

The Effect of Organizational Support on Organizational Citizenship Behavior Mediated By Organizational Commitment

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Abstract: This study aims to examine the effect of organizational support on organizational citizenship behavior with organizational commitment as a mediating variable. The sample consisted of 43 respondents selected using a saturated sampling (census) method. Data were collected through questionnaires and analyzed using descriptive statistics and inferential analysis through the Partial Least Squares Structural Equation Modeling (SEM-PLS) approach. The results indicate that organizational support has a positive and significant effect on organizational citizenship behavior. Organizational commitment also has a positive and significant effect on organizational citizenship behavior. Furthermore, organizational support positively and significantly affects organizational commitment. Organizational commitment partially and complementarily mediates the influence of organizational support on organizational citizenship behavior. Theoretically, this research supports the Social Exchange Theory. Practically, the findings can serve as input for the management of Taman Tirtagangga to enhance employee support in order to foster voluntary behaviors and employee commitment.

Keywords: organizational citizenship behavior, organizational commitment, organizational support.

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1. INTRODUCTION

In tourism management, human resources (HR) play a crucial role, particularly in providing pleasant experiences for tourists. Human resources are the main assets of a company, serving both as planners and active executors of all company activities (Herman, 2023). The success of tourist attractions largely depends on employee performance, including extra-role behaviors performed voluntarily without direct instruction, yet significantly contributing to organizational effectiveness. This behavior is known as *Organizational Citizenship Behavior (OCB)*—voluntary actions by employees that enhance organizational effectiveness beyond formally assigned duties (Dinniati & Fitriani, 2019). Organizations that rely heavily on human capital for operations require OCB to ensure smooth day-to-day functions (Larasati & Susilowati, 2021). OCB is particularly vital in the tourism industry, especially at attractions where direct interaction between employees and tourists is essential.

This study was conducted at the Taman Tirtagangga tourist attraction, located in Ababi Village, Abang Subdistrict, Karangasem Regency. Taman Tirtagangga is recognized as a prominent destination in East Bali and was ranked second among Indonesia's top landmarks based on millions of user reviews on TripAdvisor (TripAdvisor, 2019). Its serene natural landscape and clear water pools make it a popular site for tourists visiting Bali. The role of OCB is crucial in supporting visitor satisfaction and ensuring smooth operations at the site. Based on interviews with the Management Board of Taman Tirtagangga, several issues were identified concerning the low level of organizational citizenship behavior among its employees. One prominent issue lies in the *conscientiousness* indicator. This situation disrupts operational activities at Taman Tirtagangga due to inadequate staffing. The conscientiousness issue is recurrent, particularly during peak tourist seasons when employee participation is crucial, requiring others to exert extra effort beyond their workload. This suggests a low level of *civic virtue* among the employees. A preliminary survey was also conducted using statements based on organizational citizenship behavior indicators, with results presented in Table 1.

Table 1. Results of the Pre-Survey of Tirtagangga Park Employees

No	Pre-Survey Question	Yes	No
1	I take the initiative to help coworkers who are experiencing difficulties and when their workload increases.	5	2
2	I comply with the rules and regulations established in the company.	6	1
3	I am tolerant and do not complain about situations that occur within the company.	4	3
4	I maintain good relationships with coworkers to avoid interpersonal conflicts.	5	2
5	I voluntarily participate in company activities.	3	4

Source: Tirtagangga Park Employees, 2025

Based on the results of a pre-survey involving seven employees from the gardener, pool maintenance, parking officer, art shop officer, and security sections, it was indicated that organizational citizenship behavior (OCB) among employees is lacking. Four employees disagreed with the statement, "I voluntarily participate in company activities," which implies that employees in the gardener, pool, parking, art shop, and security roles have not shown initiative in voluntarily engaging in company activities. This condition indicates that altruism among employees remains low. Such issues demonstrate that the level of organizational citizenship behavior among employees at Taman Tirtagangga Tourist Attraction is still low, which could hinder overall organizational productivity and may adversely impact organizational development.

