

## The Influence of Perceived Organizational Support and Organizational Commitment on Organizational Citizenship Behavior at Perumda Air Minum Tirta Khatulistiwa, Customer Service Division Region 2 West-City, Pontianak

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### ABSTRACT

The objective of this study is to examine the influence of Perceived Organizational Support and Organizational Commitment on Organizational Citizenship Behavior (OCB) among the employees of Perumda Air Minum Tirta Khatulistiwa Customer Service Division Region 2 West-City, Pontianak. The study employed an associative method with a quantitative approach involving 54 participants using a saturated sampling technique. Multiple linear regression was implemented in SPSS to execute data analysis. The findings indicated that both Perceived Organizational Support and Organizational Commitment had a substantial impact on OCB. Organizational Commitment had a substantial and favorable impact on OCB, while Perceived Organizational Support did not have a significant influence. The correlation coefficient was 0.685, indicating a substantial correlation. The independent variables were able to account for 46.9% of OCB, as evidenced by the coefficient of determination of 0.469.

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## INTRODUCTION

Human resource management is a portion of organizational operations connected to workforce management in supporting the attainment of organizational objectives. Rusby (2017) explains that human resource management includes planning, development, performance evaluation, compensation, and employment relations within organizations. Employees' work behavior is frequently investigated in the context of their perceived organizational support, organizational commitment, and organizational citizenship behavior (OCB) in organizational behavior research. Eisenberger et al. (1986) defined perceived organizational support as the extent to which employees believe that the organization values their contributions and is concerned about their well-being. Meyer & Allen (1997) define organizational commitment as the emotional bond and collective aspiration of employees to be a part of the organization. OCB is defined as the voluntary conduct that surpasses formal employment obligations and improves organizational performance (Organ, 1988).

Perumda Air Minum Tirta Khatulistiwa is a regional-owned enterprise engaged in providing drinking water services to the people of Pontianak based on Regional Regulation of Pontianak Number 1 of 2020. One of its operational units is the Customer Service Division Region 2 West-City, which serves West Pontianak District and Pontianak District. This service unit is responsible for customer administrative services, distribution network management, and handling customer complaints. Based on company data in 2025, the number of employees at PDAM BPPW2 consisted of 55 permanent employees, 16 outsourced workers, and 11 partner workers, with a total workforce of 82 employees. Workforce requirement data showed that the required number of employees reached 92 people, indicating a shortage of 10 employees, particularly in the Customer Arrears Section, Customer Relations Section, and customer administrative service division.

The condition of limited workforce causes some employees to handle work beyond their formal duties, particularly in field services and customer administration. Based on interviews with the Head of PDAM BPPW2 West-City Division, employees from other divisions also help complete work when workload increases. This condition is similar to the Organizational Citizenship activity (OCB) established by Organ (1988), i.e. voluntary activity of workers beyond formal definition of their jobs. In addition, employee attendance data from 2022–2025 showed fluctuating absenteeism rates with attendance percentages of 1.18% in 2022, increasing to 1.20% in 2023, 1.24% in 2024, and 1.28% in 2025. These data indicate changes in employee attendance levels during the research period.

In addition to attendance rates, organizational performance data also showed fluctuations in the customer service division. Arrears performance data from 2022–2025 showed achievements of 55.7% in 2022, increasing to 56.96% in 2023 and 57.18% in 2024, then decreasing to 55.07% in 2025. In the customer complaint division, performance achievements of 95.63% in 2022 decreased to 90.08% in 2023, then increased to 91.77% in 2024 and 92.12% in 2025. Based on interviews with management, the increasing number of customer complaints,

limited technical staff, and the high number of customers in arrears became part of the service activities faced by the work unit during the period.

Previous research has demonstrated the correlation between Organizational Commitment, Perceived Organizational Support, and Organizational Citizenship Behavior (OCB). Variations in the relationship between the variables are still evident in research findings conducted with various objects. Organizational commitment is influenced by perceived organizational support, which in turn enhances employee OCB (Putra and Riyanto, 2025). In the same way, Pandey et al. (2019), Jang & Juliana (2020), and Putra & Dewi (2016) all found that how much help and commitment people felt from their company had a significant effect on OCB. Nevertheless, Pelealu (2022) established a correlation between perceived organizational support and beneficial behavior toward counterparts through Organizational Citizenship conduct. Eisenberger et al. (1986) discovered that employee absenteeism was correlated with perceived organizational support. Meyer & Allen (1997) established a correlation between absenteeism and organizational commitment. The correlation between employee absenteeism rates and OCB was discovered by Podsakoff et al. (2000). The different ways that focus, factors, and study objects were measured show that the connection between Perceived Organizational Support and Organizational Commitment on OCB is still being studied in a range of work settings and with different organizational traits.

