Does Affective Commitment Mediate the Relationship Between Perceived Organizational Support and Organizational Citizenship Behavior?

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ABSTRACT
The main purpose of this research was to investigate the role of affective commitment among perceived support from the organization and organizational citizenship behavior. Samples were taken as many as 201 nurses working in all private hospitals in Padang, Indonesia. The sampling technique used is simple random sampling. The results of this study using a moderation regression with the macro process reveal that organizational citizenship behavior is not significantly affected by perceived support from the organization. Additionally, research results demonstrate that affective commitment.is significantly affected by perceived support from the organization. Furthermore, the results findings also confirms that organizational citizenship behavior is significantly affected by affective commitment. Finally, affective commitment plays a mediating role between perceived support from organization and organizational citizenship behavior. The implication research will be discussed further.

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

1. INTRODUCTION

The hospital as one of the health care facilities has a very strategic role in promoting health for the community. The success of a hospital in carrying out its functions is marked by the quality of service from the hospital. A hospital that has good quality is a hospital that provides optimal service to the community.

Nurses are the largest number of all health workers in hospitals and greatly determine the quality and image of the hospital. For this reason, hospitals need nurses with high organizational citizenship behaviors (OCB), which is good for beneficial the organization, but is not included in the employee's job description (Organ, 2008 [1]; Ahmed, Rasheed & Jahanzeb, 2012 [2]). This behavior is highly expected because it supports organizational effectiveness and organizational survival, especially in highly competitive environments such as private hospitals.

Several previous studies have tried to explain factors that can improve organizational citizenship behavior, including perceived organizational support (Yaghoubi et al., 2012 [3]; Hemdi et al., 2012 [4]; and affective commitment (Kim, 2002 [5]; Lavelle et al., 2009 [6]; Allen & Meyer, 1990 [7]). There is also a study which state that affective commitment can mediate the relationship between POS and OCB (Muhammad, 2014) [8].

The objective of this study was to determine: (1) The extent of the influence of POS on OCB. (2) The extent of the influence of POS on affective commitment. (3) The extent of influence of affective commitment on OCB. (4) The extent of influence of POS on OCB with the affective commitment as the mediating variable.

2. LITERATURE STUDIES

Theory of social exchange is used as the basis for this research. Fung et al (2012) [9] pointed out that the theory of social exchange is the viewpoint of employees when they are treated well by the organization, they tend to treat the organization in a more positive way. The theoretical description supporting the research model is as follows:

2.1. Organizational Citizenship Behavior (OCB)

OCB is employee work behavior that is voluntarily carried out by worker in the company that is not included in the formal job description (Organ, 2008) [1]. Organ (2008) [1] stated that aspects of OCB consist of: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

2.2. Affective Commitment

Affective commitment is a employee's emotional attachment to the organization, including faith, will, and desire to achieve the organizational goals. (Sabir et al., 2011) [10]. Indicators to measure the level of affective commitment according to Allen & Meyer, 1990 [7] include affective attachment, identification, and participation.

2.3. Perceived Organizational Support (POS)

POS is employee perceptions that is organization values employee contributions, and care about their well-being. (Eisenberger, et al., 2014) [11]. Indicator measurement of the perceived level of organizational support according to Eisenberger et al., (2014) [11] include supervisor support, rewards and working conditions.

3. HYPOTHESIS

3.1. Perceived Organizational Support and Organizational Citizenship Behavior

Several previous studies have examined that there is a positive correlation between POS and OCB. (Rastgar et al., 2014 [12]; Islam et al., 2014 [13]; Shen et al., 2013 [14]; Asfar and Badir, 2016 [15]).

H1: POS is a positive and significant antecedent of OCB

3.2. Perceived Organizational Support and Affective Commitment

Research conducted by Rhoades, Eisenberger, & Armeli, (2001) [16] proves that affective commitment is influenced by POS. Consistent with this, Gupta et al., 2016[17] also found that affective commitment.is positis and significantly affected by perceived support from the organization.

H2: Affective commitment is positive and significantly affected by perceived support from the organization

3.3. Affective Commitment and Organizational Citizenship Behavior

A number of studies have examined the impact of affective commitment and OCB, and have stated that organizational citizenship behavior is positive and significantly affected by affective commitment (Kim, 2012 [5]; Lavelle et al., 2009 [6]). Meyer et al., 1993 [18 distinguish three types of commitment, namely: continuance, normative and affective, but affective commitment can predict OCB more than normative and continuance commitment (Meyer et al, 2002 in Wu and Liu, 2014) [19]).

H3: affective commitment is positive and significantly affected by perceived support from the organization

3.4. Affective commitment plays a mediating role between perceived support from organization and organizational citizenship behavior.