The theoretical foundation of this research is the Social Exchange Theory, initially proposed by George C. Homans and further developed by Blau in 1964. This theory concerns reciprocal relationships between individuals and groups. According to Fung et al. (2012), the theory posits that when individuals feel well-treated by their organization, they tend to reciprocate with positive behaviors that benefit the organization. When organizations show attention to employees, social exchange relationships form, which promise increased work commitment (Cynthia & Suwandana, 2024). Cahayu & Rahyuda (2019) also affirm that employees who feel fairly treated and valued tend to demonstrate extra-role behaviors such as OCB as a form of reciprocation.

Apriliani & Wati (2023) identified organizational support as one of the factors that influence organizational citizenship behavior. Organizational support refers to employees' perception of how much the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Organizations can enhance organizational citizenship behavior by providing support to employees, which functions to appreciate performance improvement, contributions, and concern for employee welfare (Fata, 2020). When employees feel supported by the organization, they tend to be more engaged and have a stronger sense of responsibility towards their duties. They become more motivated to comply with company rules and policies because they feel the organization has provided meaningful support (Rahmah & Harahap, 2023). Employees who perceive high organizational support integrate their membership into their self-identity and develop more positive perceptions and relationships with the organization (Sari & Dewi, 2017). Research by Alshaabani et al. (2021) demonstrates that perceived organizational support is significantly and positively related to organizational citizenship behavior. This aligns with findings from Andriyanti & Supartha (2021), which show that organizational support positively and significantly affects organizational citizenship behavior. The better employees' perceptions of organizational support, the higher their organizational citizenship behavior.

Besides organizational support, organizational commitment also plays an important role in shaping organizational citizenship behavior. Organizational commitment reflects the extent to which employees feel emotionally attached to and desire to remain part of the organization (Putri et al., 2023). Employees with organizational commitment are willing to complete assigned tasks and perform their best. This influences all employee activities in carrying out their duties and striving to contribute positively to their organization (Rayana et al., 2022). Organizational commitment can be used to predict and evaluate employee resilience in fulfilling their responsibilities within the company (Ningsih & Prastiwi, 2022). It supports employees in maintaining their jobs and showing desired outcomes (Metria & Riana, 2018). Employees with high commitment levels tend to exhibit extra-role behaviors that help sustain the organization, such as working beyond regular hours without expecting additional rewards (Lestari et al., 2021). Ferdinan & Dewi (2024) found that organizational commitment can mediate and strengthen the influence of organizational support on organizational citizenship behavior.

Based on previous studies, researchers have identified research gaps or inconsistencies related to organizational citizenship behavior. Some studies, such as Anggita & Ardana (2020), Kusuma et al. (2021), Ayu et al. (2022), Fatmawati & Azizah (2022), show that organizational support has a positive and significant effect on organizational citizenship behavior. Conversely, Linda et al. (2019) found that perceived organizational support negatively affects organizational citizenship behavior and that the effect is not significant. Idzana et al. (2020) also reported a positive but insignificant effect of perceived organizational support on organizational citizenship behavior.

Research by Nurjanah et al. (2020), Fitri & Endranto (2021), Dewi et al. (2022), show that organizational commitment positively and significantly affects organizational citizenship behavior. However, findings from Priyandini et al. (2020) indicate that organizational commitment does not affect OCB. Restanti et al. (2024) also found that organizational commitment does not positively and significantly influence organizational citizenship

behavior. Ayu et al. (2022) and Kristiyasari & Utari (2023) found that organizational support positively and significantly affects organizational commitment. Yet, contrasting results by Fikran et al. (2023) show that perceived organizational support has a negative and insignificant effect on organizational commitment.

2. RESEARCH METHOD

This study employs a quantitative associative approach as the research design. The research was conducted at Taman Tirtagangga Karangasem, located at Jl. Raya Tirtagangga, Abang District, Karangasem Regency, Bali, in accordance with the research permit. The location was chosen due to the phenomenon regarding employee organizational citizenship behavior, which is the endogenous variable (Y) of this study.