The research on perceived organizational support, organizational commitment, and OCB by Pandey et al. (2019), Jang & Juliana (2020), Putra & Dewi (2016), and Putra & Riyanto (2025) mostly looked at banks, schools, private companies, and old village financial institutions. This study looked at how Perceived Organizational Support and Organizational Commitment Affect Organizational Citizenship Behavior (OCB) in the regional drinking water sector's customer service unit. It was done at the Perumda Air Minum Tirta Khatulistiwa Customer Service Division Region 2 West - City, Pontianak, a regional public service organization.

The purpose of this study is to examine the influence of Perceived Organizational Support and Organizational Commitment on OCB. Based on the explanation above, the purpose of this study is, the main focus is on how the variables of Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior are related to each other. These are the first and second independent variables, respectively.

## LITERATURE REVIEW

### *Perceived Organizational Support*

Eisenberger et al. (1986) say that perceived organizational support (POS) is how much workers think that their work is valued and that the company cares about their well-being. The level of perceived workplace support is how much workers think their company values their work and cares about their well-being. Rhoades & Eisenberger (2002) suggested that perceived organizational support is characterized by three indicators: acknowledgment of contribution, concern for well-being, and supervisor support. Recognition of contribution relates to organizational acknowledgment of employee efforts and performance, concern

for well-being relates to organizational care for employees' physical, emotional, and social conditions, while supervisor support relates to assistance, feedback, and treatment provided by supervisors to employees. Hidayat & Muhdiyanto (2021) shows that there is a good and significant link between workplace support and organizational citizenship behavior (OCB). This is because of the aspect of group loyalty that comes in between. Furthermore, Damanik & Yudiaatmaja (2025) show that how much help someone feels from their organization can have a good effect on their organizational citizenship behavior. The data show a link between how much help people think they get from their employers and how they act as an OCB in the workplace.

**H1:** Perceived Organizational Support partially has a significant effect on Organizational Citizenship Behavior (OCB) among employees of Perumda Air Minum Tirta Khatulistiwa Customer Service Division Region 2 West-City, Pontianak.

### ***Organizational Commitment***

Meyer and Allen (1997) say that organizational commitment is the feelings, attitudes, and actions of people who see themselves as members of the organization, take part in its activities, and stay loyal so that the organization can reach its goals. Meyer & Allen (1997) broke corporate commitment into three parts: commitment to feeling, commitment to doing, and commitment to following through. "Affective commitment" refers to an employee's personal link to, identity with, and participation in the company. A person's continuation commitment is based on how much it would cost them to leave the company, while their normative commitment is based on their sense of duty to the company. Based on what Hudismawan found in 2025, organizational loyalty has a positive effect on organizational citizenship behavior (OCB). Harnawati (2025), on the other hand, says that group dedication doesn't have a significant effect on OCB. This finding shows that the connection between OCB and group loyalty is different in each study item.

**H2:** Organizational Commitment partially has a significant effect on Organizational Citizenship Behavior (OCB) among employees of Perumda Air Minum Tirta Khatulistiwa Customer Service Division Region 2 West-City, Pontianak.

### ***Organizational Citizenship Behavior (OCB)***

Organ (1997) says that organizational citizenship behavior (OCB) is any action that a person chooses to do that isn't instantly or openly rewarded by the official incentive system and that, as a whole, helps the organization run smoothly. Organ (1997) identified five primary components of OCB: benevolence, civic virtue, conscientiousness, civility, and sportsmanship. Altruism relates to helping behavior toward coworkers in completing organizational tasks, civic virtue relates to participation and concern for the organization, conscientiousness indicates work behavior exceeding the organization's minimum standards, courtesy relates to maintaining harmonious work relationships, while sportsmanship relates to a tolerant attitude toward working conditions without excessive complaints. In this study, Organizational

Citizenship Behavior (OCB) is the dependent variable. According to the intervariable links theory that was used, it is affected by Perceived Organizational Support and Organizational Commitment. Apriyana et al. (2021) and Aprilia et al. (2024) also employ OCB as the dependent variable in their research.

