THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AS MEDIATING VARIABLES IN ACEH-INDONESIA REGIONAL GOVERNMENT ORGANIZATIONS

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ABSTRACT

The perspective of organizational support behavior requires employees who can work beyond their primary duties and organizational expectations. This study examines the effect of perceived organizational support (POS) on organizational citizenship behavior (OCB), with job satisfaction (KK) and organizational Commitment (KO) as mediating variables. The sample in this study was 150 employees of Aceh regional government organizations. The analytical tool used is the covariance-based regression method, namely structural equation model amos for model development and research hypothesis testing. The results showed that each variable, perceived organizational support, job satisfaction, and organizational Commitment, positively affected organizational citizenship behavior. Job satisfaction and organizational Commitment partially mediate the relationship between perceived organizational support and organizational citizenship behavior. Government organizations should provide optimal organizational support to employees so they can be active at all times and with all available opportunities.

Keywords: Perceived Organizational Support; Organizational Citizenship Behavior; Job Satisfaction; Organization Commitment

I.   BACKGROUND

Government organizations provide services to the community, including services that cannot be sought separately by the community. Improving organizational services requires human resources with high performance. Employees must be committed to the organization and part of a flexible work team. Therefore, from the perspective of organizational behavior, it requires employees who can work beyond their primary duties and exceed organizational expectations.

OCB is a decision-making behavior that is not part of an employee's formal function but that supports the effective functioning of the organization, so it is a significant factor in developing a form of high employee commitment and loyalty (Robbins & Judge, 2015). The problems faced by the Aceh regional government organizations, among others, are that employees often complain and protest when asked to help busy colleagues and do not proactively offer solutions. In line with research (Thompson et al.,2020), OCB makes organizations more productive and effective, so organizations must understand better how to obtain OCB from all their employees.

Internal employee factors, including perceptions of perceived organizational support, job satisfaction, and organizational Commitment, influence the Aceh regional government's low awareness of extra-role behavior or OCB. This condition is in line with research conducted by (Alshaabani et al., 2021 Aprilani et al., 2021 Pelealu, 2022) that OCB is influenced by perceived organizational support, job satisfaction, and organizational Commitment. The results of research (Alshaabani et al., 2021; Ridwan et al., 2020) say that employee OCB can act as a catalyst in moving the organization to achieve its ultimate goal. According to (Pelealu, 2022), POS is organizational support that assesses the extent to which the organization contributes, pays attention to welfare, hears complaints, pays attention to life, and treats employees fairly.

Apart from POS, OCB is also influenced by job satisfaction factors. From the perspective of government organizations such as the Aceh regional, job satisfaction is often associated with the emotional state of organizational members, which is very difficult to define because it is controlled from within and outside a person, even though they work in the same organization (Asih et al., 2023).

Job satisfaction is an affective orientation held by an employee toward his job (Zhang et al., 2021); job satisfaction is an individual's feeling toward his job, which results from the individual's attitude toward various aspects contained in his job (Sukmawaty et al., 2022). Another variable that is closely related to OCB is organizational Commitment. Organizational Commitment is a behavior shown by each member of the organization, especially regarding their responsibility for organizational goals, and this is referred to as employee awareness of being an essential part of an organization. Organizational Commitment can be seen as an organization's identity (Su et al., 2015).

This study is different from several previous studies, which were generally conducted from a business perspective. This study was conducted from the perspective of public organizations. This research is one of the studies conducted by integrating the concepts of OCB, POS, job satisfaction, and organizational

Commitment in the public services industry, so conceptually, this research is referred to as an integrative model.

II. LITERATURE REVIEW

Perceived Organizational Support (POS)

Meta-analysis of POS has been conducted in more than 250 studies since 2009. The meta-analysis found a clear and consistent relationship between POS and OCB, the results of which can be well-predicted (Eisenberger et al., 1986). Employees who receive support from their organizations tend to behave positively. Then POS explains the extent to which employees believe that the organization values their contributions and cares about their well-being (Robbins & Judge, 2015; Wang, 2014). Furthermore (Rhoades & Eisenberger, 2002) examined the relationship between POS and employees' belief that the organization highly values employees' contributions and cares about their welfare. So, according to (Waileruny, 2014), the factors influencing POS consist of fairness and supervisor support.

