

THE EFFECT OF ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL COMMITMENT TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON EDUCATION STAFF OF NAHDLATUL ULAMA UNIVERSITY NTB WITH JOB SATISFACTION AS A MODERATION VARIABLE

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Abstract

This study aims to analyze the effect of organizational support and organizational commitment on Organizational Citizenship Behavior (OCB), with job satisfaction as a moderating variable among administrative staff at Nahdlatul Ulama University of West Nusa Tenggara. This research employs a quantitative approach using a survey method involving 50 respondents, selected through a saturated sampling technique. The data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS). The results show that organizational support has a positive effect on Organizational Citizenship Behavior (OCB). In addition, organizational commitment is also found to have a positive effect on OCB. Job satisfaction acts as a moderating variable that strengthens the relationship between organizational support and OCB, as well as between organizational commitment and OCB. These findings indicate that job satisfaction plays an important role in reinforcing the relationship between organizational support and organizational commitment with organizational citizenship behavior. Overall, this study confirms that the improvement of OCB among administrative staff is not only directly influenced by organizational support and organizational commitment, but also significantly affected by job satisfaction as a psychological factor that strengthens these relationships.

Keywords: Organizational Support, Organizational Commitment, Organizational Citizenship Behavior (OCB), Job Satisfaction

INTRODUCTION

Human resources (HR) are strategic assets that determine the success of the organization, so the organization needs employees who not only carry out formal duties, but are also willing to contribute more to the achievement of organizational goals (Robbins, 2001). One form of such positive behavior is Organizational Citizenship Behavior (OCB), which is voluntary behavior outside of formal duties that contributes to the effectiveness of the organization, such as helping colleagues, maintaining harmonious working relationships, and being proactive in solving organizational problems (Organ et al., 2006; Nuryanto et al., 2023).

The emergence of OCB can be explained through the Social Exchange Theory put forward by Blau (1964), which is the reciprocal relationship between the organization and employees. When employees feel attention, reward, and support from the organization, they are more likely to respond with positive behavior, including OCB. Organizational support is one of the important factors influencing OCB (Palma & West, 2023; Saefudin, 2024), through a form of reward, attention to well-being, and a supportive work environment (Chiang & Hsieh, 2012). Perceptions of organizational support can also increase employee loyalty and commitment to the organization (Robbins & Judge, 2008; 2015).

In addition to organizational support, organizational commitment also affects the emergence of OCB. Organizational commitment reflects an employee's emotional attachment and desire to remain a part of the organization (Meyer & Allen, 1991). Employees with high commitment tend to exhibit voluntary behaviors and loyalty that support organizational effectiveness (Podsakoff et al., 2000; Meyer et al., 2002; Rini et al., 2013). Robbins and Judge (2008) also stated that organizational commitment encourages employee loyalty and willingness to work harder for the success of the organization.

However, the results of the study on the influence of organizational support and organizational commitment on OCB still show inconsistencies. Some studies have found that organizational support does not always have a significant effect on OCB (Putra & Surya, 2018), while other studies show that the influence is more effective through psychological factors such as job satisfaction and organizational commitment (Yuniawan & Putra, 2017; Rhoades & Eisenberger, 2002). Inconsistencies also occur in organizational commitments, where only certain dimensions have a significant effect on OCB (Yuwono et al., 2023), while other research states that overall organizational commitment has a direct effect on OCB (Pujianto et al., 2022).

Therefore, job satisfaction is seen as an important factor in strengthening the relationship between organizational support, organizational commitment, and OCB. Job satisfaction is an employee's positive evaluation of their work, which is influenced by various aspects such as employment, salary, promotion, supervision, and employment relations (Robbins & Judge, 2008; 2015). Employees who have high job satisfaction tend to show positive attitudes and extra-role behaviors, including OCB.

Nahdlatul Ulama University of West Nusa Tenggara (UNU NTB) is a private university under the auspices of Nahdlatul Ulama that is committed to improving the quality of higher education based on Islamic and national values. In carrying out the tridharma of higher education, UNU NTB is required to be able to improve the quality of academic, administrative, and institutional governance services. This success does not only depend on

lecturers, but also on education personnel who play an important role in supporting the institution's operations through academic, administrative, and resource management services. This role requires Organizational Citizenship Behavior (OCB), such as being proactive, helping colleagues, and providing services outside of formal duties.