**H3:** Perceived Organizational Support and Organizational Commitment simultaneously have a significant effect on Organizational Citizenship Behavior (OCB) among employees of Perumda Air Minum Tirta Khatulistiwa Customer Service Division Region 2 West-City, Pontianak.

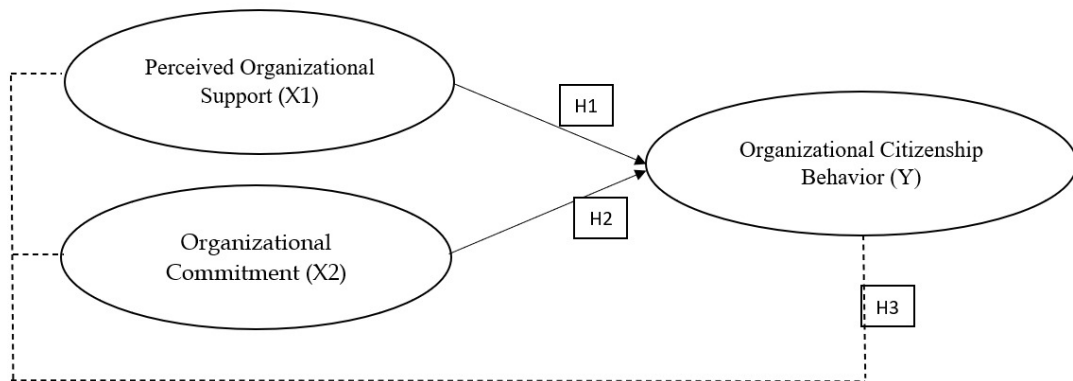


Figure 1. Conceptual Framework

## METHODOLOGY

The research used both a quantitative approach and an associative research method (Siregar, 2017) to look into how Perceived Organizational Support (X1) and Organizational Commitment (X2) affected Organizational Citizenship Behavior (OCB) (Y) among employees of Perumda Air Minum Tirta Khatulistiwa Customer Service Division Region 2 West - City, Pontianak. The primary data used in the investigation was collected through interviews and questionnaires. Secondary data includes the number of employees, attendance, work force needs and employee performance data in 2022-2025 timeframe. The research population comprised all organic/permanent employees of Perumda Air Minum Tirta Khatulistiwa Customer Service Division Region 2 West-City totaling 54 employees. A saturated sampling technique was employed the whole population was employed as the study sample (Sugiyono, 2017). The variables in this study consist of perceived organizational support (X1) and organizational commitment (X2) as independent variables, while Organizational Citizenship Behavior (OCB) (Y) serves as the dependent variable.

A five-point Likert measure, from "Strongly Disagree" to "Strongly Agree" was used to look at the data (Sugiyono, 2017). Instrument testing, classical assumption testing, multiple linear regression analysis, correlation coefficient, coefficient of determination, simultaneous test, and partial test were some of the methods used to look at the data. Cronbach's Alpha was used to test the instruments' reliability, and Pearson Product Moment was used to test their validity. The classical assumption tests included the Kolmogorov-Smirnov test for normality, Test for Linearity for linearity testing, and Variance Inflation Factor (VIF) and Tolerance for multicollinearity testing. To find out the direction and size of the effect of independent factors on the dependent variable, the

equation  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$  was used (Sugiyono, 2017). This method was used to do multiple linear regression analysis. The F-test was used to look at the simultaneous effects and the t-test was used to look at the partial effects at a significance level of 0.05.

## RESEARCH OUTCOME

### *Test Research Instruments*

#### *a. Validity Test*

Comparing the value of r-count and r-table on  $df = n - 2$  with a significance threshold of 5% was the method used to conduct the validity test. The resulting r-table value was 0.268, with a sample size of 54 participants and  $df = 52$ . Statement items were considered valid if the r count value exceeded 0.268. The following variables were subjected to the validity test: Organizational Citizenship Behavior (OCB) (Y), Organizational Commitment (X2), and Perceived Organizational Support (X1).