The population in this research consists of all employees of Taman Tirtagangga Karangasem, totaling 43 individuals. This study uses a census sampling technique, where all members of the population are used as samples because the population size is relatively small. The research instruments are closed questionnaires with a Likert scale designed to measure employees' perceptions of organizational support, organizational commitment, and OCB. The questionnaire consists of two sections: respondent identity, including position, age, gender, last education, and length of work.

3. RESULTS AND DISCUSSION

Research Model Analysis Using the PLS (Partial Least Square) Method

1) Evaluation of Measurement Models or Outer Model

a) Convergent Validity

Table 2. Test Results Outer Loadings

	Original sample (O)	Tstatistics (O/STDEV)	P values
X1.1 <- Organizational Support	0.888	30,394	0.000
X1.2 <- Organizational Support	0.876	19,744	0.000
X1.3 <- Organizational Support	0.866	14,805	0.000
X1.4 <- Organizational Support	0.869	19,047	0.000
X1.5 <- Organizational Support	0.835	13,812	0.000
X1.6 <- Organizational Support	0.800	10,271	0.000
X1.7 <- Organizational Support	0.893	22,915	0.000
X1.8 <- Organizational Support	0.875	21,232	0.000
Y1.1 <- OCB	0.908	21,571	0.000
Y1.2 <- OCB	0.867	19,526	0.000
Y1.3 <- OCB	0.793	8,699	0.000
Y1.4 <- OCB	0.879	17,614	0.000
Y1.5 <- OCB	0.901	25,410	0.000
Z1.1 <- Organizational Commitment	0.795	11,280	0.000
Z1.2 <- Organizational Commitment	0.804	10,828	0.000
Z1.3 <- Organizational Commitment	0.851	15,818	0.000
Z1.4 <- Organizational Commitment	0.825	10,911	0.000
Z1.5 <- Organizational Commitment	0.808	11,993	0.000
Z1.6 <- Organizational Commitment	0.846	13,830	0.000
Z1.7 <- Organizational Commitment	0.794	10,499	0.000

Z1.8 <- Organizational Commitment	0.839	14,271	0.000
Z1.9 <- Organizational Commitment	0.715	5.612	0.000

Source: Appendix 9 Primary Data (processed data), 2025

Based on Table 2, the output results havemet convergent validity because the factor loading is above 0.70. Within the organizational support construct (X), the indicator X1.7 displays the highest outer loading value of 0.893, indicating its strong contribution in representing the latent variable. Similarly, for the organizational citizenship behavior construct (Y), indicator Y1.1 records the highest loading at 0.908, demonstrating its effectiveness in capturing the essence of the OCB construct. In the case of organizational commitment (Z), indicator Z1.3 shows a substantial loading of 0.851, suggesting it is a key reflective measure of that construct.

b) Discriminant Validity Using Cross Loadings

Table 3. Test Results Cross Loading

Statement	Organizational Support	Organizational Commitment	Organizational Citizenship Behavior
X1.1	0.888	0.633	0.702
X1.2	0.876	0.589	0.601
X1.3	0.866	0.533	0.571
X1.4	0.869	0.649	0.633
X1.5	0.835	0.555	0.497
X1.6	0.800	0.611	0.554
X1.7	0.893	0.583	0.499
X1.8	0.875	0.630	0.553
Y1.1	0.544	0.672	0.908
Y1.2	0.577	0.685	0.867
Y1.3	0.517	0.595	0.793
Y1.4	0.602	0.676	0.879
Y1.5	0.679	0.661	0.901
Z1.1	0.450	0.795	0.642
Z1.2	0.511	0.804	0.574
Z1.3	0.696	0.851	0.704
Z1.4	0.581	0.825	0.549
Z1.5	0.554	0.808	0.483
Z1.6	0.523	0.846	0.611
Z1.7	0.645	0.794	0.696
Z1.8	0.634	0.839	0.699
Z1.9	0.384	0.715	0.476

