
Organizational Commitment	0.830	0.70	**Reliable**
Organizational Citizenship Behavior	0.767	0.70	**Reliable**

Source: Primary Data, processed 2022

Based on the results of the reliability test in table 6, it is found that Cronbach's Alpha for perceived organizational support is 0.859, organizational commitment is 0.830, and organizational citizenship behavior is 0.767. From these results, it can be concluded that the questionnaire in this study as a whole is declared reliable because the Cronbach Alpha value was > 0.70.

Classic assumption test

The classical assumption test consists of the Normality Test, Multicollinearity Test, and Heteroscedasticity Test (Lintong et al., 2018). The normality test in this study is carried out with the help of SPSS 23 software through a non-parametric statistical test based on 1 KS Sample (Kolmogorov Smirnov). The normality test for perceived organizational support, organizational commitment, organizational citizenship behavior shows the value of the One-Sample Kolmogorov-Smirnov Test > 0.05, which means that the data on these variables are normally distributed. Multicollinearity test is a test used to test the existence of a high correlation between independent variables in multiple linear regression models. The results of the multicollinearity test in the first equation above can be seen that the perceived organizational support, organizational commitment and organizational citizenship behavior variables have a tolerance value of <1,000 and a VIF value of 1- ≤ 10. This indicates that there is no multicollinearity symptom in the model of regression. Heteroscedasticity test is a test used to determine whether there is an inequality of variance. If the variance of the residuals from one observation to another observation remains, it is homoscedasticity, but if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity. Heteroscedasticity test can be done using a graph plot, if there is no clear pattern (spread dots) then there is no heteroscedasticity. The results of the heteroscedasticity test in the first equation above can be seen the significance value of the perceived organizational organizational commitment and organizational citizenship behavior variables showing that the significance value is > 0.05 so it can be concluded that the variables in the first equation regression model do not have heteroscedasticity symptoms.

Regression Analysis Test

Table. 7. Effect of Perceived Organizational Support on Organizational Commitment, Effect of Perceived Organizational Support and Organizational Commitment on Organizational Citizenship Behavior

Independent variables	Step 1 (KO)		Step 2 (OCB)	
	β	t	β	t
(Constant)	9,404	3.049	14,286	5.504
Perceived Organizational Support (POS)	.707	8,307**	.315	3,530**
Organizational Commitment	-	-	.443	5.453**
	R2 = .413 R2 = .407 _ F = 69.010 **		R2 = 0.540 R2 = .531 _ F = 57,049 **	

N= 100 **p** < .01

Source: Primary Data, processed 2022

The results in table 5 show that there is a significant positive effect of perceived organizational support on organizational commitment. The results also show that organizational commitment has a significant positive effect on Organizational Citizenship Behavior, as well as a significant positive effect of perceived organizational support on Organizational Citizenship Behavior.

Table 8: Mediating Organizational Commitment

No	Mediating Variable	Sobel test statistics	One-tailed probability	Two-tailed probability	Result
1	Perceived Organizational Support (POS) →Organizational Commitment →Organizational Citizenship Behavior	4.56976623	0.00000244	0.00000488	Eligible

Source: Primary Data, processed 2022

The results of the Sobel test indicate that organizational commitment is able to mediate the effect of perceived organizational support on organizational citizenship behavior with a statistical Sobel test value of 4.56976623 and a significance value of 0.00, which means <5%.

DISCUSSION

The results reveal that perceived organizational support has a positive and significant effect on organizational citizenship behavior. This is realized by the existence of good organizational support, which includes the organization's concern for the welfare, problems, and work of employees. In addition, the organization also appreciates the contribution and hard work of employees. The positive and significant influence shows that the higher the perceived organizational support felt by the employees, the higher the organizational citizenship behavior will be. The results of this study are supported by research conducted by (Afsar & Badir, 2016) which states that the higher the POS, the more OCB behavior will increase, this is also done by (Kurtessis et al., 2017; Tan et al., 2019) .

The results also indicate that organizational commitment has positive and significant effect on organizational behavior citizenship. This high organizational commitment can be seen from the behavior shown by employees towards their organization, such as they really feel that organizational problems are their problems too, they feel happy spending time with the organization, they feel emotionally attached, and they believe that they must always be loyal to the organization. The positive and significant effect shows that the higher the perceived organizational commitment of the employees, the higher the organizational citizenship behavior will be. The results of this study are supported by research conducted by researchers (Yeh, 2019) which indicate

that the higher the organizational commitment, the higher the OCB behavior of employees. This is also similar with the research of (Kirk Chang Bang Nguyen Kuo and & Lee, 2016; Rosario Núñez et al., 2020; Terzi, 2015) .

The research findings also show that the higher the perceived organizational support of employees, the higher the organizational commitment will be. The results of this study are supported by research conducted by researchers (Donald et al., 2016) which shows that POS has a significant relationship to organizational commitment, and is also conducted by (Arasanmi & Krishna, 2019; Saadeh & Suifan, 2020) .

The mediating relationship of organizational commitment to perceived organizational support and organizational citizenship behavior shows that the higher the perceived organizational support, the higher the organizational commitment. High organizational commitment will increase the organizational citizenship behavior of employees. The results of this study are supported by research conducted by researchers (S. Wulandari & Andriani, 2019) where the research shows that there is an indirect and significant effect between perceived organizational support on organizational citizenship behavior and organizational commitment as a mediation.

CONCLUSION

The results reveal that all the effects of the variables studied in this study have a significant positive effect on organizational citizenship behavior. Perceived Organizational Support (POS) has the greatest influence in increasing organizational commitment. The results indicate that organizational commitment is able to bridge the influence of Perceived Organizational Support (POS) on organizational citizenship behavior with the mediation result being partial mediation. This study has limitations; the variables used in this study are only limited to perceived organizational support, organizational commitment and organizational citizenship behavior so that there are still other possible variables that can be used to determine the factors that influence organizational citizenship behavior. The results of the coefficient of determination (R^2) in this study obtained an R Square value of 54% which means that organizational citizenship behavior is only influenced by perceived organizational support and organizational commitment by 54%, while the remaining 46% is influenced by other factors that have not been studied in this study. It is expected that the organization will be able to maintain and increase perceived organizational support towards employees, in order to create organizational commitment in employees so as to create positive organizational citizenship behavior.

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