Table 1
Recapitulation of Academic Data of Nahdlatul Ulama University of West Nusa Tenggara Even Semester 2025/2026

No	Indicator	Quantity
1	Number of Active Students	2.850
2	Number of Male Students	2.310
3	Number of Female Students	1.879
4	Number of Active Lecturers	291
5	Number of Active Semester KRS/UKOM/MBKM Data	703
6	Number of Students Who Have Not Been Active in Semester KRS	2.196

Source: UNU NTB Academic

Based on academic data for the Even Semester 2025/2026, UNU NTB has 2,850 active students and 291 active lecturers, with 2,196 students who have not done KRS in the current semester. This condition shows that there are challenges in academic administration services that require optimizing the role of education personnel. The high number of students who have not done KRS indicates the need for OCB behavior, such as proactively helping students and improving the coordination of academic services. In addition, fluctuations in the number of active students also reflect the importance of organizational support, organizational commitment, and job satisfaction in encouraging OCB behavior of education personnel. Employees who receive organizational support and have high job satisfaction tend to show more loyalty and contribution to the institution. Therefore, this study is important to analyze the influence of organizational support and organizational commitment to OCB with job satisfaction as a moderation variable in the education staff of Nahdlatul Ulama University of NTB.

RESEARCH METHOD

This study uses a quantitative method with an associative-causality approach to analyze the relationship and influence of organizational support and organizational commitment to Organizational Citizenship Behavior (OCB) and job satisfaction (Malhotra, 2010). The research was conducted at Nahdlatul Ulama University of West Nusa Tenggara with the subject of all education personnel, both permanent and contract employees. The selection of location is based on the limited OCB research in the university environment based on Islamic and national values.

The research population amounted to 50 education personnel and the entire population was sampled through saturated sampling techniques (Ferdinand, 2014; Sugiyono, 2016). The data used is in the form of quantitative data obtained from questionnaires and documentation. The data source consists of primary data in the form of questionnaire results related to organizational support, organizational commitment, OCB, and job satisfaction, as well as secondary data in the form of research supporting documents.

Data collection was carried out using questionnaires and documentation, with tools in the form of closed questionnaires distributed directly or through Google Forms as well as

documentation using mobile phones and cameras (Malhotra, 2010). The research variables included organizational support (X1), organizational commitment (X2), job satisfaction (Z), and Organizational Citizenship Behavior (Y). OCB plays a role as a dependent variable, organizational support and organizational commitment as independent variables, while job satisfaction as a moderation variable (Sugiyono, 2017; Solimun, 2011).

OCB indicators include altruism, conscientiousness, civic virtue, and sportsmanship. Organizational support is measured through fairness factors, employer support, organizational rewards and rewards, and working conditions (Rhoades & Eisenberger, 2016). Organizational commitment is measured based on the dimensions of affective, sustainable, and normative commitment (Meyer & Allen in Yusuf & Syarif, 2018), while job satisfaction is measured through job satisfaction, promotion opportunities, and relationships with colleagues (Gibson, 2013).

RESULTS AND DISCUSSION

Outer Model Convergent Validity Test

The results of the convergent validity test showed that all indicators on the variables Organizational Citizenship Behavior (OCB), Organizational Support, Organizational Commitment, and Job Satisfaction had a loading factor value above 0.70 according to the criteria of Hair et al. (2010), so that all indicators were declared valid and able to represent the construct of the variables well.