Then, the measurement of POS variables operationalized in this study refers to research (Wu et al., 2023; Say Yeu, 2014; Limburg, 2021), namely appreciating employee contributions, appreciating the extra effort employees have given, paying attention to all employee complaints; very concerned about employee welfare; will help employees if they are not doing a good job; care about general satisfaction with employee work; show great concern for employees; feel proud of employee success at work.

Job Satisfaction (KK)

Job satisfaction is a form of affirmation of one's job based on evaluating job characteristics. It includes emotional feelings, specifically employee attitudes, which are shown in terms of the difference between the amount of reward received and the level that employees think they should receive as a consequence of the work they do (Robbins & Judge, 2013; Coetzee & Stoltz, 2015; Atmaja, 2022).

Job satisfaction is one of the factors of competitive advantage for government organizations, and it is an asset that is not easily replicated by competitors (Suhartanto et al., 2018). If employees are satisfied with their organization, they will give their best to improve organizational performance (De Simone et al., 2018). Job satisfaction is the amount of work given, including achieving job goals, performance, goals, and benefits obtained (Ghuman, 2011; Perera et al., 2022).

The study (Asrar-ul-Haq et al., 2017) explains that employee satisfaction is always related to career opportunities, wages, workload, leadership, working conditions, and employee commitment to the organization. Furthermore, according to (Haitao, 2022; Saputra & Mahaputra, 2022; Wolo et al., 2017; Amin, 2022), factors that affect public sector job satisfaction are salary, promotion satisfaction, supervision satisfaction, coworker satisfaction, and job satisfaction. Job satisfaction is also influenced by social factors and the work environment (Lukman et al., 2021; Dari et al., (2021). Job satisfaction is how employees have positive affection for their jobs and working conditions (Diana et al., 2022).

Meanwhile, the indicators for measuring job satisfaction refer to opinion (Luthan's 2006), namely the job itself, promotion opportunities, supervision, and coworkers. Furthermore, (Shrestha, 2022) proposed measuring job satisfaction with indicators of salary, incentives, and benefits of the job itself, work environment, supervision, and recognition, which is applied in this study.

Organizational Commitment (KO)

Increasing employee involvement in all organizational activities and interests is an organizational commitment because they feel integrated and work to achieve organizational goals (Amin, 2022). According to (Mowday et al.,1979), organizational Commitment is the relative strength of individual identification and involvement in a particular organization. Meanwhile (Luthan, 2011 Robbins & Judge, 2015) argue that organizational Commitment is a strong desire to remain a member of the organization, a willingness to try to follow the organization's wishes and specific beliefs, as well as acceptance of the values and goals of the organization. Organizational Commitment is an attitude that reflects the extent to which a person knows and is committed to his organization (Schwepker & Dimitriou, 2021). A highly committed employee has a high value of participation in the organization, has a longer tenure, works harder, and performs better (Alqudah et al., 2022).

From the perspective of public organizations, organizational Commitment refers to four critical factors: employees' desire to stay in the organization, willingness to achieve organizational goals, trust, and employee acceptance of the organization (Utami et al., 2021). Furthermore (Ahad et al., 2021), essential factors that influence high Commitment for an employee are successful transformation, responsibility, more care, dedication, and the level of seriousness of the organization towards employees.

According to (Bahjat Abdallah et al., 2017; Saputra & Mahaputra, 2022), indicators of organizational Commitment are discipline, responsiveness, loyalty, and employee ability. For this study, the indicators of measuring organizational Commitment refer to the opinion of (Maria et al., 2021), namely feelings of pleasure, feeling valued, leaving work, loyalty, responsibility, and care.

