

Organizational Commitment as A Mediating Variable in the Correlation of Organizational Culture and Perceived Organizational Support With Organizational Citizenship Behavior

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ABSTRACT

This study aimed to examine the effect of organizational culture and perceived organizational support on the Organizational Citizenship Behavior of educators (OCB) and staff at Muhammadiyah Islamic Boarding Schools in Banyumas Regency with organizational commitment as a mediator. This quantitative study collected primary data from questionnaires distributed via Google Form. The population of this study was 335 staff using a purposive sampling technique with a minimum work period of 1 year. The analytical tool utilized in this study is SEM-PLS 3. The R^2 for Organizational Commitment is 0.851, and for OCB, it is 0.792. The findings revealed that organizational culture, perceived organizational support, and organizational commitment contributed a positive effect on Organizational Citizenship Behavior (OCB) with a path coefficient of 0.493, and the hypothesis was accepted, and organizational commitment could mediate the effect of organizational culture and perceived organizational support on Organizational Citizenship Behavior. Meanwhile, Organizational Culture did not demonstrate direct effect on Behavioral Citizenship Behavior.

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Introduction

Organizational competition is becoming increasingly intense, compelling institutions to possess resilient resources. In this context, human resources play a pivotal role within organizations, as overall success and organizational performance are significantly affected by the quality and productivity of individuals involved [1]. From a corporate perspective, human capital is not merely regarded as a primary asset, but as a valuable, expandable, and developmental resource, rather than a liability [2]. In the educational domain, Islamic boarding schools (*pondok pesantren*) play a fundamental role in shaping individual character and personal values. Muhammadiyah, one of the largest Islamic socio-religious organizations in Indonesia, is actively expanding its network of Islamic boarding schools. As of August 2024, there are 444 Muhammadiyah-affiliated *pesantren* across 27 provinces in Indonesia (<https://muhammadiyah.or.id/2024/08/>). In Banyumas Regency, two prominent Muhammadiyah-affiliated boarding schools are Pondok Pesantren Modern Zam-Zam Muhammadiyah and Pondok Pesantren Muhammadiyah Tahfidzul Qur'an Al-Ijtihad Sirau (<https://pwmjateng.com/pondok-pesantren-2>).

Interviews conducted with the leaders of Muhammadiyah Islamic boarding schools in Banyumas revealed a noteworthy phenomenon: educators and administrative staff exhibited a high level of commitment, resulting in a stable and high-quality educational environment. Staff members who demonstrate a strong commitment to their institutions and professional roles are more likely to exhibit exceptional dedication in their responsibilities, from delivering innovative instruction to fostering meaningful relationships with students. Such organizational loyalty reflects a high level of organizational commitment, in which staff prioritize the institution's interests and actively engage in its development [3]. This phenomenon remains underexplored in existing research, thereby justifying the relevance and necessity of this study. Within this framework, *Organizational Citizenship Behavior* (OCB) emerges as a key component in cultivating a constructive organizational climate, where educators and staff extend beyond their formal duties to contribute voluntarily to institutional goals. OCB signifies a strong culture of collaboration within an organization

and is characterized as discretionary behavior not directly or explicitly recognized by formal reward systems [2].

This study is grounded in Social Exchange Theory, which conceptualizes social behavior as a reciprocal process of exchange. The theory posits that individuals' behaviors are contingent upon the rewards received from others. Thus, individuals tend to reciprocate the treatment they receive, reflecting mutual obligations within social interactions. This theoretical lens, with its emphasis on reciprocity, mutual benefit, and self-interest within social contexts, provides a valuable framework for analyzing the complexity of interpersonal relationships [4]. Previous studies have identified several determinants of OCB, including organizational culture, perceived organizational support, and length of employment [5]. Furthermore, the enhancement of OCB has been attributed to both internal factors, such as job satisfaction, organizational commitment, personality, employee morale, and motivation, and external factors, including leadership style, trust in leadership, and organizational culture [6].