**Table 1. Validity Test Outcomes**

Variable	Indicator	r-count	r-table	Description
Perceived Organizational Support (X1)	X1.1	0.534	0.268	Valid
	X1.2	0.576		
	X1.3	0.542		
	X1.4	0.460		
	X1.5	0.502		
	X1.6	0.586		
	X1.7	0.719		
	X1.8	0.510		
	X1.9	0.654		
Organizational Commitment (X2)	X2.1	0.723	0.268	Valid
	X2.2	0.791		
	X2.3	0.819		
	X2.4	0.648		
	X2.5	0.780		
	X2.6	0.548		
	X2.7	0.715		
	X2.8	0.696		
	X2.9	0.498		
Organizational Citizenship Behavior (OCB) (Y)	Y.1	0.663	0.268	Valid
	Y.2	0.692		
	Y.3	0.576		
	Y.4	0.592		
	Y.5	0.755		
	Y.6	0.762		
	Y.7	0.666		
	Y.8	0.616		
	Y.9	0.568		
	Y.10	0.641		

Source: Processed Data, 2026

There was more than one statement item with an r-count greater than 0.268 on the variables of Perceived Organizational Support (X1), Organizational Commitment (X2), and Organizational Citizenship Behavior (OCB) (Y) in the validity test. Because of this, all the items were deemed true and appropriate for use in the study. However, some factors had smaller association values, which suggests that there is still room for improvement in areas like OCB behavior, company support, and employee dedication.

**b. Reliability Test**

The factors in this study were Organizational Citizenship Behavior (Y), Organizational Commitment (X2), and Perceived Organizational Support (X1). A reliability test was conducted on all of them. Here is a summary of the results of the dependability tests:

**Table 2. Reliability Test Outcomes**

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Perceived Organizational Support (X1)	.732	9		
Organizational Commitment (X2)	.867	9	0.60	Reliable
Organizational Citizenship Behavior (OCB) (Y)	.845	10		

*Source: Processed Data, 2026*

The test for reliability showed that all the study factors had Cronbach's Alpha values higher than 0.60, which meant that all the tools were considered reliable. It was found that Organizational Commitment (X2) was 0.867, Perceived Organizational Support (X1) was 0.732, and Organizational Citizenship Behavior (OCB) (Y) was 0.845.

**Classical Assumption Test**

**a. Normality Test**

In this study, a normality test was done on the factors Perceived Organizational Support (X1), Organizational Commitment (X2), and Organizational Citizenship Behavior (OCB) (Y). The findings of which are shown below.

**Table 3. Normality Test Outcomes**

Test	Value
N (Sample)	54
Test Statistic	.079
Asymp.Sig.(2-tailed)	.200 <sup>d</sup>

*Source: Processed Data, 2026*

The normality test results show that the Asymp. Sig. (2-tailed) value is 0.200. The residuals were normally distributed and the normality condition was satisfied, as indicated by the value of 0.200 > 0.05 (2-tailed).

**b. Linearity Test**

Perceived Organizational Support (X1), Organizational Commitment (X2), and Organizational Citizenship Behavior (OCB) (Y) were all put through a regression test. Here is a summary of the results.

**Table 4. Linearity Test Outcomes**

Variable	Linearity	Deviation from Linearity	Description
OCB * Perceived Organizational Support	.030	.945	Linear
OCB * Organizational Commitment	<.001	.052	

*Source: Processed Data, 2026*

The regression test showed that there was a straight line between Perceived Organizational Support (X1) and Organizational Citizenship Behavior (OCB) (Y). The regression significance value was 0.030, which is less than 0.05, and the Deviation from Linearity value was 0.945, which is greater than 0.05. They found that there was a linear relationship between organizational commitment (X2) and organizational citizenship behavior (Y). This was shown by the Linearity significant value of (<0.001) < 0.05 and the Deviation from Linearity value of 0.052 (> 0.05).

**c. Multicollinearity Test**

The tolerance number and the Variance Inflation Factor (VIF) were used in the multicollinearity test for this study. If the tolerance number is more than 0.10 and the VIF is less than 10, there is no multicollinearity. Here are the outcomes of the multicollinearity test.

**Table 5. Multicollinearity Test Outcomes**

Variable	Tolerance	VIF
Perceived Organizational Support (X1)	.855	1.170
Organizational Commitment (X2)	.855	1.170

Dependent Variable: Organizational Citizenship Behavior (Y)

*Source: Processed Data, 2026*

The multicollinearity test shows that the Tolerance value for all the factors is 0.855, which is greater than 0.10, and the VIF value is 1.170, which is less than 10. Because of this, we can mention that the regression model doesn't have multicollinearity.

**Hypothesis Test**

**a. Multiple Linear Regression Analysis**

One variable, Perceived Organizational Support (X1), and the other, Organizational Commitment (X2), are used to look into how they affect the dependent variable, Organizational Citizenship Behavior (OCB) (Y). The following table shows the regression values that were found through the SPSS analysis.

