The Role of Organizational Commitment in Mediating Perceived Organizational Support on Organizational Citizenship Behavior

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Abstract

This study aims to empirically examine the influence of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) with Organizational Commitment (OC) serving as a mediating variable at PT SBC Berkah Bersama. The research employs a quantitative approach using the Partial Least Square–Structural Equation Modeling (PLS-SEM) method for data analysis. The sample consists of 70 front-line employees selected through non-probability sampling with a saturated sampling technique. The findings reveal that POS has a positive and significant effect on both OCB and Organizational Commitment. Furthermore, Organizational Commitment also exerts a positive influence on OCB. The mediation analysis indicates that Organizational Commitment significantly mediates the relationship between POS and OCB, demonstrating a partial mediation effect. This finding suggests that optimal organizational support can enhance employee commitment, which in turn encourages voluntary behavior beyond their formal roles. This study has practical implications for the management of PT SBC Berkah Bersama to strengthen organizational support strategies as an effort to enhance employee loyalty and extra-role behavior.

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

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Introduction

The retail industry in Indonesia has shown significant growth in recent years. Changes in consumer patterns, increased purchasing power, and developments in digital technology have driven major transformations in the retail business landscape. According to data from the Ministry of Trade of the Republic of Indonesia, the wholesale and retail trade sector in 2024 is projected to grow by 6.7 percent from the previous year. This growth demonstrates the resilience and enormous potential of the retail sector in supporting the national economy. In addition, the phenomenon of digitalization through the implementation of e-commerce, application-based services, and omnichannel strategies has become an important factor that further strengthens the competitiveness of retail companies in Indonesia (1).

In line with these developments, retail companies are faced not only with opportunities but also with increasingly complex challenges. These challenges include dynamic changes in consumer preferences, intense global competition, and demands for increasingly personalized services. To survive in this highly competitive environment, companies are required to have effective human resource management strategies. Employees play a key role in directly influencing service quality and the company's image in the eyes of customers (2). Therefore, the success of an organization is not solely determined by marketing strategies or operational efficiency, but also by the proactive behavior and voluntary contributions of employees who often go beyond their formal job responsibilities.

In organizational behavior studies, the concept of Organizational Citizenship Behavior has become an important topic that has received widespread attention. OCB describes employees' voluntary actions beyond their formal duties that are hard to measure through performance evaluations but contribute to helping others and improving the workplace (3). According to Organ in Ferdiansyah and Safitri (4), OCB is defined as voluntary behavior performed by employees outside their formal roles, such as helping coworkers, maintaining a conducive work environment, and showing concern for the progress of the organization. In the context of the retail industry, OCB is crucial because employees interact directly with customers, so positive behavior that goes beyond formal duties can increase customer satisfaction and loyalty (5). Research conducted by Nandal and Nandal (6) shows that OCB contributes to improving team performance, strengthening organizational operational efficiency, and building a positive company image in the eyes of customers.

Field observations indicate that the implementation of Organizational Citizenship Behavior (OCB) at PT SBC Berkah Bersama, a distribution company based in Ngoro District, Jombang Regency, has not been fully optimized. A preliminary survey of 22 front-line employees revealed limited initiative to assist colleagues beyond their formal duties, suggesting a lack of internalization of the company's core value of "Willingness to Sacrifice." This finding is supported by interviews with the SSDM Manager, who noted that some employees view their tasks as individual responsibilities, resulting in reluctance to engage in activities outside their primary roles.

Another issue identified in this study concerns the limited opportunities for career development, particularly among front-line employees. The relatively flat organizational structure of PT SBC Berkah Bersama restricts promotion prospects and limits employees' chances for upward mobility. This condition has contributed to employees' perception that the organization's support for career growth is not yet optimal. According to Pack, as cited in Pramudita and Irbayuni (7), this perception is referred to as Perceived Organizational Support (POS), which describes the extent to which employees believe that their organization values their contributions and cares about their well-being. Eisenberger and Rhoades, as cited in Prasetya and Rini (8), explain that employees are more likely to trust their organization when they perceive the organization's evaluations and recognition as fair and positive. When employees feel that they do not receive sufficient support, their commitment and loyalty to the organization may decrease (4,9).