Organizational Citizenship Behavior (OCB)

According to Robbins & Judge (2018), OCB is not part of a worker's formal job requirements but is a preferred behavior that contributes to the psychological and social environment of the workplace. On the other hand, according to (Arundita et al.,2021), OCB is a behavior related to personal choice. If an employee shows this behavior, he will feel satisfied. However, if the employee cannot show the role of this behavior, then no punishment will be given.

OCB is a tangible form of an employee in every company or government office to ease the workload of other colleagues without forgetting the individual's main work (Arina et al., 2021; Lubis, 2019). Furthermore, (Zayas-Ortiz et al.,2015) stated that various dimensions, such as altruism, courtesy, awareness, and benevolence, influence OCB. According to (Allouani, 2023; Sumardjo & Supriadi, 2023), OCB behavior factors are influenced by high Commitment, moral strength and job satisfaction, leadership,

employee corporate culture, and applying motivational values for employees.

According to (Ogan, 2015; Harwiki, 2016) proposed five main dimensions for OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. According to Afandi (2018; Linda et al., 2019), important dimensions of measuring employee behavior with OCB are altruism, courtesy, sportsmanship, social morality, and prudence. For this study, OCB indicators adapt to altruism, courtesy, sportsmanship, awareness, and civic virtue/citizenship.

III. Conceptual Framework and Research Hypothesis

Organizational support for employees is very important to increase their satisfaction. Satisfaction is one of the critical factors in improving employee performance (Andriyanti & Supartha, 2021; Miao, 2020; Claudia, 2018). The research results (Candana et al., 2022; Septiani & Wijono, 2022; Sugeng & Niswah, 2023) explain the strong relationship between organizational support and employee satisfaction. Perceptions of organizational support have a positive and significant effect on job satisfaction (Riska et al., 2023).

Research results (Pattnaik et al., 2020; Riska et al., 2023) highlight the importance of providing organizational support to employees to foster their Commitment to the organization. Furthermore (Ficapal-Cusí et al., 2020; Utami et al., 2021) stated that organizational support significantly affects organizational Commitment. Other empirical evidence regarding the importance of organizational support for increasing job satisfaction, organizational Commitment, and OCB, as stated by (Claudia, 2018) (Sugeng & Niswah, 2023; Ullah et al., 2020).

The research results (Andriyanti & Supartha, 2021) found a significant influence between POS and employee OCB. Then, the results of research (Ihtian, 2014; Nisar et al., 2014; Asgari et al., 2020; Jehanzeb, 2020) said that perceptions of organizational support have a positive and significant effect on OCB. However, research (Linda et al., 2019) states that perceived organizational support (POS) does not affect OCB. However, the perception of organizational support for employees can significantly improve employee performance and productivity in public organizations (Ridwan et al., 2020). The same thing is also stated by (Wijaya and Yuniawan, 2017), that organizational support is a significant factor influencing OCB behavior in employees.

Research (Yasa & Suandra, 2017) concluded that higher employee satisfaction will impact high Commitment. Satisfied employees will show a significant influence on employee commitment in the organizational context (Bashir & Gani, 2020; Rachmawati & Suyatno, 2021). Employee job satisfaction significantly affects their Commitment to the organization (Darmawati, 2018; Saepudin & Djati, 2019). Job satisfaction positively and significantly affects organizational Commitment (Riska et al., 2023).

According to (Andriyanti & Supartha 2021; Astuti et al., 2021), job satisfaction is one of the factors that can significantly improve extra employee performance (OCB). Furthermore, (Na-Nan et al., 2020) stated

that job satisfaction significantly affects OCB. Then, research on public sector employees (Asgari et al., 2020; Putri et al., 2021; Linda et al., 2019) found that job satisfaction affects extra-role employee behavior. The involvement of job satisfaction factors significantly impacts extra-role behavior and employee performance (Na-Nan et al., 2020). Job satisfaction also affects extra-role employee behavior (Darmawati, 2018; Saepudin & Djati, 2019; Yasa & Suandra, 2017).

