

The Effect of Emotional Intelligence, Organizational Commitment

by Israwan Setyoko 30

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The Effect of Emotional Intelligence, Organizational Commitment and Perceived Organizational Support (POS) on Organizational Citizenship Behavior(OCB) of Government staff

By

Wahyuningrat

Universitas Jenderal Soedirman Purwokerto,

Denok Kurniasih

Universitas Jenderal Soedirman, Purwokerto,

Paulus Israwan Setyoko

Universitas Jenderal Soedirman, Purwokerto

Anggara Setya Saputra

Universitas Wijayakusuma, Purwokerto

Abstract

This research design uses hypothesis testing and the sampling technique in this study is non-probability sampling using a saturated sample technique. Saturated sample is a sampling technique if all members of the population are used as samples. The population in this study were 130 government employees. Data collection techniques are carried out by: (1) Distributing questionnaires directly to employees; (2) interviews; (3) observation; and (4) literature study. The instrument in this study was carried out using a questionnaire that was shown to obtain answers from respondents. This research design uses hypothesis testing and the sampling technique in this study is non-probability sampling using a saturated sample technique. Simple random sampling sample is a sampling technique and the respondent in this study were 130 government employees. Data collection techniques are carried out by: (1) Distributing questionnaires directly to employees; (2) interviews; (3) observation; and (4) literature study. The instrument in this study was carried out using a questionnaire that was shown to obtain answers from respondents. The data processing tool uses structural equation modeling (SEM) and use SmartPLS 3.0 software.. The instrument in this study was carried out using a questionnaire that was shown to obtain answers from respondents. The data processing tool uses SmartPLS 3.0 . The results of this study indicate that emotional intelligence has a positive and significant effect on organizational commitment, perceived organizational support has a positive and significant effect on organizational commitment, emotional intelligence has no effect on organizational citizenship behavior, perceived organizational support has a positive and significant effect on organizational citizenship behavior, organizational commitment has a positive and significant effect on organizational citizenship behavior.

Keywords: Emotional Intelligence, Perceived Organizational Support, Organizational Citizenship Behavior, Organizational Commitment, Government Staff

Introduction

The main supporting resource in an organization is Human Resources (HR). Human resources in every organization, both private and government, are required to be qualified human resources, in order to be able to support the organization in achieving its goals and surviving in the rapid development of the times in the current era of globalization. The implementation of government organizations, which are always in the public spotlight, makes

the services they run cannot be separated from the public's assessment. It is necessary to improve the quality of employees in government organizations aimed at supporting the achievement of organizational goals. According to Gupta [1] an important element that needs to be considered in an organization is behavior outside the formal rules of the organization. According to Alshaabani, et al. [2] employee behavior that is currently demanded by the organization does not only include in-role behavior, namely carrying out work in accordance with the tasks in the job description, but also extra-role behavior which is the contribution of the employee's extra role to complete organizational work or what is known as Organizational Citizenship Behavior (OCB). According to Dominic, et al. [3] Organizational Citizenship Behavior (OCB) is an extra individual behavior that is not part of an employee's formal work obligations, but is able to support the effective functioning of the organization.

According to Francis, et al. [4] OCB behavior is needed in government agencies because it can increase the operational effectiveness of the organization. OCB behavior is also needed in order to face all forms of organizational change challenges that are required to carry out the bureaucratic reform process. Moreover, the diverse demands on the public service sector are now the professional responsibility of employees, increasing and making the work environment more difficult to adjust. According to Alshaabani, et al. [2], Antony [5] in his scientific paper also said that in the era of bureaucratic reform as it is currently being carried out in various government agencies, the role of OCB behavior is considered important and determines organizational performance in providing services to the community. Based on the results of interviews conducted by researchers with employees, it shows that there are problems related to indications of low organizational citizenship behavior (OCB) of employees, namely there are problems regarding complaints from some employees because of the high workload and some employees are also still concerned with themselves who only focus in their own duties, they have low concern for fellow co-workers, and there are still some employees who are not able to comply with organizational regulations by taking breaks before their time and sometimes some employees also use rest periods beyond their time, thus affecting the effectiveness of the organization's operations.