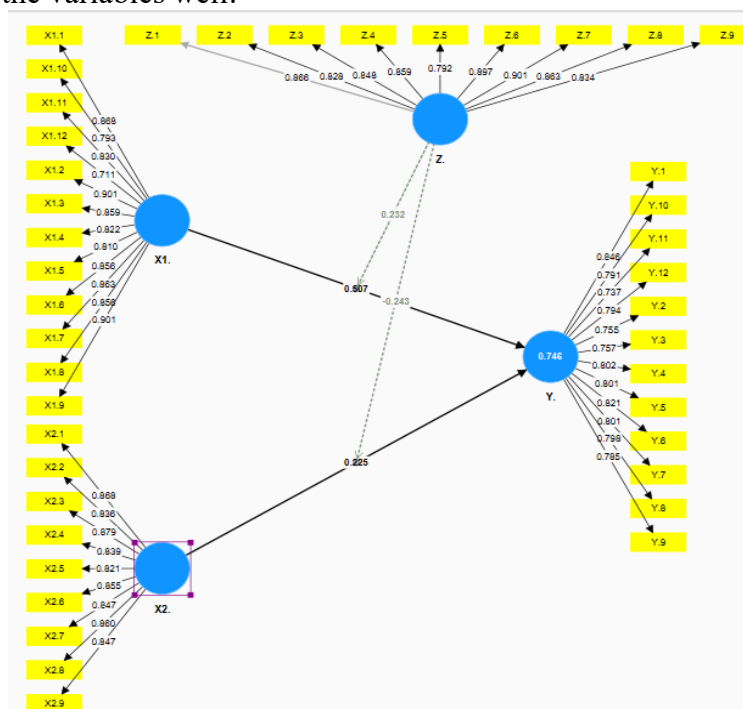


Figure 1
Outer Model Diagram Chart

The OCB loading factor value ranged from 0.737–0.846, Organizational Support 0.711–0.901, Organizational Commitment 0.821–0.879, and Job Satisfaction 0.792–0.901. Thus, all indicators meet convergent validity, and the measurement model (outer model) is suitable to proceed to the next stage of testing.

Results of the Discriminant Validity Test

Discriminant validity indicates the extent to which a construct is different and unique from other constructs (Hair et al., 2014). The validity of the discriminator is well stated if the AVE value is > 0.50 and the cross-loading value of each indicator is > 0.50 (Hair et al., 2014; Ghozali & Latan, 2015). In the reflective model, discriminant validity is assessed through cross-loading indicators against their respective constructs.

Table 2
Results of the Discriminant Validity Test

Variable Leave	AVE	Indicator	Criteria
Organizational Support	0.670	$> 0,5$	Valid
Organizational Commitment	0.717	$> 0,5$	Valid
Organizational Citizenship Behavior	0.697	$> 0,5$	Valid
Job Satisfaction	0.777	$> 0,5$	Valid

Based on Table 2, all variables have an AVE value above 0.50, namely Organizational Support of 0.670, Organizational Commitment of 0.717, OCB of 0.697, and Job Satisfaction of 0.777. These results show that all variables meet the criteria of discriminant validity and are able to distinguish their constructs well. The highest AVE value is found in the Job Satisfaction variable, so all constructs are declared valid and suitable for use in the next analysis.

Reliability Test

The reliability test aims to see the consistency of indicators in measuring a construct. According to Hair et al. (2014), reliability is assessed through Composite Reliability (CR) and Cronbach's Alpha (CA), and is well stated if both are valued > 0.70 . These values show that the research instrument has a high level of reliability.

Table 3
Composite Validity Test Results

Variable Leave	Amount of Data	Composite Reliability	Cronbachs Alpha
Organizational Support	12	0.957	0.950
Organizational Commitment	9	0.958	0.950
Organizational Citizenship Behavior	12	0.958	0.952
Job Satisfaction	9	0.969	0.964

Based on Table 3, all variables have a Composite Reliability value and Cronbach's Alpha above 0.70. Organizational Support (0.957; 0.950), Organizational Commitment (0.958; 0.950), OCB (0.958; 0.952), and Job Satisfaction (0.969; 0.964). These results show that all variables have a very high internal consistency, and the research instrument is declared reliable.

Evaluation of Structural Models (Inner Model)

R-Square Value

The R-Square value is used to measure the degree of variation of changes in independent variables to dependent variables. Ghozali & Latan (2015); categorizes R-Square values into three categories:

1. An R-Square value of 0.75 indicates that the model is strong.
2. An R-Square value of 0.50 indicates that the model is moderate.
3. An R-Square value of 0.25 indicates that the model is weak.

The following is a table of R-square:

Table 4
R-Square Value Results

	R-square	Adjusted R-square
OCB	0.809	0.803

Based on Table 4, the R-Square OCB value is 0.809 and the Adjusted R-Square is 0.803, which shows that 80.9% of OCB variables can be explained by organizational support, organizational commitment, and job satisfaction, while 19.1% are influenced by other factors outside the model. This value is included in the strong category, so the research model is considered to have good capabilities and is suitable for further hypothesis testing.

Q Square Value

Q-square is a useful tool for assessing the reliability of regression models. A Q-square value that indicates a number greater than 0 can explain the data variation well, while a Q-square value that is less than 0 indicates that the regression model is not good.