The low level of employee commitment is reflected in the survey results, which indicate that many employees show limited enthusiasm for their work and tend to prioritize personal interests over

team goals. This condition is further supported by interviews with the SSDM Manager, who explained that although the company has made efforts to internalize RMJP's core values, particularly the principles of "Willingness to Sacrifice" and "Never Give Up," some employees still exhibit less than optimal commitment and loyalty in performing their job responsibilities. Ainurriyah and Santoso explained that Organizational Commitment represents an individual's ability to assume and carry out responsibilities within an organizational setting, both on a personal level and in relation to others (10). Employee loyalty serves as a reflection of the organization's commitment to its people, emerging from a shared understanding of values and objectives between employees and the company. This harmony encourages sincerity and voluntary effort, allowing employees to carry out their tasks with dedication and a genuine sense of responsibility, which in turn supports the achievement of organizational goals (11).

The interrelationship among POS, Organizational Commitment, and OCB has been extensively explored in prior academic literature. Empirical findings reported by Pratiwi & Muzakki (12) confirm that POS has a significant significant influence on organizational commitment. Furthermore, studies conducted by Fatmawati & Azizah (13) as well as Ferdinan & Dewi (14) demonstrate that organizational commitment functions as a mediating variable linking POS and OCB. Nevertheless, most existing research has predominantly focused on the public sector, educational institutions, and restaurant industries located in major urban areas. Consequently, empirical investigations addressing this relationship within the retail sector, particularly in regional contexts with distinct organizational characteristics, remain considerably limited.

Regional retail companies such as PT SBC Berkah Bersama face resource constraints, simple organizational structures, and a stronger corporate culture. Thus, this study is expected to contribute scientifically by deepening the understanding of the influence of POS on OCB through the mediating role of organizational commitment, particularly in the context of the retail industry at the regional level.

This research offers a a novel contribution by examining organizational commitment as a mediating mechanism in the relationship between POS and OCB within the context of regional retail organizations. Distinct from prior studies predominantly focused on public institutions or modern service industries, this study underscores the behavioral dynamics of front-line employees in emerging local retail firms. The results are expected to extend the theoretical discourse on organizational behavior and provide practical insights for managers in formulating strategic organizational support initiatives that strengthen employee commitment and foster extra-role behaviors in the workplace.
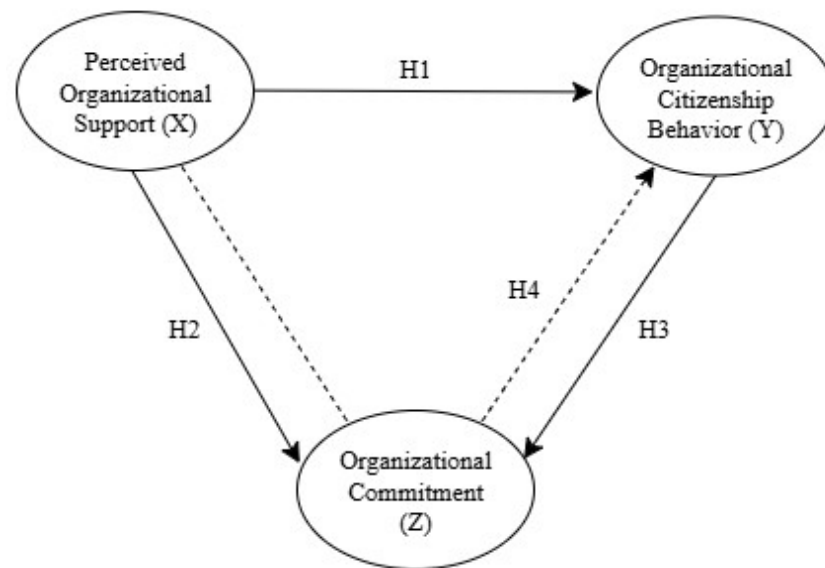
Hypotheses Development

Based on the description of the phenomenon, research gaps, and novelty as explained above, the researcher formulates the following hypotheses.

H1: Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior at PT SBC Berkah Bersama.

H2: Perceived Organizational Support has a significant positive effect on Organizational Commitment at PT SBC Berkah Bersama.

H3: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior at PT SBC Berkah Bersama.