Source: Appendix 9 Primary Data (processed data), 2025

Table 3 demonstrates that the cross loading values for each indicator are highest with their respective latent variables compared to other constructs. Specifically, indicators under the organizational support variable (X) show stronger correlations with their own construct than with organizational commitment (Z) or organizational citizenship behavior (Y). Similarly, indicators associated with organizational commitment (Z) exhibit higher loadings on their own construct than on organizational support (X) or OCB (Y). The same pattern is observed for the organizational citizenship behavior (Y) indicators, which correlate more strongly with their

designated construct than with the others. These results confirm that all indicators possess good discriminant validity and appropriately measure their intended latent variables.

c) Discriminant Validity Using Average Variance Extracted

Table 4. Test Results Value Average Variance Extracted

Research Variables	AVE
Organizational Support (X)	0.637
Organizational Citizenship Behavior(Y)	0.670
Organizational Commitment (Z)	0.640

Source: Appendix 9 Primary Data (processed data), 2025

Based on Table 4, the Average Variance Extracted (AVE) values for the variables of organizational support, organizational citizenship behavior, and organizational commitment are 0.637, 0.670, and 0.640, respectively. Since all AVE values exceed the threshold of 0.50, the model demonstrates adequate convergent validity and is considered acceptable for further analysis

d) Composite Reliability

Table 5. Test Results Reliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Information
Organizational Support (X)	0.953	0.951	Reliable
Organizational Citizenship Behavior(Y)	0.922	0.919	Reliable
Organizational Commitment (Z)	0.941	0.934	Reliable

Source: Appendix 9 Primary Data (processed data), 2025

Table 5 presents the results of the composite reliability and cronbach's alpha tests, indicating that the composite reliability scores for organizational support, organizational citizenship behavior, and organizational commitment are 0.953, 0.922, and 0.941, respectively. Similarly, the cronbach's alpha values for these constructs are 0.951, 0.919, and 0.934. As all values surpass the recommended minimum threshold of 0.60, it can be inferred that each construct possesses strong internal consistency and demonstrates high reliability.

2) Structural Model or Inner Model Evaluation

a. R-Square

Table 6. Test Results R-square

Variables	R-square
Organizational Commitment (Z)	0.483
Organizational Citizenship Behavior(Y)	0.614

Source: Appendix 9 Primary data (processed data), 2025

Based on Table 6, the R-square value for organizational commitment is 0.483, indicating that 48.3% of the variance in this construct is accounted for by organizational support, while the remaining 51.7% is influenced by factors not included in the model. Similarly, the R-square value for organizational citizenship behavior is 0.614, suggesting that 61.4% of its variance is explained by both organizational support and organizational commitment, with the remaining 38.6% attributed to other unmeasured variables.

b. Q-Square Predictive Relevance (Q²)

Q-Square Predictive Relevance (Q^2) serves as an indicator of how well the observed data can predict the outcomes specified in the research model. The Q^2 value ranges from 0 to 1, where a value closer to 0 suggests weaker predictive relevance and indicates a poorly performing model. Conversely, the closer the Q^2 value is to 1, the stronger the model's predictive capability. The calculation of the Q-Square Predictive Relevance (Q^2) is carried out as follows:

$$\begin{aligned}(Q^2) &= 1 - (1 - R1^2) (1 - R2^2) \\ &= 1 - (1 - 0,614) (1 - 0,483) \\ &= 1 - (0,386) (0,517) \\ &= 1 - 0,199 = 0,801\end{aligned}$$

Based on the Q^2 value of 0.801, which is close to 1, referring to the criteria for the strength of the model based on the Q-Square Predictive Relevance (Q^2) value, this model is classified as very good. The predictive relevance value of 0.801 indicates that 80.1 percent of the variation in the organizational citizenship behavior variable can be well explained by the organizational support and organizational commitment variables in the research model, while the remaining 19.9 percent is explained by other variables outside the research model

Hypothesis Testing

Table 7. Hypothesis Testing

Variables	Coefficient	t statistic	p values	Information
Direct Influence				
Organizational Support → OCB	0.284	1,991	0.047	Significant
Organizational Commitment → OCB	0.559	5,247	0,000	Significant
Organizational Support → Organizational Commitment	0.695	8,259	0,000	Significant
Indirect Influence				
Organizational Support → OCB → Organizational Commitment	0.389	4,074	0,000	Significant