Organizational culture fosters values, norms, and behaviors that become ingrained within the workforce and serve as distinguishing characteristics among institutions. It exerts a substantial influence on employee behavior and organizational effectiveness, thereby enabling managers to understand their organizational dynamics better. A critical value for employees navigating such a culture is adaptability, particularly in response to change, and the ability to maintain effective teamwork, especially considering the diverse social statuses, beliefs, and attitudes that individuals bring to the workplace [2]. This study aligns with research by [7] and [8], who found that organizational culture significantly affects organizational commitment. However, [9] reported no such influence. Organizational culture is widely recognized as a crucial factor related to OCB. For organizations seeking sustainable growth and alignment with evolving business ecosystems, OCB is an essential component that must be nurtured. According to [40], organizational culture significantly determines OCB by cultivating a sense of interdependence among individuals and groups, where collective needs are prioritized over individual interests. Employees embedded in

such a culture tend to prioritize organizational goals and develop a strong sense of belonging, ultimately promoting higher levels of OCB [11]. Organizational support is essential to optimize the development of OCB. The staff's perception of such support is known as *Perceived Organizational Support* (POS) [12]. Studies by [13] and [14] confirm that organizational culture significantly influences OCB, whereas [15] discovered no such effect.

POS refers to employees' perceptions regarding the extent to which their organization is prepared to assist them when needed, values their contributions, and demonstrates concern for their well-being. These perceptions are shaped through experiences, resource access, organizational interactions, and the extent to which employees feel the organization prioritizes their welfare [16]. Employees who feel valued, treated fairly, and supported by colleagues are more likely to experience job satisfaction and increased organizational commitment [17]. Studies by [18] [19] and [20] support the notion that POS significantly affects organizational commitment. In contrast, [21] reported a negative and insignificant relationship between POS and organizational commitment.

Perceived Organizational Support (POS) is one of the factors that can affect the formation of Organizational Citizenship Behavior (OCB) among employees. POS leads to a perceived obligation to assist the organization in achieving its goals, including participation in extra-role behaviors. POS refers to the general belief held by employees regarding the extent to which the organization values their contributions and cares about their well-being [22]. Perceived organizational support fosters a sense of reciprocity among employees, which in turn encourages them to make extra efforts to assist and support their colleagues in the workplace [23]. The study by [24] found that POS significantly influences OCB. However, a different study by [12] reported that POS does not significantly affect OCB. OCB in the workplace environment is closely related to the level of organizational commitment demonstrated by employees. High levels of commitment indicate that individuals care about the organization's fate and strive to bring positive changes to it. Therefore, strong organizational commitment tends to encourage employees to engage in OCB. On the other hand, low organizational commitment reflects a lack of responsibility in performing their duties. Questioning one's commitment is tantamount to questioning one's

sense of responsibility [25]. Organizational commitment not only includes a strong desire to remain part of the organization but also entails a sense of responsibility for tasks and duties, along with the willingness to advance the organization [26]. The findings of [27] and [3] support the claim that organizational commitment has a positive and significant effect on organizational citizenship behavior. Conversely, [28] found that organizational commitment does not have a positive and significant effect on OCB.

To enhance employee commitment at work, it is essential to have an organizational culture that fosters positive impacts on both OCB and organizational commitment within an organization or company. Some important factors that can increase OCB include organizational culture and organizational commitment [25]. The studies by [29] and [25] revealed that organizational commitment successfully mediates the relationship between organizational culture and OCB. However, [30] reported that although organizational commitment functions as an intervening variable, its effect is positive but not significant. In the implementation of OCB, Perceived Organizational Support (POS) also plays a crucial part at the individual organizational level. POS assures individuals that their organization values their contributions and cares about their welfare. In addition to perceived organizational support, organizational citizenship behavior is also closely related to organizational commitment. Organizational commitment is defined as the extent to which employees are involved in the organization and desire to remain members, encompassing attitudes of loyalty and willingness to work optimally for the benefit of the organization [1]. A study by [31] demonstrated that organizational commitment has a positive and significant mediating effect on the relationship between perceived organizational support and OCB. However, [12] indicated that organizational commitment does not mediate the influence of perceived organizational support on employees' organizational citizenship behavior.