**Table 6. Multiple Linear Regression Analysis Outcomes**

Coefficients <sup>a</sup>
---------------------------

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.640	.579		2.831	.007
	Perceived Organizational Support (X1)	.073	.130	.062	.558	.579
	Organizational Commitment (X2)	.573	.096	.659	5.963	<.001

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Processed Data, 2026

The multiple linear regression analysis is illustrated in Table 6, and the regression equation is as follows:

$$Y = 1.640 + 0.073X1 + 0.573X2$$

1. The value of OCB (Y) is 1.640 when Perceived Organizational Support (X1) and Organizational Commitment (X2) are 0. This is indicated by the constant ( $\alpha$ ) of 1.640.
2. The regression coefficient of Perceived Organizational Support (b1) is 0.073, indicating that a unit increase Perceived Organizational Support results in a 0.073-units increase in OCB(Y).
3. The regression coefficient for Organizational Commitment (b2) is 0.573. This implies that a one-unit increase in Organizational Commitment will result in a 0.573-units increase in OCB (Y).

#### b. Correlation Coefficient Analysis (R)

The Pearson Product Moment was used to look into the correlation value and find out how strongly the factors were linked. The view is shown below.

**Table 7. Correlation Coefficient Test Outcomes (R)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685a	.469	.448	3.005

Predictors: (Constant), Perceived Organizational Support (X1), Organizational Commitment (X2).

Source: Processed Data, 2026

In Table 7, the correlation coefficient test shows that there is a correlation coefficient (R) of 0.685. This shows that there is a strong link among organizational commitment, perceived organizational support, and organizational citizenship behavior (OCB), as the value of the ratio is between 0.60 and 0.79.

#### c. Determination Coefficient (R<sup>2</sup>)

To find the R Square (R<sup>2</sup>) number, look at Table 7. It shows the results of the coefficient of determination (R<sup>2</sup>) test. This means that Perceived Organizational Support (X1) and Organizational Commitment (X2) can explain 46.9% of the difference in Organizational Citizenship Behavior (OCB) (Y). The other 53.1% is due to factors that were not studied in this study.

**d. Simultaneous Test**

In a regression model, the simultaneous test is used to see how the independent factors affect the dependent variable at the same time. The outcomes of the F test are shown below.

**Table 8. Simultaneous Test Outcomes**

Model	Sum of Squares	Mean Square	F	Significance
Regression	407.122	203.561	22.54	<.001 <sup>b</sup>
			3	
Residual	460.526	9.030		

Dependent Variable: Organizational Citizenship Behavior (Y)  
 Predictors: (Constant), Perceived Organizational Support (X1), Organizational Commitment (X2).

Source: Processed Data, 2026

The F test results in Table 8 show that the F-count value is 22.543, which is higher than the F-table value of 3.18. The number that makes a difference is less than 0.05. This means that H3 is accepted. It shows that both Perceived Organizational Support and Organizational Commitment have a significant effect on Organizational Citizenship Behavior (OCB).

**e. Partial Test**

In a regression model, the partial test is used to see how each independent variable affects the dependent variable. Here are the results of the t-tests:

**Table 9. Partial Test Outcomes**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.640	.579		2.831	.007
	Perceived Organizational Support (X1)	.073	.130	.062	.558	.579
	Organizational Commitment (X2)	.573	.096	.659	5.963	<.001

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Processed Data, 2026

The decision is based on the comparison between the t-count and t-table values, as well as the significance value at the 0.05 level. If the significance value is less than 0.05 and the t-count is greater than the t-table, the hypothesis is accepted. The results of the partial test are interpreted as follows:

1. Based on the partial test results, Perceived Organizational Support has a t-count value of 0.558, and a significance value of 0.579. The t-count value is lower than the t-table value of 2.007, and the significance value is higher than 0.05. Therefore, H1 is rejected, meaning that Perceived Organizational Support does not have a significant effect on Organizational Citizenship Behavior (OCB).

2. Based on the partial test results, Organizational Commitment has a regression coefficient of 0.573, a t-count value of 5.963, and a significance value of  $<0.001$ . The t-count value is higher than the t-table value of 2.007, and the significance value is lower than 0.05. Therefore, H2 is accepted, meaning that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB).

## **DISCUSSION**

### ***The Effect of Perceived Organizational Support (X1) on Organizational Citizenship Behavior (OCB)***

Perceived Organizational Support does not have a significant effect on Organizational Citizenship Behavior (OCB), according to the study. The significance level of 0.579 and the t-count of 0.558, which are both greater than 0.05, show this. Based on the data, it looks like workers' perceptions of company support have not been enough to help OCB grow. What the study found is that perceived organizational support is not a strong driver of variation in OCB in this group of people.