Empirical and theoretical studies on organizational Commitment and OCB have been carried out in various contexts, such as studies (Na-Nan et al., 2020; Yasa & Suandra, 2017) finding a strong correlation in the influence relationship between organizational Commitment and employees' ability to do their extra work in the organization. Organizational Commitment also affects the extra role of employees completing additional tasks from the organization (Putri et al., 2021; Saepudin & Djati, 2019). Furthermore (Wijaya & Yuniawan, 2017 Darmawati 2018) said that organizational Commitment is essential in increasing employee OCB behavior.

According to research (Andriyanti & Supartha, 2021), job satisfaction is a mediating variable between perceived organizational support and extra-role employee behavior. High job satisfaction also mediates high performance with extra-role employee behavior (Na-Nan et al., 2020). The study (Tang et al., 2019) concluded that job satisfaction could directly or indirectly produce positive employee behavior during work, including doing other tasks outside their workload.

Organizational Commitment is a significant mediating variable in the indirect relationship between employees' extra-role behavior in performing organizational tasks (Na-Nan et al., 2020). Affective Commitment is vital as a mediating variable between perceived organizational support and employee behavior in sharing work roles (Ficapal-Cusí et al., 2020). Furthermore (Alshaabani et al., 2021; Tang et al., 2019) found a positive mediating role in the indirect relationship of organizational support to OCB. Other research also validates the hypothesis of this study (Putri et al., 2021). The research results by (Wijaya & Yuniawan, 2017) show that organizational support affects OCB behavior with organizational Commitment as an intervening variable.

Research conducted by (Cahayu & Rahyuda, 2019) says that POS positively and significantly affects organizational Commitment by mediating job satisfaction. These findings conclude that efforts to increase employee commitment to the organization should start from the organization's willingness to provide support to its employees because the higher the support provided to employees, the higher the job satisfaction felt by employees (Wijaya & Yuniawan, 2017).

This finding differs from the results of study (Darmawati's,2018), which found that organizational Commitment mediates the effect of job satisfaction with OCB. Furthermore, (Saepudin & Djati, 2019) mentioned that high Commitment could mediate the relationship between job satisfaction and extra-role behavior. Furthermore, the conclusions of other studies in the field of public organizations validate the hypothesis design in this study (Astuti et al., 2021; Putri et al., 2021).

Based on the description of the research conceptual framework, the following hypothesis formulation can be put forward: POS has a significant effect on job satisfaction (H1), organizational Commitment (H2), and organizational citizenship behavior (H3). Job satisfaction significantly affects organizational Commitment (H4) and organizational citizenship behavior (H5). Organizational Commitment has a significant effect on organizational citizenship behavior (H6). Perceived organizational support has a significant effect on organizational citizenship behavioral mediation of job satisfaction (H7), Perceived organizational support has a significant effect on organizational citizenship behavioral mediation of organizational Commitment (H8), Perceived organizational support has a significant effect on organizational Commitment, mediation of job satisfaction (H9); Job satisfaction has a significant effect on organizational citizenship behavioral, mediation of organizational Commitment (H10).

IV. RESEARCH METHODOLOGY

The population to be studied in this study were 150 civil servants of Aceh regional government organization. The number of samples is determined based on the number of indicators in the model. The research model used the structural equation model Amos application. In its analysis, the appropriate and ideal sample size is between 100 and 200, and the number of indicators in the model is also considered (Ghozali, 2013). Because the population is still in the range that matches the required sample criteria, all members in this study are sampled, and all members of the population (census) are used as samples (Sugiyono, 2016).

Through this analysis, three kinds of activities can be carried out simultaneously (Hair et al., 2012), namely measuring the validity and reliability of the instrument (related to confirmatory factor analysis), testing the relationship model between variables (related to path analysis), and activities to obtain a model that is suitable (fit) for prediction (related to regression analysis or structural model analysis). For variable mediation testing, referring to the theory (Baron & Kenny, 1986) developed by (Preacher & Hayes, 2004), through the calculation of the Sobel test, an interactive calculation tool for mediation.