Table 5
Q Square Value Results

Variable	Q-Square
Y	0.455

Based on Table 5, the Q-Square value of the Organizational Citizenship Behavior (OCB) variable is 0.455 (>0), which indicates that the model has good predictive relevance. This means that Organizational Support, Organizational Commitment, and Job Satisfaction are able to predict OCB quite well. The value of 0.455 is also relatively strong, so the model is not only able to explain the relationships between variables through R-Square, but also has good predictive ability against OCB and is suitable for hypothesis testing.

Hypothesis Test

The purpose of hypothesis testing is to statistically test the correctness of a hypothesis or assumption statement and draw conclusions on whether to accept or reject the hypothesis or assumption statement. In the hypothesis test, this study uses several criteria that must be met, namely the original sample value, t-statistic value, and probability value through Bootstrapping in PLS. The following are the values of the original sample, t-statistic, and p-value of each hypothesis in this study:

Table 6
Hypothesis Test Results

		Original sample (O)	T statistics (O/STDEV)	P values (P values)	Description
Direct Influence	X1>Y	0.507	13.671	0.000	Signifikan
	X2>Y	0.225	4.540	0.000	Signifikan
Indirect Influence	Z. x X1. -> Y.	0.232	6.527	0.000	Signifikan
	Z. x X2. -> Y.	0.243	6.899	0.000	Signifikan

1. Organizational support had a positive and significant effect on OCB with an original sample value of 0.507, t-statistic of $13.671 > 1.96$, and P-value of $0.000 < 0.05$, so that H1 was accepted. The better the organizational support, the higher the OCB behavior of employees.
2. Organizational commitment had a positive and significant effect on OCB with an original sample value of 0.225, t-statistic $4.540 > 1.96$, and P-value of $0.000 < 0.05$, so H2 was accepted. The higher the commitment of employees, the higher the OCB's behavior.
3. Job satisfaction was able to moderate and strengthen the influence of organizational support for OCB with an original sample value of 0.232, t-statistic $6.527 > 1.96$, and P-value of $0.000 < 0.05$, so that H3 was accepted. The higher job satisfaction, the stronger the influence of organizational support for OCB.
4. Job satisfaction also moderated and strengthened the influence of organizational commitment to OCB with an original sample value of 0.243, t-statistic $6.899 > 1.96$, and P-value $0.000 < 0.05$, so that H4 was accepted. The higher job satisfaction, the stronger the influence of organizational commitment to OCB.

Conclusion of the Effect of Organizational Support on Organizational Citizenship Behavior

Based on the results of the hypothesis test, organizational support had a positive and significant effect on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.507, t-statistic of $13.671 > 1.96$, and p-value of $0.000 < 0.05$. These results show that the higher the organizational support felt by employees, the higher the OCB behavior shown. This support includes fairness, attention from superiors, rewards, and comfortable working conditions so as to encourage employees to contribute more to the organization.

These findings are in line with Eisenberger's theory of Perceived Organizational Support (POS) which states that employees who feel valued will respond with positive behaviors such as OCB (Organ, 1988). The majority of respondents who are of productive age, have a S1 education, and have a working period of 6–10 years show a tendency to be more responsive to organizational support. The high category of organizational support (average 4.62) is also in line with the high behavior of OCB.

The results of this study are supported by previous research such as Azim and Dora (2016), Hutabarat (2023), and Narwastu et al. (2023) which stated that organizational support has a positive effect on OCB. Overall, organizational support is an important factor in improving OCB, so organizations need to continue to maintain and increase support for employees so that organizational effectiveness is better.

Impact of Organizational Commitment to Organizational Citizenship Behavior

Based on the results of the hypothesis test, organizational commitment had a positive and significant effect on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.225, t-statistic of $4.540 > 1.96$, and p-value of $0.000 < 0.05$. These results show that the higher the employee's commitment to the organization, the higher their tendency to exhibit extra-role behaviors such as helping colleagues, maintaining the work environment, and contributing more to the organization.

This finding is in line with the theory of Organizational Commitment from Allen and Meyer (1990) which explains that affective, sustainable, and normative commitment can

encourage employees to make the best contribution to the organization. In the perspective of Social Exchange Theory, employees with high commitment tend to reciprocate positive relationships with the organization through OCB behavior.