The results of Hidayat & Muhdiyanto (2021) study, on the other hand, show that organizational commitment acts as an intervening variable to show that perceived organizational support has a significant effect on organizational citizenship behavior (OCB). Damanik & Yudiaatmaja (2025) showed that organizational citizenship behavior is partly improved by feeling supported by the company. This might be because of how OCB is affected by how much help they think they get from their bosses. This depends on the company and working conditions that are looked at.

### ***The Effect of Organizational Commitment (X2) on Organizational Citizenship Behavior (OCB)***

The research results indicate that Organizational Commitment has a significant and positive influence on Organizational Citizenship Behavior (OCB). This was corroborated by the t-count result of 5.963, which had a significance level of less than 0.001 ( $< 0.05$ ). The research results indicate that the likelihood of employees exhibiting OCB increases as the level of commitment to the business increases. Hudismawan (2025), which says that organizational commitment has a positive effect on organizational citizenship behavior (OCB), backs up this finding. The findings show that an employee's trust and sense of belonging to the company are linked to the growth of volunteer behavior in the assisting role and within the company. However, these results are the exact opposite of what Harnawati (2025) found, which is that organizational loyalty doesn't have a significant effect on organizational citizenship behavior (OCB). Given the different study results, it seems that organizational commitment may have different effects on OCB based on the item and the organization being studied.

### ***The Effect of Perceived Organizational Support (X1) and Organizational Commitment (X2) on Organizational Citizenship Behavior (OCB)***

The test results showed that both organizational commitment and perceived organizational support had a big effect on OCB. The significance level is less than 0.05, and the F-count value of 22.543 is higher than the F-table value of 3.18. The Adjusted R Square value of 0.469 also shows that these two factors may be responsible for 46.9% of OCB, with the rest being affected by factors that were not studied in this study. The investigation demonstrated that the expansion of OCB is not solely determined by organizational support, but also by the degree of employee dedication to the organization. Organizational commitment, on the other hand, exerts a greater influence on employees' OCB than perceived organizational support.

The results are in line with the study by Apriyana et al. (2021), which shows that organizational commitment and support have a significant effect on the OCB of workers at LPD Desa Adat Penarungan. Aprilia et al. (2024) also showed that organizational support and commitment had a significant effect on the organizational citizenship behavior (OCB) of workers at the Sadara Boutique Beach Resort in Kabupaten Badung. The current study shows that organizational support and commitment are very important for the growth of OCB within businesses.

## **CONCLUSIONS AND RECOMMENDATIONS**

An important link was found between OCB, Perceived Organizational Support, and Organizational Commitment. The correlation coefficient (R) value for this link is 0.685. These two variables simultaneously have a significant effect on OCB. In order to explain OCB, organizational commitment and perceived organizational support together make up 46.9% of the answer. The other 53.1% comes from factors that were not studied in the study. corporate engagement has a significant effect on OCB, but perceived corporate support doesn't have a significant effect. The regression model  $Y = 1.640 + 0.073X_1 + 0.573X_2$  shows how Perceived Organizational Support, Organizational Commitment, and OCB are connected in this study's real-world results. The survey also revealed that the participants are predominantly male, over 35 years old, with a D4/S1 education level, employed in the service sector, C1 rank, 1–5 years of service, permanent employment status, a salary of Rp2,000,000–Rp3,999,999, married, and three dependents. These data show that employee commitment to the organization is the main thing that is making OCB more common. Perceived organizational support has not yet had a big effect on this behavior. Based on the results, Perumda Air Minum Tirta Khatulistiwa needs to enhance employees' organizational commitment by increasing their participation in work activities, fostering a stronger sense of belonging, and developing a workplace climate that supports loyalty and responsibility. In addition, organizational support should be improved through greater appreciation of employee contributions, stronger attention to employee welfare, and more consistent support from supervisors.

## **ADVANCED RESEARCH**

Further research can be conducted by adding other variables suspected to influence OCB, considering that 53.1% of the influence still comes from factors outside this study's model. Variables that can be considered include job

satisfaction, work motivation, organizational culture, work environment, and leadership style. In addition, it is suggested that future research should broaden the research object, increase the number of participants and employ more diversified analytical techniques to make the research findings more accurate, broader, and more comprehensive.

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