

The Influence of Perception of Organizational Support on Organizational Citizenship Behavior of Police Personnel with Affective Commitment as a Mediating Variable

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Abstract. *This study aims to analyze the effect of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) with affective commitment as a mediating variable. The background of this study is based on the strategic role of the police institution as the front line in public service and security maintenance, which requires high-performance human resources and strong loyalty and concern for the organization. In this context, perceived support from the organization has important implications for the formation of voluntary or extra-role behavior known as OCB. This study uses a quantitative approach with an explanatory research type. All active personnel at the Cirebon Police, as many as 121 people, were used as samples using the census method. The research instrument was a closed questionnaire, and the data were analyzed using the Partial Least Square (PLS) method through SmartPLS software. The variables tested included POS (appreciation, concern, and welfare), affective commitment (sense of belonging and emotional loyalty), and OCB (altruism, courtesy, conscientiousness, civic virtue, and sportsmanship). The results showed that POS had a positive and significant effect on OCB ($\beta = 0.370$, $p < 0.000$) and on affective commitment ($\beta = 0.729$, $p < 0.000$). Affective commitment also had a significant effect on OCB ($\beta = 0.513$, $p < 0.000$). The indirect effect test showed that affective commitment significantly mediated the relationship between POS and OCB ($T\text{-statistic} = 5.776$, $p < 0.000$). This finding suggests that when personnel feel high organizational support, they tend to be more emotionally attached to the institution, and from this attachment stronger OCB behavior emerges. This study provides a theoretical contribution in strengthening the relationship between POS, affective commitment, and OCB in the police environment. From a practical perspective, these results can be used to develop strategies to increase personnel motivation and loyalty in order to support the achievement of institutional goals effectively and sustainably.*

Keywords: *Affective; Organizational; Perceived; Support.*

1. Introduction

The police organization plays a very important role in ensuring the effectiveness of public services and maintaining security. As an institution responsible for enforcing law and order, the police serve as the front line in protecting the community from the threat of crime and disturbances to social order. The effectiveness of public services in the police is reflected in how the police provide a quick and appropriate response to public reports or complaints, maintain good relations with the community, and provide the protection and guidance needed by residents. In addition, the proactive presence of the police in the community can create a sense of security and increase public trust in the institution.

Maintaining security is also the main responsibility of the police organization. This includes not only taking action against crime, but also prevention through patrol activities, intelligence, and community outreach. With competent human resources and adequate infrastructure, the police can work effectively in handling crime cases and maintaining social stability. In this context, coordination between related units and institutions is also very vital, because well-maintained security does not only depend on the police, but also on the involvement of the community and other agencies in supporting efforts to maintain order. Therefore, the effectiveness of the police organization in public service and maintaining security depends greatly on the integrity, professional ability, and good relations between the police and the community.

The implementation of Organizational Citizenship Behavior (OCB) in the police can play an important role in improving the effectiveness of public services and maintaining security. Police who demonstrate OCB behavior tend not only to focus on their main tasks, but also take the initiative in supporting the overall goals of the organization. For example, they show high compliance with procedures, participate in social activities in the community, and assist their colleagues in carrying out more complex tasks. In addition, police who implement OCB are more often involved in collaboration and teamwork, which can strengthen efficiency in police operations. They are also active in building positive relationships with the community, creating a sense of security and comfort, and playing a role in conflict prevention. Thus, OCB behavior in the police not only improves the quality of internal relations between officers, but also strengthens public trust in the police institution and helps achieve the organization's main goal, namely maintaining security and order.

In recent years, police organizations have undergone several changes, including improvements in technology and the use of new methods of surveillance and enforcement. However, these changes can also bring new challenges for police personnel, such as greater pressure and stress, and limited resources and support.(Ulil Anshar and Setiyono, 2020).

Organizational support refers to the level of an organization's ability to provide sufficient support and resources to its human resources, so that personnel can work effectively and efficiently.(Shi and Gordon, 2020). Adequate organizational support can influence the wellbeing of police personnel in several ways.(Caesens et al., 2017). One of them is through

the provision of resources, such as training, equipment, and facilities needed to carry out tasks.(Caesens, Stinglhamber and Ohana, 2016). Thus, each individual in the organization can improve their ability to carry out tasks and improve performance. In addition, organizational support can also be through the provision of support, such as mentorship, coaching, and constructive feedback.(Chen et al., 2020). In this way, individuals can improve their ability to deal with the pressure and stress they face.