H4: Perceived Organizational Support has a significant positive effect on Organizational Citizenship Behavior through Organizational Commitment as a mediating variable at PT SBC Berkah Bersama.

Figure 1. Conceptual Framework

Source: Data processing results by the author, 2025

Research Methods

Table 1. Variable Measuring Items

Variables	Indicators	Items
Perceived Organizational Support (X)	Appreciation	(X1.1) The company gives rewards (non-material or material) for employee contributions.
	Development	(X1.2) I was given guidance or coaching to improve my performance.
Robbins & Judge in Rusmita et al., (15)	Infrastructure	(X1.3) The company provides adequate facilities to support my work.
	Concerm	(X1.4) The company is able to provide solutions to employees in dealing with issues that may affect their work.
Organizational Citizenship Behavior (Y)	Altruism	(Y1.1) I consistently provide assistance to coworkers who have a heavier workload.
	Courtesy	(Y1.2) I always maintain ethics in interacting with all employees.
Organ et al., in Ferdiansyah & Safitri (4)	Sportmanship	(Y1.3) I am able to maintain a positive attitude even when experiencing pressure or challenges at work.
	Conscientiousness	(Y1.4) I perform my duties in accordance with established standards.
	Civic Virtue	(Y1.5) I am always ready when the company gives me work, even if it is outside my main duties.
Organizational Commitment (Z)	Affective Commitment	(Z1.1) I am proud to be part of the company.
	Continuance Commitment	(Z1.2) I have a strong personal commitment to remain an employee of this company.
Allen & Meyer in Alghamdi et al., (16)	Normative Commitment	(Z1.3) I feel a personal responsibility to contribute to the achievement of the company's goals.

This study employed a quantitative approach to examine and analyze the relationships among POS, organizational commitment, and OCB among front-line employees at PT SBC Berkah Bersama. A total of 70 respondents were selected using a non-probability saturated sampling technique, involving all employees within the studied division. This method was considered appropriate because the population size was

relatively small and accessible, allowing comprehensive data collection and adequate representation for the analysis. Data was collected through online questionnaires distributed via Google Forms, supplemented by in-depth interviews with the SSDM Manager and direct field observations. The research instrument was a structured questionnaire utilizing a five-point Likert scale developed from theoretical indicators of each variable. Prior to analysis, validity and reliability tests were conducted to ensure the accuracy and consistency of the instrument. The analysis of both direct and indirect relationships among variables was performed using the Partial Least Squares (PLS) method with SmartPLS software. Measurement indicators for each research variable are shown in Table 3. The research instrument tests conducted included: Convergent Validity Tests, Reliability Tests, and Hypothesis Tests.

Result

A total of 70 front-line employees participated in the research survey. Among them, 32 respondents (45.7%) were female, while 38 respondents (54.3%) were male. The majority of participants (80%) were below 25 years of age, with the remaining 20% falling within the 25–30 age range. In terms of tenure, 44 employees (62.9%) had worked for less than one year, 15 employees (21.4%) had a tenure of one to three years, and 11 employees (15.7%) had been employed for more than three years.

Table 2. Respondent Characteristics

	Category	Frequency	%
Gender	Female	32	45,7 %
	Male	38	54,3 %
Age	< 25 years old	56	80 %
	25 – 30 years old	14	20 %
	> 30 years old	0	0 %
Term of Tenure	< 1 year	44	62,9 %
	1 – 3 years	15	21,4 %
	> 3 years	11	15,7 %

Source: Data processing results by the author, 2025

Table 3. Outer Loading

	Perceived Organizational Support (X)	Organizational Citizenship Behavior (Y)	Organizational Commitment (Z)	Description
X1.1	0.732			Valid
X1.2	0.844			Valid
X1.3	0.706			Valid
X1.4	0.905			Valid
Y1.1		0.860		Valid
Y1.2		0.805		Valid
Y1.3		0.834		Valid
Y1.4		0.701		Valid
Y1.5		0.938		Valid
Z1.1			0.950	Valid
Z1.2			0.950	Valid
Z1.3			0.912	Valid

Source: Data processing results by the author, 2025

Based on the results presented in Table 2, all indicators demonstrate outer loading values > 0.7, indicating that each is valid and appropriately represents its respective construct. Within the Perceived Organizational Support variable, the indicator Concern (X1.4) exhibits the highest outer loading value. For the Organizational Citizenship Behavior (Y) variable, the Civic Virtue (Y1.5) indicator shows the highest loading. Meanwhile, in the Organizational Commitment construct, the

indicators Affective Commitment (Z1.1) and Continuance Commitment (Z1.2) record the highest outer loading values.