Indications of the low OCB behavior of these employees show that it is still rare and difficult to find OCB in government agencies. According to Alshaabani, et al. [2], Antony [5], Azim and Dora [6] stated in his research that OCB is an aspect that still rarely occurs within the scope of the government apparatus. Therefore, government organizations must pay more attention to the quality of their employees, because OCB behavior is important and becomes one of the keys to success in an organization. OCB behavior is needed so that employees can work not only for themselves but also for the benefit of the organization. According to Alshaabani, et al. [2] categorize the factors that influence OCB, and in this study the factors of emotional intelligence, perceived organizational support and organizational commitment were chosen by the authors for analysis. These three factors are factors that can influence OCB behavior on individual differences and work attitude factors. One of the factors that influence organizational citizenship behavior (OCB) is emotional intelligence. According to Gupta [1], Francis, et al. [4] OCB is more influenced by personality or more precisely emotional intelligence than situational factors and working conditions. From the interview results, the interesting phenomenon related to emotional intelligence is that the dominant employee has good emotional intelligence, the ability to use, recognize and control his emotions appropriately so that employees are able to motivate themselves and survive under pressure. However, there are still some employees who have inappropriate emotional control, such as some employees when given input sometimes too emotional so it is difficult to give direction, emotions that are not controlled will inhibit positive behavior in themselves, such as reducing the intention to help

co-workers can even trigger the emergence of conflict between employees so that it will affect the comfort and productivity of the organization. So that good emotional intelligence is needed in choosing the best behavior for the benefit of the organization. This is one of the factors for the emergence of employee OCB that is expected by the organization.

In addition, another factor that can influence Organizational Citizenship Behavior (OCB) is Perceived Organizational Support. According to Gupta [1], Alshaabani, et al. [2] support from the organization is suspected of fostering social behavior between colleagues and the organization, so that the organization's sense of caring for employees makes employees feel they have to return the favor. Employees who feel there is organizational support will be more motivated to create positive impacts in the form of attitudes and behaviors that can help the organization in achieving its goals. Based on the results of interviews, the organization always provides the best support for all employees. The organization appreciates the contributions made by employees by providing support and positive feedback in the form of decent salaries for employees, work support facilities, mental support such as the implementation of routine recitations, routine gymnastics, as well as support for learning assignments and career path support for employees, but it is not fair. superior support for employees makes some employees less motivated and lose confidence. Because with good organizational support felt by employees, it will make employees more motivated to contribute more to the organization, so that it will increase the emergence of OCB behavior of employees. Commitment is also proven to have an influence on Organizational Citizenship Behavior (OCB). Gupta [1], Rungchatchadaporn Vehachart [7] the factor that drives the emergence of organizational citizenship behavior is commitment to the organization, because organizational commitment can create a person's strong will to contribute more to the organization and a feeling of pride in being a part of the organization. Based on the results of interviews that have been conducted with employees, it is known that some employees are consistently active in participating in building the organization's image and have a willingness to contribute more to the organization because of their pride in working, but some employees have low emotional attachment to the organization, resulting in a lack of self-determination in supporting organizational goals. . Employees who have high organizational commitment will try to do all their duties, both tasks that are their obligations or tasks outside of their obligations, such as when there are other employees who are not able to do a task, then employees who are committed will tend to help their colleagues without comparing their abilities and focus on the interests of the organization is achieved. According to Gupta [1], Alshaabani, et al. [2], Francis, et al. [4], Antony [5] proves that organizational commitment is the most dominant variable in influencing OCB. Therefore, in this study organizational commitment will be used as an intervening variable (mediation) that links emotional intelligence and perceived organizational support with employee OCB.

Based on the explanation of the results of previous studies, it indicates that there is a research gap in this study regarding the relationship between variables, According to Purwanto, et al. [8] emotional intelligence has a positive and significant effect on OCB. Meanwhile, according to Paramita, et al. [9] emotional intelligence has no effect on OCB and research from Park [10], Pohl, et al. [11], Purwanto, et al. [12] also proves the same thing that emotional intelligence has no significant and negative effect on OCB. According to [8], Pohl, et al. [11] research results state that there is a positive and significant effect between perceived organizational support on OCB. Other researchers who have proven that there is a positive and significant effect between perceived organizational support on OCB. However, based on the results of research by Rungchatchadaporn Vehachart [7], Junita, et al. [13] perceived organizational support has no significant effect on OCB. But different research results are proven by According to Junita, et al. [13], Jain, et al. [14], Kim and Oh [15], Noh and Han [16]

in their research to prove that organizational commitment has no effect on the OCB variable. The differences that occurred in previous studies related to the relationship between the variables above were the cause for this to be re-examined.