Employees who feel more supported by the organization tend to show greater emotional commitment to the organization, and this emotional commitmen in turn leads to a better OCB (Muhammad, 2014 [8]).

H4: POS affects the OCB with affective commitment as the mediating variable.

3.5. Conceptual Framework

This study uses 3 variables, namely perceived POS as an exogenous variable, affective commitment as a mediating variable, and OCB as an endogenous variable. The connection between these variables is described in the research model as shown below:
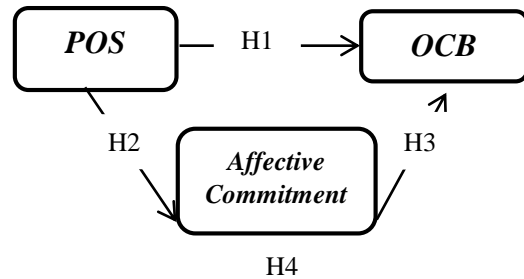

Figure 1 : Conceptual Framework

4. METHOD

The population in this study were all nurses in private hospitals in Padang. Samples were taken as many as 201 people. The sampling technique used is simple random sampling. The data used is the original data obtained by distributing questionnaires to respondents. This study uses the macro process adjustment regression analysis tool because it examines the adjustment effect of POS on OCB through affective commitment.

5. RESULTS AND DISCUSSION

5.1. Result

Table 1 below display that the influence of POS on OCB shows a coefficient value of 0.02, a significance value of 0.81, or sig> 0.05. Means that OCB is not significantly affected by perceived support from the organization. The influence of POS on affective commitment shows a coefficient value of 0.25 and a significance value of 0.000 or sig <0.05. Means that affective commitment is significantly affected by perceived support from the organization. The influence of affective commitment in OCB shows a coefficient value 0.50 and the significance value is 0.000 or sig < 0.05. Means that OCB is significantly affected by affective commitment

Table 1. Direct Effect

Relation	Coeff	T-Value	P-Value	Decision
H1: POS → OCB	0,02	0,24	0,81	Rejected
H2: POS → AC	0,25	5,30	0,00	Accepted
H3: AC → OCB	0,50	6,54	0,00	Accepted

Table 2. Indirect Effect

Relation	Coeff	Boot LLCI	Boot ULCI
H4: POS → OCB	0,22	0,12	0,33

Table 2 above shows that the indirect coefficient value from POS to OCB is 0.22. The confidence interval (Confidence Interval / CI) of Bootstrap results is written as BootLLCI (lower level of CI) = 0.12 and BootULCI (higher level of CI) = 0.33. It indicates that if the range of BootLLCI and BootULCI does not include zero (0), it can be stated that the estimated value is significant and there is a mediating effect. Therefore, it can be proved that POS has a positive and significant indirect impact on OCB through affective commitment as a mediator variable.

5.2. Discussion

The result of testing the first hypothesis shows that POS does not have a significant effect on OCB. It can be said that the impact of POS on OCB does not make sense. This may be due to nurses' awareness of occupational hazards during the COVID 19 pandemic, such as health risks, environmental risks, and financial risks. Therefore, even if nurses have high organizational support, they are reluctant to undertake additional activities. This study results are inconsistent with previous studies conducted by Rastgar, 2016 [20], which found that there is a positive correlation between POS and OCB.

The results of testing the second hypothesis show that POS has a positive and significant impact on affective commitment. This study results are consistent with previous research by Rhoades, Eisenberger, and Armeli (2001) [16], Consistent with this, Gupta et al., 2016 [17] also found that affective commitment is influenced by POS.

The results of testing the third hypothesis show that affective commitment has a significant impact on OCB. In this OCB context, nurses with high levels of affective commitment tend to show attitudes that help their organization. The study results are consistent with those of Rastgar, 2016 [20]; Islam et al., 2014 [13] and Asfar and Badir, 2016 [15 which shows that affective commitment is significantly affected by OCB.

The result of testing the fourth hypothesis shows that POS has a positive and significant impact on OCB with affective commitment as a mediating variable. This study results are consistent with previous studies conducted by Muhammad, 2014 [35].

6. CONCLUSION

The results of this study identified that perceived support from the organization has no significant impact on nurses' organizational citizenship behavior. This means that POS will not be meaningful in influencing nurses' OCB. Moreover, affective commitment is positive and significantly affected by perceived support from the organization. This means that the better the perceived support from the organization, the greater the nurses's emotional attachment to the organization. Furthermore, affective commitment had a positive and significant impact on OCB. This means that the higher the nurses' emotional attachment the greater their OCB. Finally, affective commitment plays an mediation role between POS and OCB. Thi study results indicate that affective commitment plays a role in strengthening the relation between POS and nurses' OCB.

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