Source: Appendix 9 Primary Data (processed data), 2025

Based on Table 7, the results of the PLS analysis used to test the hypotheses in this study are presented. The hypothesis testing in this research can be described as follows:

1. Hypothesis Testing of the Effect of Organizational Support on Organizational Citizenship Behavior

Basen on Table 7, the path coefficient for the relationship between organizational support and organizational citizenship behavior is 0.284, with a p-value of 0.047 (less than 0.05) and a t-statistic of 1.991 (greater than 1.96). These findings support the acceptance of Hypothesis 1, which proposes that organizational support has a positive and significant influence on employees' organizational citizenship behavior at the Taman Tirtagangga Tourism Object. In other words, higher levels of organizational support are associated with increased organizational citizenship behavior.

Hypothesis Testing of the Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the path coefficient reflecting the effect of organizational commitment on organizational citizenship behavior is 0.559, with a p-value of 0.000 (less than 0.05) and a t-statistic of 5.247 (greater than 1.96). These results confirm the acceptance of Hypothesis 2, which posits that organizational commitment has a positive and significant impact on the organizational citizenship behavior of employees at the Taman Tirtagangga Tourism Object. This means that as employees' organizational commitment strengthens, their organizational citizenship behavior tends to improve as well.

2. Hypothesis Testing of the Effect of Organizational Support on Organizational Commitment

Based on Table 7, the path coefficient for the influence of organizational support on organizational commitment is 0.695, with a p-value of 0.000 (less than 0.05) and a t-statistic of 8.259 (greater than 1.96). These findings support the acceptance of Hypothesis 3, which asserts that organizational support has a positive and significant effect on employees' organizational commitment at the Taman Tirtagangga Tourism Object. This indicates that greater organizational support is associated with higher levels of organizational commitment among employees.

3. Hypothesis Testing of Organizational Commitment as a Mediator of the Effect of Organizational Support on Organizational Citizenship Behavior

Based on Table 7, the indirect effect has a p-value of 0.000 (less than 0.05) and a t-statistic of 4.074 (greater than 1.96), with a path coefficient of 0.389. These results indicate that organizational commitment serves as a mediating variable in the relationship between organizational support and organizational citizenship behavior among employees at the Taman Tirtagangga Tourism Object. Thus, Hypothesis 4 is supported.

4. CONCLUSION

- a) Organizational support has a positive and significant effect on the organizational citizenship behavior of employees at Taman Tirtagangga Karangasem.
- b) Organizational commitment has a positive and significant effect on the organizational citizenship behavior of employees at Taman Tirtagangga Karangasem.
- c) Organizational support has a positive and significant effect on the organizational commitment of employees at Taman Tirtagangga Karangasem.
- d) The analysis of organizational commitment as a mediator in the influence of organizational support on organizational citizenship behavior shows a complementary partial mediation effect.

5. RECOMMENDATIONS

Based on the findings of this study, the following recommendations are suggested for the management of Taman Tirtagangga Karangasem:

- a) **The lowest score on the organizational support indicators indicates that some employees feel the organization pays insufficient attention to their job satisfaction. Therefore, management is advised to focus more on aspects of**

employee job satisfaction, such as providing recognition for achievements, offering constructive feedback, and creating a comfortable work environment.

- b) The lowest score in the organizational citizenship behavior variable is found in the indicator reflecting the lack of employee initiative in helping coworkers during difficulties or increased workloads. This highlights the need to strengthen a collaborative work culture within the organization, for example, by encouraging teamwork through training and providing special rewards to employees who show care and solidarity towards their coworkers.
- c) The lowest score in the organizational commitment variable suggests that some employees are considering moving to other companies that may offer better working conditions. This situation should be anticipated by enhancing employee loyalty and attachment to the organization, such as providing career development opportunities, improving welfare systems, and fostering good communication between supervisors and subordinates.
- d) For future researchers, it is recommended to include other variables that may influence organizational citizenship behavior, such as work motivation, job satisfaction, organizational culture, and work environment. Additionally, expanding the research object to other institutions is advised to obtain more representative results.

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