V. Research Results and Discussion

Based on Figure 1, it can be explained that the structural model has met the goodness of fit index as required by Amos SEM. The results of the SEM model modification analysis also explain the influence of all exogenous variables on endogenous variables, both directly and indirectly, so that this structural model can answer the previously proposed hypothesis testing.
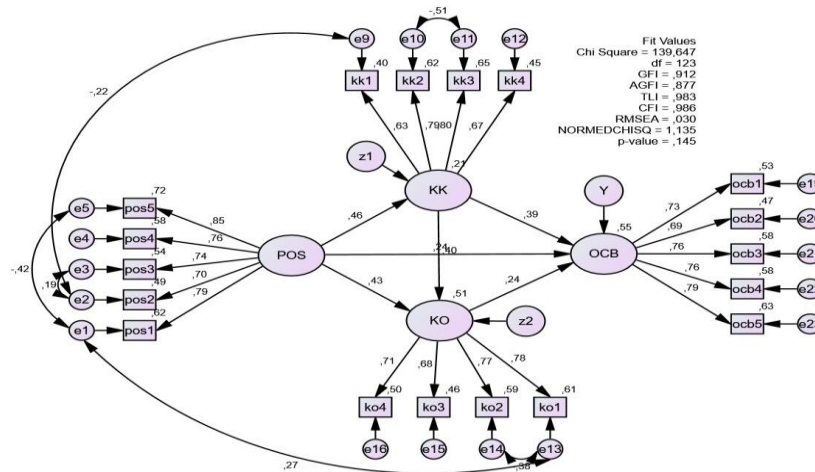
Figure 1. Path Analysis Model

Interpretation of the effect of exogenous variables on endogenous variables to explain the proof of the research hypothesis is presented in Table 1 below.

Table 1. Effect of Exogenous Variables on Endogenous Variables

Variable			Standard. estimate	estimate	SE.	CR.	P
KK	<---	POS	0,462	0,317	0,071	4,443	***
KO	<---	POS	0,435	0,385	0,078	4,91	***
KO	<---	KK	0,404	0,521	0,128	4,055	***
OCB	<---	POS	0,241	0,189	0,078	2,419	0,016
OCB	<---	KK	0,393	0,449	0,121	3,705	***
OCB	<---	KO	0,243	0,215	0,105	2,048	0,041

Source: Research Results (2023)

The direct effect of POS on Job Satisfaction (KK) is positive and significant with a standard estimate value of 0.462 (46.2%) and a significant value of 0.000, which is much smaller than 0.05, which means accepting the first hypothesis (H1) which states that POS has a positive and significant effect on Job Satisfaction (KK) of Aceh Regional Government Employees. Empirical studies conducted previously by (Miao, 2020; Andriyanti & Supartha, 2021) showed that perceived organizational support significantly affects employee job satisfaction.

The results of research (Claudia, 2018) show that organizational support for employees can cause employees to feel more satisfied with their jobs, which in turn encourages the creation of positive extra-role behavior in the organization (OCB). Then, the results of research (Candana et al., 2022; Septiani & Wijono, 2022; Sugeng & Niswah, 2023) explain the strong relationship between organizational support

and employee satisfaction. The better the organizational support for employees, the more an employee's job satisfaction increases.

The direct effect of POS on Organizational Commitment (KO) is positive and significant, with a standard estimate value of 0.435 (43.5%) and a significant value of 0.000, which is much smaller than 0.05, which means accepting the first hypothesis (H2) which states that POS has a positive and significant effect on Organizational Commitment (KO) of Aceh Regional Government Employees. The results of this study have supported various previous research results in government. Research results (Pattnaik et al., 2020) highlight the importance of providing organizational support to employees to foster their Commitment to the organization. Furthermore (Ficapal-Cusí et al., 2020) mentioned that organizational support significantly affects Commitment. The compatibility of organizational values with the values that employees bring also has a significant impact on employee commitment to the organization (Utami et al., 2021).