Theoretical review

Organizational Citizenship Behavior

According to Pohl, et al. [11], Purwanto, et al. [12] Organizational Citizenship Behavior (OCB) is optional behavior that is not part of an employee's formal work obligations or job description of an employee, but the activities carried out have a good impact because they are able to support the effective functioning of the organization. The dimensions in this study According to Purwanto, et al. [8], Park [10], Pohl, et al. [11], Junita, et al. [13], Jain, et al. [14], Kim and Oh [15]; namely: (1) Altruism, (2) Courtesy, (3) Sportmanship, (4) Civic Virtue, and (5) Conscientiousness.

Organizational Commitment

According to Purwanto, et al. [8], Pohl, et al. [11] organizational commitment is a strong desire that an employee has to remain as a member in a particular organization, where a strong desire to do business is in accordance with what is desired in an organization and definite beliefs and acceptance of values and goals. organization. The indicators in this study Park [10], Pohl, et al. [11], Purwanto, et al. [12] namely: (1) Employee Willingness, (2) Employee Loyalty, and (3) Employee Pride.

Emotional Intelligence

According to Purwanto, et al. [8] emotional intelligence is a person's ability to use or manage emotions both in oneself and when dealing with others, and use them effectively to motivate oneself and endure pressure, and control oneself to achieve a relationship. productive ones. The indicators in this study, According to Park [10], Pohl, et al. [11], Purwanto, et al. [12] are: (1) Self-Awareness, (2) Self-Regulation, (3) Self-Motivation, (4) Empathy, and (5) Social Skills.

Perceived Organizational Support

Perceived organizational support is the employee's perception of how an organization appreciates all contributions and cares about the welfare of its employees. The dimensions in this study Park [10], Pohl, et al. [11], Purwanto, et al. [12], Junita, et al. [13], Kim and Oh [15], Noh and Han [16], namely: (1) Justice, (2) Superior Support, (3) Organizational Rewards, and (4) Working Conditions.

Method

This research design uses hypothesis testing and the sampling technique in this study is non-probability sampling using a saturated sample technique. Simple random sampling sample is a sampling technique and the respondent in this study were 130 government employees. Data collection techniques are carried out by: (1) Distributing questionnaires directly to employees; (2) interviews; (3) observation; and (4) literature study. The instrument in this study was carried out using a questionnaire that was shown to obtain answers from respondents. The data processing tool uses structural equation modeling (SEM) and use SMartPLS 3.0 software.

Hypothesis

Based on the background, description of the framework and the results of the empirical study above, the authors propose several hypotheses in this study, namely:

H1: Emotional Intelligence has positive and significant effect on Organizational Commitment

H2: Perceived Organizational Support has positive and significant effect on Organizational Commitment

H3: Emotional Intelligence has positive and significant effect on Organizational Citizenship Behavior

H4: Perceived Organizational Support has positive and significant effect on Organizational Citizenship Behavior

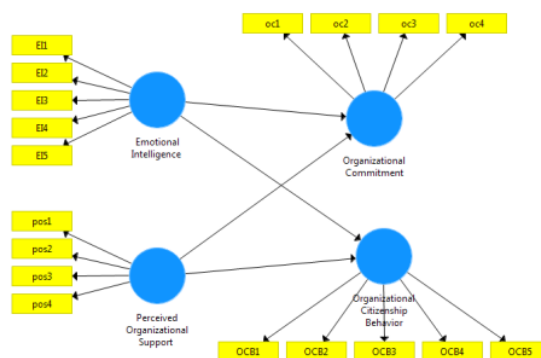


Fig 1. Research Model

Discussion and opinion

The Effect of Emotional Intelligence on Organizational Commitment

The first hypothesis testing was conducted to determine the effect of emotional intelligence on organizational commitment. Based on the results of the t -test, it was obtained that t was $4.345 > t$ table 1.96 with a significance level of $0.001 < 0.05$, this indicates that emotional intelligence has a positive and significant influence on organizational commitment, so H1 is accepted. That is, the higher the emotional intelligence of employees, the higher the commitment of employees to the organization. The results of this study strengthen the results of research conducted by Purwanto, et al. [8], Ridwan, et al. [17] on employees who stated that there was a positive and significant influence between emotional intelligence and organizational commitment. The results of this study are in accordance with the conditions found in the organization, based on the findings of phenomena and statistical results of employees' emotional intelligence is quite high. According to Gupta [1], Francis, et al. [4] Employees cooperate with each other based on the spirit of mutual respect and respect for each other and employees also have the ability to motivate themselves and good self-awareness, thus making employees feel comfortable in the organization. The sense of comfort felt by employees in the organization is what gives rise to employee loyalty towards the organization. Employees who always control their emotions in order to maintain commitment will create a positive influence for the organization because they are able to work with full responsibility and support in achieving the vision and mission of the organization.