Research by(Alshaabani et al., 2021)shows that perceived organizational support (POS) has a significant influence on Organizational Citizenship Behavior (OCB), but these results are in conflict with the results(Ulifa, Suci and Mas, 2023)which found that perceived organizational support has no effect on Organizational Citizenship Behavior (OCB). These studies show differences in research results related to organizational support on performance. This study fills the gap by investigating the role of employee engagement and affective commitment in the influence of perceived organizational support on police personnel performance.

Employee engagement, which encompasses the level of involvement and motivation of employees in their work, has been shown to increase positive behaviors that go beyond formal obligations, such as OCB.(Salma and Abdul Haeba Ramli, 2023). When employees feel emotionally and intellectually engaged in their tasks, they are more likely to take initiative and make additional contributions that support the organization.(Alshaabani et al., 2021). Police with high levels of engagement will be more proactive in participating in social activities, sharing information, and supporting their colleagues in improving services to the community, which directly contributes to the creation of OCB.

In addition, affective commitment, which refers to employees' emotional attachment to the organization, also plays an important role in driving OCB.(Liu, Zhou and Che, 2019). Research shows that when employees have a strong affective commitment, they feel more committed and responsible to the organization's goals, which in turn encourages them to be more active in positive behaviors outside of their responsibilities.(Prabowo and Budiharjo, 2024). A police officer who has a high affective commitment tends to support the organization's vision and mission more sincerely, including improving the quality of public services and maintaining good relations with the community.

2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence Perceived Organizational Support, Organizational Citizenship Behavior, Affective commitment and employee engagement. The data sources in this study include primary and secondary data. Primary data is data obtained directly from the object (Widodo, 2017). The primary data of the study includes: *Perceived Organizational Support*, *Organizational Citizenship Behavior*, *Affective commitment* and employee engagement.

Secondary data is data obtained from other parties. The data includes performance data, number of personnel, and others related to this research.

3. Results and Discussion

The population in this study were all active members of the Cirebon Police. The questionnaire distribution process was carried out directly by visiting members and indirectly by using internet media via Google Form so that a sample size of 121 respondents was obtained. To find out the description of the respondents, it can be explained as follows

Respondent Characteristics Table

Characteristics	Information	Frequency	Percentage
Gender	Man	98	80.99%
	Woman	23	19.01%
Age of respondents	19 – 24 years	40	33.06%
	25 – 30 years	38	31.40%
	31 – 35 years	27	22.31%
	> 36 years	16	13.22%
Level of education	SENIOR HIGH SCHOOL	15	12.40%
	Diploma (D3)	25	20.66%
	Bachelor (S1)	65	53.72%
	Master (S2)	16	13.22%

Source: Processed primary data, 2025

Based on the table data Based on the data obtained, the majority of respondents were male, which was 98 people or 80.99%, while female respondents were 23 people or 19.01%. This shows that the respondents in this study were dominated by men, which is likely related to the gender composition of the environment or agency that is the object of the study.

In terms of age, most respondents are in the age range of 19-24 years, which is 40 people or 33.06%, followed by 25-30 years old as many as 38 people or 31.40%. Furthermore, respondents aged 31-35 years amounted to 27 people or 22.31%, and the fewest were respondents over 36 years old, which was 16 people or 13.22%. These data show that the majority of respondents are in the young and productive age groups, who usually have high energy and motivation in carrying out tasks or work.

In terms of education level, most respondents have a Bachelor's degree (S1) as many as 65 people or 53.72%. Then, respondents with a Diploma (D3) education background numbered 25 people or 20.66%, followed by Masters (S2) as many as 16 people or 13.22%, and those with a high school education as many as 15 people or 12.40%. This shows that the majority of respondents have taken higher education, especially at the Bachelor's level, which reflects the intellectual level and readiness to face job challenges that require good knowledge and analytical skills. The high proportion of S1 education can also be an indication that respondents have the potential to be further developed through training and further education.

Descriptive analysis aims to determine the respondents' responses to each question asked. In this case, descriptive analysis explains the members' responses to the questions asked for each variable of Perceived Organizational Support, Affective Commitment, Organizational Citizenship Behavior and HR Performance. To determine the respondents' responses to each variable, in this study they are grouped into one score category using a scale range with the following formula (Umar, 1212).