Table 4. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Description
Perceived Organizational Support	0.876	0.886	Reliable
Organizational Citizenship Behavior	0.917	0.931	Reliable
Organizational Commitment	0.956	0.812	Reliable

Source: Data processing results by the author, 2025

The table shows that both composite reliability and Cronbach's alpha values for all variables are > 0.7. These results indicate that each variable has good internal consistency and can be considered reliable for further analysis.

Table 5. R-Square

Variable	R-Square
Organizational Citizenship Behavior (Y)	0.712
Organizational Commitment (Z)	0.499

Source: Data processing results by the author, 2025

The analysis reveals an R-Square value of 0.712 for OCB, indicating that 71.2% of its variance is explained by POS and organizational commitment, with the remaining 28.8% influenced by other factors outside the model. Similarly, the R-Square value of 0.499 for organizational commitment shows that 49.9% of its variation is affected by POS and OCB, while 50.1% is attributed to external factors beyond this study's scope.

Table 6. Direct and Indirect Hypothesis Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Perceived Organizational Support → Organizational Citizenship Behavior	0.552	0.571	0.133	4.143	0.000
Perceived Organizational Support → Organizational Commitment	0.706	0.707	0.059	12.014	0.000
Organizational Commitment → Organizational Citizenship Behavior	0.358	0.343	0.124	2.880	0.004
Perceived Organizational Support → Organizational Commitment → Organizational Citizenship Behavior	0.253	0.243	0.090	2.813	0.005

Source: Data processing results by the author, 2025

The acceptance of each hypothesis was determined based on the significance value (p-value). A hypothesis is accepted if the p-value is < 0.05, indicating a statistically significant relationship between variables. The analysis results indicate that H1, proposing that POS positively and significantly influences OCB, is supported. Likewise, H2, which suggests that POS has a positive and significant effect on Organizational Commitment, is accepted. H3, stating that Organizational Commitment positively and significantly affects OCB, is also supported. Finally, H4, which posits that POS positively influences OCB through Organizational Commitment as a mediating variable, is confirmed.

Discussion

How Perceived Organizational Support Influence Organizational Citizenship Behavior

The results of this study indicate that POS exerts a positive and significant influence on OCB among front-line employees at PT SBC Berkah Bersama. These findings are consistent with the research carried out by Ferdiansyah & Safitri (4), which confirms that employees with stronger perceptions of organizational care are more likely to demonstrate OCB as a form of reciprocal response to the organization. The perception of being valued and supported by the organization serves as a crucial motivational factor that fosters employees' voluntary behaviors, thereby enhancing organizational effectiveness. Nadiaswari & Adnyani (17) stated in their study that this behavior is evident in their willingness to help coworkers, voluntary participation in activities or tasks outside their main responsibilities, and compliance with rules and procedures applicable in the work environment.

In this research, the Concern indicator obtained the highest factor loading value, suggesting that organizational attention to employees' physical, emotional, and social well-being is a key factor in shaping perceptions of organizational support. Based on an interview with SSDM Manager, who explained that the company consistently demonstrates its Concern through initiatives such as providing health insurance and retirement benefits, offering career development opportunities for high-performing employees, and facilitating direct communication channels for expressing work-related concerns. These findings reinforce the notion that employees' perceptions of organizational support substantially influence the emergence of OCB. When employees experience genuine care, appreciation, and assistance from the organization, they tend to display greater initiative and discretionary effort, contributing beyond their formal job requirements and ultimately advancing organizational objective (18).

How Perceived Organizational Support Influence Organizational Commitment

The findings of this research demonstrate that POS exerts a positive and significant influence on organizational commitment among front-line employees at PT SBC Berkah Bersama. These findings indicate that the higher the employees' perception of the support, attention, and appreciation provided by the company, the stronger their commitment to the organization. This shows that perceived organizational support plays an important role in fostering employee attachment and loyalty. These findings are in line with the research by Pratiwi and Muzakki (12), which confirms that a positive perception of organizational support can increase employee commitment and dedication to the company. This finding is in line with the opinion of Septiyasa and Zona (19), who state that organizational concern for employee welfare can foster a sense of togetherness and increase work motivation, while a lack of attention to this aspect can lead to a decline in productivity and employee commitment.