The direct effect of POS on OCB is positive and significant, with a standard estimate value of 0.241 (24.1%) and a significant value of 0.016, which is much smaller than 0.05, which means accepting the first hypothesis (H3), which states that POS has a positive and significant effect on OCB of Aceh Regional Government Employees. The research results (Ihtian, 2014; Andriyanti & Supartha, 2021) found a significant influence between POS and employee OCB in the context of public organizations. (Nisar et al., 2014; Asgari et al., 2020; Jehanzeb, 2020 ; Ridwan et al., 2020) said that perceptions of organizational support have a positive and significant influence on OCB.

The direct effect of Job Satisfaction (KK) on Organizational Commitment (KO) is positive and significant, with a standard estimate value of 0.404 (40.4%) and a significant value of 0.000, which is much smaller than 0.05, which means accepting the first hypothesis (H4) which states that Job Satisfaction (KK) has a positive and significant effect on Organizational Commitment (KO) of Aceh Regional Organization Employees. Paying attention to employee satisfaction is one of the factors that can increase Commitment (Rachmawati & Suyatno, 2021). Employee job satisfaction significantly affects organizational Commitment (Darmawati, 2018; Saepudin &Djati, 2019).

The direct effect of Job Satisfaction (KK) on OCB is positive and significant, with a standard estimate value of 0.393 (39.3%) and a significant value of 0.000, which is much smaller than 0.05, which means accepting the first hypothesis (H5), which states that Job Satisfaction (KK) has a positive and significant effect on OCB of Aceh Regional Organization Employees. The results of this study have validated several previous studies that concluded job satisfaction is one of the crucial factors in increasing employee awareness to help other employees perform tasks in the organization (Andriyanti & Supartha, 2021; Astuti et al., 2021). Furthermore, (Na-Nan et al.,2020) stated that job satisfaction significantly affects OCB. Then, in public sector research, (Linda et al.,2019) found that job satisfaction affects employee extra-role behavior.

The direct effect of Organizational Commitment (KO) on OCB is positive and significant with a standard estimate value of 0.243 (24.3%) and a significant value of 0.041, which is smaller than 0.05, which means accepting the first hypothesis (H6), which states that Organizational Commitment (KO) has a positive and significant effect on OCB of Aceh Regional Government Employees. Organizational Commitment positively and significantly encourages employees to behave in extra roles for government employees (Utami et al., 2021). Commitment was also found to positively affect the extra-role behavior of company employees (Yasa & Suandra, 2017).

Similarly, a study on hospitality employees (Darmawati, 2018) mentioned the importance of employee commitment factors in creating their extra-role behavior in helping organizational tasks. Organizational Commitment also affects the extra role of employees in completing additional tasks from educational organizations (Putri et al., 2021; Saepudin & Djati, 2019). Furthermore, (Wijaya & Yuniawan (2017) said that organizational Commitment is essential in increasing OCB behavior in government employees.

Job Satisfaction acts as a mediating variable that indirectly affects the POS variable with OCB by referring to the calculation of the Sobel test, an interactive calculation tool for mediation tests; the results show that the probability value on the c' path is significant (0.003), which means accepting H7, that the Job Satisfaction variable partially mediates the relationship between POS and OCB of Aceh Regional Government Employees.

The results of this study provide empirical evidence. According to research (Andriyanti & Supartha,2021), job satisfaction is a mediating variable between perceptions of organizational support and extra-role employee behavior. High job satisfaction was also found to mediate high performance with extra-role employee behavior (Na-Nan et al., 2020). The study (Tang et al., 2019) concluded that job satisfaction could directly or indirectly produce positive employee behavior during work, including doing other tasks outside their workload.