The Effect of Perceived Organizational Support on Organizational Commitment

The second hypothesis testing was conducted to determine the effect of perceived organizational support on organizational commitment. Based on the results of the t test, it was obtained that the t count was $4.987 > t \text{ table } 1.96$ with a significance level of $0.000 < 0.05$, this indicates that perceived organizational support has a positive and significant effect on organizational commitment, so hypothesis is accepted. That is, the higher the perceived organizational support, the higher the commitment of employees to the organization. The results of this study strengthen the research conducted by Siriattakul, et al. [18], Wu and Liu [19] on employees who stated that there was a positive and significant effect between perceived organizational support and organizational commitment. Support from the organization is needed by employees because it can be a motivation for them, thus creating confidence in employees that their existence is needed and appreciated by the organization. This enables employees to increase their commitment to the organization. Because every change in organizational support felt by employees will also bring changes to their level of organizational commitment. The results of this study are in accordance with the conditions found in the organization, based on the findings of phenomena and statistical results it is stated that the support from the organization is high, as evidenced by the fairness felt by employees where the organization respects and considers the goals of employees, support from a good supervisor who provides direction, assistance and solutions in every task implementation, and the training support felt by employees as a form of developing employee knowledge and skills, as well as providing adequate facility support for all employees. In addition, through this research it is important for organizations to pay more attention to employees and be more consistent in supporting their employees, so that this can motivate them to work and have a high level of commitment to the organization. According Gupta [1], Francis, et al. [4] employees who feel there is support from the organization will increase their commitment to the organization, so employees will be encouraged to want to contribute more in supporting the progress of the organization and be consistently active in participating in building an organizational image that has a positive impact on the organization.

The Effect of Emotional Intelligence on Organizational Citizenship Behavior

The third hypothesis testing was conducted to determine the effect of emotional intelligence on organizational citizenship behavior. Based on the results of the t test, the t count was $5.764 < t \text{ table } 1.96$ with a significance level of $0.154 > 0.05$. That is, this shows that emotional intelligence has no effect on organizational citizenship behavior, so H3 is rejected. The results of this study are not in accordance with the research conducted by Siriattakul, et al. [18], Wu and Liu [19], Shams, et al. [20] on performance employees who stated that emotional intelligence had a positive and significant effect on organizational citizenship behavior. The results of this study are more in line with research conducted by Paramita, et al. [9], Purwanto, et al. [12], Ridwan, et al. [17], Siriattakul, et al. [18], Shams, et al. [20] whose results both state that emotional intelligence has no effect on organizational citizenship behavior. Based on the results of interviews conducted by researchers, employees already have the ability to motivate themselves and have good self-awareness. However, this has not been able to make employees to be able to bring up OCB behavior in the implementation of the organization. Based on statistical results, it is stated that organizational citizenship behavior factors in this population rely more on perceived organizational support and organizational commitment, so that the internal influence of individual emotional intelligence plays less of a role than perceived organizational support and organizational commitment factors. So in this case emotional intelligence has not been able to influence employee organizational citizenship behavior. To make employees able to bring up favorable OCB behavior in the implementation of the organization, positive support from the environment and organization is needed, so that

employees will feel encouraged and feel more motivated to commit to contributing to the organization, so that from this it will increase the emergence of OCB behavior of employees.

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The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

The fourth hypothesis testing was conducted to determine the effect of perceived organizational support on organizational citizenship behavior. Based on the results of the t test, it was obtained that the t count was $6.987 > t_{table} 1.96$ with a significance level of $0.009 < 0.05$, this indicates that perceived organizational support has a positive and significant effect on organizational citizenship behavior, so hypothesis is accepted. That is, the higher the perceived organizational support, the organizational citizenship behavior will also increase. The results of this study strengthen the research conducted by Accordig to Purwanto, et al. [8], Ridwan, et al. [17], Wu and Liu [19] on employees which states that there is a positive and significant influence between perceived organizational support and organizational citizenship behavior. The higher the organizational support felt by employees, it will make employees more motivated to contribute more to the organization, so that it will increase the emergence of OCB behavior of employees. According to Alshaabani, et al. [2], Antony [5] that perceived organizational support felt by employees is able to increase the emergence of employee OCB behavior which creates a positive impact in achieving the goals expected by the organization. It is important for organizations to pay attention and support their employees as a form of positive feedback from the organization and employees. Employees who feel the support from the organization will increase employee commitment to the organization, so that employees will be encouraged to want to contribute more in supporting the progress of the organization.