Composite Reliability Test Table

Variables	Composite Reliability	Sign off	Conclusion
Perceived Organizational Support	0.844	0.70	Reliable
Affective Commitment	0.837	0.70	Reliable
Organizational Citizenship Behavior	0.889	0.70	Reliable

Source: Processed primary data, 2025

Variable Perceived Organizational Support (POS) is measured through three indicators, namely appreciation (Pos1), concern (Pos2), and welfare (Pos3). All indicators show high outer loading values, ranging from 0.795 to 0.811, with the highest value in the Pos1 indicator of 0.811. This shows that the three indicators are able to represent the perceived organizational support construct strongly. The Composite Reliability value of 0.844 indicates that this measurement instrument has good reliability because it exceeds the threshold of 0.70. In addition, the Average Variance Extracted (AVE) value of 0.643 has also exceeded the minimum limit of 0.50, which means that this construct has adequate convergent validity. Thus, it can be concluded that the perceived organizational support variable used in this study is valid and reliable.

Affective Commitment Variable measured through three indicators, namely a sense of belonging to the organization (Ka1), pride in the organization (Ka2), and the desire to work until retirement (Ka3). All indicators show good outer loading values, with a range of values between 0.759 and 0.816. Indicator Ka3 has the highest outer loading value of 0.816, indicating that this indicator is the strongest in representing affective commitment. The Composite Reliability value of 0.837 indicates that this instrument is reliable, and the AVE value of 0.632 indicates good convergent validity. Thus, the affective commitment construct is declared valid and reliable as a measuring instrument in this study.

Organizational Citizenship Behavior Variable (OCB) is measured using five indicators, namely altruism (Ocb1), courtesy (Ocb2), conscientiousness (Ocb3), civic virtue (Ocb4), and sportsmanship (Ocb5). The outer loading values for all indicators are in the range of 0.758 to 0.796, which indicates that each indicator has a strong contribution in representing the OCB variable. Indicators Ocb3 and Ocb4 have the highest outer loading values of 0.796. The Composite Reliability value of 0.889 indicates that this construct has a very good level of reliability. Meanwhile, the AVE value of 0.616 confirms that this construct also has adequate convergent validity. Therefore, it can be concluded that the instrument for measuring organizational citizenship behavior is valid and reliable.

Path Coefficients Results Table

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Perceived Organizational Support -> Organizational Citizenship Behavior	0.370	0.371	0.075	4.904	0.000	Significant positive
H2 Perceived Organizational Support -> Affective Commitment	0.729	0.729	0.046	15,876	0.000	Significant positive
H3 Affective Commitment -> Organizational Citizenship Behavior	0.513	0.513	0.078	6,570	0.000	Significant positive

Source: Processed primary data, 2025

H1: Based on the analysis results, the Original Sample value for the relationship between Perceived Organizational Support and Organizational Citizenship Behavior (OCB) is 0.370 with a P-value of 0.000. A P-value smaller than 0.05 indicates that this relationship is statistically significant. This means that the organizational support felt by Cirebon Police personnel has a positive and significant influence on organizational citizenship behavior (OCB). This means that the higher the level of support felt by police members from their organization—either in the form of attention to their welfare, recognition of contributions, or concern for their needs—the higher the tendency of personnel to demonstrate extra-role behavior such as helping coworkers, being loyal to the institution, and taking the initiative to work outside their formal responsibilities.

H2: The results of the analysis also show that Perceived Organizational Support has a positive and significant effect on Affective Commitment, with an Original Sample value of 0.729 and a P-value of 0.000. This relationship shows high strength, indicating that when personnel feel support from the organization, they will build a stronger emotional attachment to the police institution. This affective commitment is reflected in a sense of pride, loyalty, and a desire to continue to be part of the organization. The support provided by the organization can increase the sense of belonging and emotional involvement of personnel in the tasks and vision of the institution.

H3: The relationship between Affective Commitment and Organizational Citizenship Behavior was also found to be positive. and significant, with an Original Sample value of 0.513 and a P-value of 0.000. This means that the higher the level of affective commitment of personnel to the organization, the greater their tendency to display OCB behavior. Personnel who have a strong emotional bond with the organization tend to voluntarily demonstrate behavior that supports a positive work environment, increases team effectiveness, and strengthens harmonious work relationships.