Based on the analysis results, the indicator with the highest factor loading value is Concern, which describes the extent to which the organization shows attention to the physical, emotional, and well-being aspects of employees through personal support, provision of health facilities, and implementation of work-life balance initiatives. Based on an interview with SSDM Manager, who explained that the company consistently demonstrates its Concern through initiatives such as providing health insurance and retirement benefits, offering career development opportunities for high-performing employees, and facilitating direct communication channels for expressing work-related concerns. These results strengthen previous empirical evidence indicating that greater organizational support enhances employees' emotional attachment, sense of responsibility, and loyalty to the organization (20).

How Organizational Commitment Influence Organizational Citizenship Behavior

The findings of this study demonstrate that organizational commitment exerts a positive and significant effect on organizational citizenship behavior among front-line employees at PT SBC Berkah Bersama. This results supports the work of Lestari and Saputra (21), who found that highly committed employees are more likely to engage in extra-role behaviors that advance

organizational objectives. Similarly, Dwivina and Kustini (22) note that strong organizational commitment fosters employee loyalty, retention, and continuous performance improvement.

The analysis further revealed that effective and continuance commitment dimensions showed the highest factor loading values among all indicators. Affective commitment reflects employees' emotional attachment to the organization, expressed through pride, loyalty, and alignment between personal and organizational values. In contrast, continuance commitment represents a rational attachment based on perceived costs associated with leaving, such as potential loss of income, benefits, or job security. These findings are consistent with prior studies, which indicate that higher organizational commitment levels correspond with greater employee engagement in organizational citizenship behavior (23).

How Perceived Organizational Support Influence Organizational Citizenship Behavior Through Organizational Commitment

This finding suggests that perceived organizational support influences organizational citizenship behavior both directly and indirectly through organizational commitment, reflecting a partial mediating effect. In this context, Organizational Commitment serves as a psychological bridge that strengthens the relationship between perceived organizational support and organizational citizenship behavior, while perceived support itself continues to exert a direct influence on employees' voluntary actions. Among front-line employees at PT SBC Berkah Bersama, the perception of organizational support appears to strengthen affective commitment, which subsequently encourages discretionary and voluntary behaviors. This pattern implies that employees' sense of being valued by the organization first fosters emotional attachment before motivating them to contribute beyond formal job requirements. The result aligns with the findings of Ferdinan and Dewi (14), who reported that strong perceived support enhances loyalty and promotes voluntary contributions. Consistent with this view, Fatmawati & Azizah (13) as well as Asmara (24) also noted that higher perceived support reinforces loyalty, thereby increasing employees' willingness to engage in extra-role behaviors within the organization.

Conclusion

The findings show that POS positively and significantly influences OCB, both directly and through employees' organizational commitment. Moreover, POS positively affects employees' commitment to the organization, which in turn enhances their citizenship behavior. These findings prove that the organizational support felt by employees can strengthen their commitment and encourage participation in activities outside their main duties at work. Based on the research conducted, PT SBC Berkah Bersama is advised to strengthen organizational support through consistent appreciation of employee performance and maintaining open communication between management and staff. Internalization of the RMJP culture and increasing affective commitment need to be focused on front-line employees under the age of 25 and with less than one year of service through informal training and mentoring programs. In addition, sustainable commitment can be enhanced by ensuring salaries are in line with the minimum wage, providing bonuses for achieving targets, and providing promotion opportunities, especially for Store Manager positions.

This study has several limitations. Most respondents (62.9%) had a tenure of less than one year which may influence the results especially regarding continuance and normative commitment, as these dimensions generally require time to develop. Consequently, the findings might not fully represent long-term commitment behaviors. Future studies are recommended to involve respondents with longer and more diverse tenures to better capture the development of organizational commitment over time. Additionally, researchers are encouraged to include other variables such as leadership style, employee engagement, or organizational culture to broaden the understanding of factors influencing OCB in the retail sector.

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