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The Effect of Organizational Commitment on Organizational Citizenship Behavior

The fifth hypothesis testing was conducted to determine the effect of organizational commitment on organizational citizenship behavior. Based on the results of the t test, it was obtained that the t count was $5.987 > t_{table} 1.96$ with a significance level of $0.032 < 0.05$, this indicates that organizational commitment has a positive and significant effect on organizational citizenship behavior, so hypothesis is accepted. That is, the higher the commitment to the organization of the employees, the behavior of organizational citizenship behavior will also increase. The results of this study strengthen the results of research conducted by Purwanto, et al. [12], Ridwan, et al. [17] on employees who state that organizational commitment has a significant effect on organizational citizenship behavior. Commitment arises because of a sense of emotional attachment, a sense of comfort, and also the need for and dependence on the organization. Employees who have a high commitment to the organization will certainly contribute more that exceeds the expectations of the organization, so that it will increase the emergence of OCB behavior of employees and will also have a positive impact on the organization.

The implications of this research include two things, namely practical implications and theoretical implications. Practical implications related to the contribution of research to the improvement of organizational citizenship behavior. While the theoretical implications relate to its contribution to the development of organizational citizenship behavior theory, emotional intelligence, perceived organizational support, and organizational commitment. Based on the conclusions presented, the authors provide practical implications that can be applied as follows: 1. Emotional intelligence is described as the ability that a person has in recognizing, using and managing emotions both in himself and when dealing with others, so that the individual can control his feelings within himself and use it effectively to motivate himself to endure pressure, and to be able to control himself to achieve a productive relationship. Researchers suggest to improve the ability of self-awareness, self-regulation, self-motivation, empathy, and social

skills of its employees with various types of training related to efforts to improve the emotional intelligence of employees, maintain a conducive work environment and continue to maintain a two-way communication pattern between employees, leadership and subordinates as well as fellow employees, this is done to create emotional closeness of the employees. Because government organization that requires employees with a high level of emotional intelligence to support the operational implementation of the organization. 2. Perceived high organizational support can develop employees effectively. The high level of support from the organization felt by employees is able to increase employee productivity so that it supports optimally optimizing the role of employees in the organization. Researchers suggest to prioritize indicators of perceived organizational support in the form of fairness, superior support, rewards, and better working conditions, so that employees are able to support the organization optimally. Because it is able to improve the ability of employees to do work, so that later they are able to support the optimal implementation of the organization. 3. Employee organizational commitment is an important factor that must be considered and maintained by the organization. Commitment arises because of a sense of emotional attachment, a sense of comfort, and also the need for and dependence on the organization. Employees who have a high commitment to the organization will be encouraged to want to contribute more in supporting the progress of the organization and will also be consistently active in participating in building the image of the organization which will have a positive impact on the organization. Researchers suggest to be consistent in maintaining the willingness and pride of its employees towards the organization. Because employees who have a high commitment to the organization will certainly provide something that exceeds the expectations of the organization, which will have a positive impact on the organization. With the fulfillment of these indicators, employees will be loyal and always ready to carry out their duties and obligations in providing the best service to the community so that they are able to support the development of a better image. 4. Organizational citizenship behavior is an individual's choice of behavior that is not part of an employee's formal work obligations or job descriptions owned by employees, but the activities carried out have a good impact because they are able to support the effective functioning of the organization. According to Gupta [1], Alshaabani, et al. [2], Dominic, et al. [3], Francis, et al. [4], Antony [5], Azim and Dora [6] kind of behavior is needed to support operational activities in an organization that cannot always be done formally through routine organizational activities, because sometimes organizations require extra behavior from employees to assist in carrying out activities that cannot be rewarded with money. Researchers suggest to parties to be consistent in increasing employees' sense of emotional attachment, employee comfort, and also feelings of employee dependence on the organization so that employees are able to improve OCB behavior in themselves. Because employees who have good OCB behavior will be able to influence the effectiveness of the organization and be able to maximize the potential of the organization.