The hypothesis testing carried out is:

1) The Influence of Perceived Organizational Support on Increasing Organizational Citizenship Behavior

Based on the test results, it was found that there was a positive and significant influence between Perceived Organizational Support on Organizational Citizenship Behavior (OCB) in Cirebon Police personnel. This is indicated by the original sample value of 0.370, the T-statistic value of 4.904 which is greater than the T-table value of 1.972, and the p-value of 0.000 which is smaller than 0.05. Thus, the H1 hypothesis which states that Perceived Organizational Support has a positive effect on Organizational Citizenship Behavior can be accepted. This finding indicates that the higher the personnel's perception of the support provided by the organization, both in the form of attention, appreciation, and fulfillment of emotional and professional needs, the higher their tendency to demonstrate voluntary work behavior that exceeds their formal duties and responsibilities. Organizational support felt by police members can foster a sense of belonging and emotional attachment to the institution, thus encouraging them to actively contribute to maintaining order, helping coworkers, and supporting the achievement of organizational goals collectively. In other words, Perceived Organizational Support is a strategic factor that can increase work enthusiasm and positive behavior of members in the context of public service.

2) The Influence of Perceived Organizational Support on Increasing Affective Commitment

Based on the test results, it is known that there is a positive and significant influence between Perceived Organizational Support on increasing Affective Commitment in Cirebon Police personnel. This is indicated by the original sample value of 0.729, the T-statistic value of 15.876 which far exceeds the T-table value of 1.972, and the p-value of 0.000 which is smaller than the significance limit of 0.05. Thus, the hypothesis H2 which states that Perceived Organizational Support has a positive effect on Affective Commitment can be accepted. This finding indicates that the higher the organizational support felt by personnel such as attention to their welfare, recognition of contributions, and the availability of adequate resources, the stronger the emotional attachment of personnel to the organization. In the context of the police, this is very important because personnel who have high affective commitment tend to show loyalty, enthusiasm, and willingness to be actively involved in achieving institutional goals. Consistent and real organizational support will build feelings of being valued and considered important, which ultimately strengthens emotional bonds and increases internal motivation in carrying out police duties professionally and responsibly.

3) The Influence of Affective Commitment on Increasing Organizational Citizenship Behavior

Based on the test results obtained, it shows that there is a positive and significant influence between Affective Commitment and the increase in Organizational Citizenship Behavior. This is evidenced by the original sample value of 0.513, the T-statistic value of 6.570 which is much greater than the T-table value of 1.972, and the p-value of 0.000 which is smaller than 0.05.

Thus, the hypothesis H3 which states that Affective Commitment has a positive effect on Organizational Citizenship Behavior can be accepted. This finding indicates that the higher the affective commitment of a personnel to the organization, the greater the tendency to show positive citizenship behavior. Affective commitment, which reflects emotional attachment and a sense of belonging to the organization, encourages personnel to care more about the success of the organization and contribute beyond the expected tasks. Personnel who have high affective commitment will be more likely to work hard, help coworkers, and support organizational goals in a proactive manner. Therefore, developing affective commitment can be an important strategy in improving the quality of work behavior of members in police organizations.

The discussion that will be presented based on the existing data is as follows:

1) The Influence of Perceived Organizational Support on Increasing Organizational Citizenship Behavior

Based on the analysis results obtained, the Perceived Organizational Support (POS) variable has a positive and significant influence on increasing Organizational Citizenship Behavior (OCB) with a sample estimate value of 0.370. This shows that the higher the perception of Cirebon Police members towards organizational support, the more likely they are to demonstrate higher organizational citizenship behavior. POS, which includes a sense of being cared for and appreciated by the organization, motivates individuals to behave better outside of their formal duties, which contributes to the overall performance of the organization. This positive influence is in line with the theory put forward by Eisenberger et al. (1986), which states that when employees feel supported by the organization, they are more likely to demonstrate OCB, including helping coworkers, being more cooperative, and contributing to shared success.

The average subsample value of 0.371 shows the consistency of this finding across subsamples, further strengthening the evidence that Perceived Organizational Support does play a significant role in encouraging organizational citizenship behavior among members of the Cirebon Police. The standard deviation of 0.075 illustrates that the variation between data is relatively small, indicating that the majority of respondents have similar perceptions of the relationship between POS and OCB. The t-statistic of 4.904 is much larger than the t-table value (1.972), indicating that the influence of POS on OCB is very significant. The p-value of 0.000 also supports this finding, strengthening that the influence of POS on increasing OCB is not a coincidence, but rather a valid and significant result.