Organizational Commitment (KO) acts as a mediating variable that indirectly affects the POS variable with OCB by referring to the calculation of the Sobel test, an interactive calculation tool for mediation tests that have been carried out; the results show that the probability value on the c' path is significant (0.032), which means accepting H8, that the organizational commitment variable (KO) partially mediates the relationship between POS and OCB of Aceh Regional Government Employees. Organizational Commitment significantly mediates the indirect relationship between employees' extra-role behavior in performing organizational tasks (Na-Nan et al., 2020). Affective Commitment is essential as a mediating variable between perceived organizational support and employee behavior in sharing work roles (Ficapal-Cusí et al., 2020).

Furthermore (Alshaabani et al., 2021) found the mediating role of organizational Commitment (KO) in the indirect relationship of organizational support to OCB. The same thing is also mentioned in the results of the study (Tang et al., 2019; Putri et al., 2021) concluded that Commitment directly or indirectly can

produce positive employee behavior during work, including doing other tasks outside of their workload. The study's results (Wijaya & Yuniawan, 2017) show that organizational support affects OCB behavior with organizational Commitment as a mediating variable.

Job Satisfaction is a mediating variable that indirectly affects the POS variable with Organizational Commitment. The calculation of the Sobel test, an interactive calculation tool for mediation tests, shows that the probability value on the c' path is significant (0.004), which means accepting H9, that the Job Satisfaction variable partially mediates the relationship between POS and Employee Commitment of Aceh Regional Government Employees.

Research conducted by (Cahayu & Rahyuda 2019) says that POS has a positive and significant effect on organizational Commitment through the mediation of job satisfaction. Efforts to increase employee commitment to the organization start from the organization's willingness to provide support to its employees. The higher the support provided to employees, the higher the job satisfaction felt by employees (Wijaya & Yuniawan, 2017).

However, the research results (Sugeng & Niswah, 2023) state that job satisfaction cannot fully mediate between perceptions of organizational support for employees and job characteristics on organizational Commitment. Other studies prove a significant effect of organizational support and job characteristics on job satisfaction and organizational Commitment (Kusumawardhani & Prabawani, 2017; Riska et al., 2023; Sholikhah et al., 2023).

Organizational Commitment acts as a mediating variable that indirectly influences the Job Satisfaction variable with OCB; by referring to the calculation of the Sobel test, an interactive calculation tool for mediation tests, the results show that the probability value on the c' path is not significant (0.061), which means accepting H10, that the Organizational Commitment variable fully mediates the relationship between job satisfaction and OCB behavior of Aceh Regional Government Employees.

The results of this study provide empirical evidence, such as (Suandra, 2017) saying that organizational Commitment does not play a positive role as a mediator of the indirect relationship between employee satisfaction and extra-role behavior. These findings differ from the results of (Darmawati's , 2018) in the context of hospitality, which found that organizational Commitment mediates the effect of job satisfaction with OCB. Furthermore (Saepudin & Djati, 2019) state that high Commitment can mediate the relationship between education employee satisfaction and extra-role behavior. Furthermore, other research conclusions in the field of public organizations validate the hypothesis design in this study (Astuti et al., 2021; Putri et al., 2021).

VI. Conclusion and Recommendation

The research results previously described show that POS, job satisfaction (KK), and organizational Commitment (KO) significantly affect OCB. Furthermore, organizational Commitment partially mediates the indirect effect between POS and job satisfaction with OCB. The results of this study are also expected to provide alternative solutions, especially related to how organizational managers can increase employee involvement in performing organizational tasks through various essential factors such as organizational support for employees, job satisfaction, and organizational Commitment.

This condition is an important note for managers of government organizations about the importance of increasing job satisfaction and employee commitment to their organization so that organizations and employees can adjust to the changing organizational paradigm in accordance with technological changes. In general, the findings in this study can also be an important recommendation for managers of government organizations or the like about various important indicators to improve the role of extra employee behavior in carrying out their duties in local government organizations.

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