Theoretical Implications

Based on the results of tests that have been carried out on OCB organizational commitment, emotional intelligence, and perceived organizational support, the results of this study are expected to provide theoretical contributions as follows: 1. Based on data analysis conducted by the author, emotional intelligence has a positive and significant effect on organizational commitment. That is, the higher the emotional intelligence of employees, the higher the organizational commitment of employees. Employees who have high emotional intelligence make employees able to control their emotions well, because employees with high emotional intelligence will be able to understand and realize their own feelings, and be able to control stress and negative emotions. This makes employees more responsive to situations that

occur in their work environment so that employees feel more emotionally attached to the organization and have better relationships with superiors and co-workers which can increase organizational commitment. The results of this study support the research conducted by Wu and Liu [19] on employees who stated that there was a positive and significant influence between emotional intelligence and organizational commitment. 2. Based on data analysis conducted by the author, perceived organizational support has a positive and significant effect on organizational commitment. That is, the higher the organizational support felt by the employee, the higher the employee's organizational commitment. The support felt by employees makes employees want to be committed to the organization. So that employees will be encouraged to want to be consistently active in participating in building an organizational image that has a positive impact on the organization. The results of this study support the research conducted by Nicolae and Amalia [21] which states that there is a positive and significant influence between perceived organizational support and organizational commitment. 3. Based on data analysis conducted by the author that emotional intelligence has no effect on organizational citizenship behavior. The results of this study are not in accordance with the research conducted by Somasetia, et al. [22] on State Civil Apparatus in the Environment which states that emotional intelligence has a positive and significant effect on organizational citizenship behavior. The results of this study are more in line with research conducted by According to Purwanto, et al. [8], Wu and Liu [19] whose results both state that emotional intelligence has no effect on organizational citizenship behavior. Based on the results of interviews conducted by researchers, employees already have the ability to motivate themselves and have good self-awareness. However, this has not been able to make employees to be able to bring up OCB behavior in the implementation of the organization.

Conclusion

Based on research on the effect of emotional intelligence and perceived organizational support on organizational citizenship behavior through employee organizational commitment, the authors can draw the following conclusions: 1. The results of this study indicate that emotional intelligence has a positive and significant effect on organizational commitment. This shows that the higher the emotional intelligence, the higher the commitment of employees to the organization. 2. The results of this study indicate that perceived organizational support has a positive and significant effect on organizational commitment. This shows that the higher the perceived organizational support, the higher the commitment of employees to the organization. 3. The results of this study indicate that emotional intelligence has no effect on organizational citizenship behavior. 4. The results of this study indicate that perceived organizational support has a positive and significant effect on organizational citizenship behavior. This shows that the higher the perceived organizational support, the organizational citizenship behavior will also increase. 5. The results of this study indicate that organizational commitment has a positive and significant effect on organizational citizenship behavior. This shows that the higher the commitment to the organization, the organizational citizenship behavior will also increase. 6. The results of this study indicate that organizational commitment is proven to be able to mediate the relationship between emotional intelligence and organizational citizenship behavior. 7. The results of this study indicate that organizational commitment is proven to be able to mediate the relationship between perceived organizational support and organizational citizenship behavior. Based on statistical results, it is stated that organizational citizenship behavior factors in this population rely more on perceived organizational support and organizational commitment so that the internal influence of individual emotional intelligence plays less of a role than perceived organizational support and organizational commitment factors. So in this case emotional intelligence has not been able to influence organizational

citizenship behavior employees. 4. Based on the results of data analysis conducted by the authors stated that perceived organizational support has a positive and significant influence on organizational citizenship behavior. That is, the higher the perceived organizational support, the organizational citizenship behavior will also increase. The results of this study are in accordance with research conducted by Purwan⁶, et al. [8], Paramita, et al. [9], Ridwan, et al. [17], Shams, et al. [20]s on employees who state that there is a positive and significant influence between perceived organizational support and organizational citizenship behavior. The higher the organizational support felt by employees, it will make employees more motivated to contribute more to the organization, so that it will increase the emergence of OCB behavior of employees. Based on the results of data analysis conducted by the author, organizational commitment has a positive and significant influence on organizational citizenship behavior. That is, the higher the commitment to the organization of the employees, the behavior of organizational citizenship behavior will also increase.

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