Research by Rhoades and Eisenberger (2002) which found that POS is positively related to organizational commitment and OCB also supports this finding. They showed that organizational support strengthens employees' sense of loyalty and responsibility to the organization, which then encourages behaviors that benefit the organization, such as OCB. Thus, the results of this study confirm the importance of Perceived Organizational Support in

increasing OCB in the Cirebon Police environment, which contributes to the achievement of organizational goals and improving the quality of public services provided by the police.

2) The Influence of Perceived Organizational Support on Increasing Affective Commitment

Based on the results of data analysis obtained from Cirebon Police personnel, it was found that Perceived Organizational Support (POS) has a positive and significant effect on Affective Commitment with an estimated value of 0.729. This shows that the higher the perception of organizational support felt by police members, the stronger their affective commitment to the organization. Perceived Organizational Support plays an important role in increasing the sense of emotional attachment and individual identification with the organization. When members feel supported by the organization, they are more likely to feel emotionally attached and committed to achieving organizational goals.

The subsample mean value of 0.729 and the standard deviation of 0.046 indicate that the influence of POS on affective commitment is consistent across groups of respondents. The small variation in the standard deviation indicates that most respondents have similar views regarding the influence of POS on their commitment. The t-statistic of 15.876 is much larger than the t-table value (1.972), and the P-value of 0.000 (which is much smaller than 0.05), strengthens the conclusion that the influence of POS on affective commitment is very significant.

This finding is in line with research by Eisenberger et al. (2001) which revealed that Perceived Organizational Support plays a role in strengthening affective commitment by increasing feelings of being valued and supported by the organization. They explained that when individuals feel that the organization cares about their well-being, they will feel more responsible for contributing emotionally and have a stronger bond with the organization. In addition, research by Rhoades and Eisenberger (2002) also supports these results by showing that POS is positively related to affective commitment, which in turn can improve performance and job satisfaction.

In policing, this indicates that organizational attention to personnel welfare and the creation of a supportive environment can strengthen their commitment, which is essential in improving operational performance and the effectiveness of police tasks.

3) The Influence of Affective Commitment on Increasing Organizational Citizenship Behavior

Based on the results of data analysis obtained from Cirebon Police personnel, there is a significant relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) and Affective Commitment (KA) which acts as a mediator. The path coefficient results show that Perceived Organizational Support has a positive and significant influence on Organizational Citizenship Behavior with an estimated value of 0.370. This shows that the higher the perception of organizational support felt by police members, the higher the likelihood they will demonstrate positive organizational citizenship behavior (OCB), such

as helping coworkers, contributing to a better work atmosphere, and voluntarily doing additional tasks.

In addition, the analysis also shows that Perceived Organizational Support has a very strong effect on Affective Commitment (estimated value of 0.729). Affective Commitment itself has a positive and significant effect on OCB with a path coefficient value of 0.513. This finding is in line with the theory that employees who feel support from the organization tend to feel more emotionally attached and more loyal to the organization, which in turn increases extra-role behavior such as OCB. In this context, POS increases employees' affective commitment, which then encourages them to behave more proactively and contribute more to the organization.

The very high t-statistics, which are 4.904 for the influence of POS on OCB, 15.876 for POS on KA, and 6.570 for KA on OCB, indicate that all of these relationships are highly significant. The very small p-value (0.000) further strengthens the conclusion that these influences are not merely coincidental, but are very valid and relevant findings.

Previous research conducted by Eisenberger et al. (2001) on Perceived Organizational Support also showed that organizational support perceived by employees can increase their affective commitment to the organization, which in turn strengthens organizational behavior. Likewise, research conducted by Podsakoff et al. (2000), which states that OCB is influenced by strong affective commitment, which can be obtained through strengthening social relationships and support from superiors and the organization as a whole.

4. Conclusion

Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB) at Polres Cirebon. This shows that the higher the support felt by Polres Cirebon members from the organization, the more likely they are to demonstrate organizational citizenship behavior, such as helping coworkers and contributing to a better work environment. Increasing POS can increase OCB which in turn strengthens organizational effectiveness, Perceived Organizational Support has a very significant effect on Affective Commitment with a high estimated value. This shows that the greater the support provided by the organization, the stronger the emotional bond formed between members and the organization. Increasing POS can strengthen the affective commitment of Polres Cirebon members, which increases their loyalty and involvement in carrying out organizational tasks, Affective Commitment has a positive and significant effect on Organizational Citizenship Behavior. The higher the affective commitment of members, the more likely they are to engage in organizational citizenship behavior. This shows that members who feel emotionally attached to the organization tend to exhibit more proactive behavior, which contributes to the overall success and success of the organization.

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