The majority of respondents are of productive age, have a S1 education, and have a working period of 6-10 years, so they have a strong attachment and loyalty to the organization. The high level of organizational commitment (average 4.67) is also in line with the high behavior of OCB.

The results of this study are supported by the research of Situmorang (2023), Ginting et al. (2024), and Aziz and Prihastuty (2025) who stated that organizational commitment is an important factor in improving OCB. Overall, organizational commitment plays an important role in shaping OCB behavior, so organizations need to increase employee engagement through a supportive work environment, fair rewards, and a strong emotional connection between employees and the organization.

Job Satisfaction Is Able to Strengthen the Influence of Organizational Support on Organizational Citizenship Behavior

Based on the results of the hypothesis test, an interaction coefficient value of 0.232 was obtained with a t-statistic of $6.527 > 1.96$ and a p-value of $0.000 < 0.05$. These results show that job satisfaction is able to strengthen the influence of organizational support on Organizational Citizenship Behavior (OCB). This means that employees who feel supported by the organization and at the same time satisfied with their work will be more encouraged to show extra-role behaviors such as helping colleagues, volunteering, and maintaining a positive work environment.

These findings are in line with Social Exchange Theory, which states that employees reciprocate organizational support with positive behaviors such as OCB, and job satisfaction plays a role as a reinforcement of these relationships. In addition, job satisfaction theory explains that satisfied employees tend to have positive emotions that encourage the emergence of behaviors outside of formal duties.

The majority of respondents are of productive age, have a S1 education, and have a working period of 6-10 years, so they are in a stable career phase and need more support and job satisfaction. Organizational support (4.62) and job satisfaction (4.63) which are in the very high category are also in line with the high OCB.

Based on Solimun's (2011) classification, job satisfaction is included in Quasi Moderation because it not only strengthens the relationship of organizational support to OCB, but also has a direct effect on OCB. This result is supported by the research of Ilies, Nahrgang, and Morgeson (2007), Organ and Ryan (1995), and Rhoades and Eisenberger (2002) stated that job satisfaction is an important factor in improving OCB. Overall, job satisfaction has a strategic role in strengthening the influence of organizational support on OCB.

Job Satisfaction Can Strengthen the Influence of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of the hypothesis test, an interaction coefficient value of 0.243 was obtained with a t-statistic of $6.899 > 1.96$ and a p-value of $0.000 < 0.05$. These results show that job satisfaction is able to strengthen the influence of organizational commitment on Organizational Citizenship Behavior (OCB). This means that employees who have a high commitment to the organization and feel satisfied with their work will be more encouraged

to show extra role behaviors such as helping colleagues, maintaining a work atmosphere, and contributing more to the organization.

These findings are in line with Allen and Meyer's (1990) theory of organizational commitment and Social Exchange Theory which explains that employees with high commitment and good job satisfaction tend to reward the organization through positive behaviors such as OCB. Job satisfaction is a psychological condition that strengthens the influence of organizational commitment on these behaviors.

The majority of respondents are of productive age, have a S1 education, and have a working period of 6-10 years, so they have strong organizational attachments. High organizational commitment (4.67) and job satisfaction (4.63) also indicate ideal conditions that support the emergence of high OCB.

Based on the classification of Solimun (2011), the results of this study include Quasi Moderation because job satisfaction not only strengthens the relationship of organizational commitment to OCB, but also has the potential to have a direct effect on OCB. These findings are supported by research by Meyer et al. (2002), Organ and Ryan (1995), and Podsakoff et al. (2000) which stated that a combination of organizational commitment and job satisfaction can significantly increase OCB. Overall, job satisfaction has an important role in strengthening the influence of organizational commitment to OCB.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that organizational support and organizational commitment have a positive and significant effect on Organizational Citizenship Behavior (OCB) in the education staff of Nahdlatul Ulama University NTB. The higher the organizational support provided, such as fairness, attention from superiors, awards, and good working conditions, the higher the tendency of employees to show extra-role behavior (OCB). Similarly, the higher the organizational commitment shown through emotional attachment, a sense of responsibility, and the desire to remain part of the organization, the higher the OCB behavior of employees. In addition, job satisfaction has been proven to be able to strengthen the influence of organizational support and organizational commitment to OCB. Employees who feel supported by the organization and have a high level of job satisfaction will be more motivated to show extra role behavior to the maximum.

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