The novelty of this study lies in examining the influence of perceived organizational support on organizational commitment, perceived organizational support on OCB, and the mediating role of organizational commitment in the relationship between POS and OCB, as investigated in [1]. Previous research by [2] examined the influence of organizational culture

on organizational citizenship behavior, with organizational commitment as the mediating variable. That study concluded that both organizational culture and organizational commitment have a significant positive influence on OCB, and that organizational commitment mediates the relationship between organizational culture and organizational citizenship behavior.

Social Exchange Theory

This theory represents a prominent perspective in sociology and psychology, offering a framework for interpreting social behavior as a series of interactions driven by the fundamental human desire to maximize rewards and minimize costs. At its core, this perspective views social interaction as a transactional process in which individuals exchange resources, both tangible, such as goods and services, and intangible, such as support and recognition [4]. Social exchange, in this context, extends beyond organizational settings and encompasses interactions within families, friendships, and broader social networks. The notion of social exchange herein is limited to voluntary actions dependent upon favorable responses from others. Such exchange behaviors are motivated by the anticipated rewards that individuals expect to receive [32].

The Effect of Organizational Culture on Organizational Commitment

Organizational culture has been conceptualized as a set of values, beliefs, assumptions, and long-standing norms that are collectively embraced and practiced by organizational members to guide behavior and problem-solving within the institution [30]. These values evolve into rules and serve as guidelines for decision-making and actions to achieve organizational objectives. A well-established culture fosters organizational advancement and development. The stronger the organizational culture, the greater the level of employee commitment to the organization [34]. Organizational culture engenders shared values, norms, and behavioral standards among employees, which differentiate one organization from another [2]. Empirical studies by [2], [36], and [37] confirmed that

organizational culture exerts a significant positive effect on organizational commitment.

H1: Organizational culture has a significant positive effect on organizational commitment.

The Effect of Perceived Organizational Support on Organizational Commitment

According to [18], organizational support was presumed to foster prosocial behavior among colleagues and within the organization, encouraging employees to reciprocate the perceived care and concern. Employees who perceived strong organizational support were more motivated to exhibit positive attitudes and behaviors that contributed to the organization's objectives. Employees interpreted such support as a manifestation of the organization's commitment toward them, which in turn enhanced their commitment to the organization [20]. POS has been found to increase employees' engagement by fostering a sense of fit and competence in the workplace [12]. Findings from [16], [39], and [12] supported the positive influence of Perceived Organizational Support on organizational commitment.

H2: Perceived Organizational Support has a positive effect on organizational commitment.

The Effect of Organizational Culture on Organizational Citizenship Behavior

Organizational culture refers to a set of shared values and symbols that distinguish one organization from another. Each organization possesses distinct characteristics that form a unique identity. A strong organizational culture, internalized by the staff, fosters positive dynamics among employees and enhances OCB [29]. OCB reflects individuals' discretionary contributions that extend beyond formal job requirements and are indirectly rewarded through enhanced job performance [40]. When a robust culture is successfully implemented, it tends to elevate employees' Organizational Citizenship Behavior [41]. Studies conducted by [42] and [43] verified that organizational culture significantly influences OCB.

H3: Organizational culture has a significant positive effect on Organizational Citizenship Behavior.

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

Perceived Organizational Support reflects compensation, recognition, and concern for employee well-being. Employees believe that employers are responsible for addressing their social and emotional needs and for providing appropriate rewards when they exceed performance expectations [44]. Employees who feel comprehensively supported by the organization often feel indebted, prompting them to reciprocate through increased contributions—manifested as extra-role performance or OCB [45]. Employees’ belief that the organization appreciates their efforts and cares for their welfare reinforces this effect [46]. Empirical findings by [47] and [48] confirmed that Perceived Organizational Support significantly influences OCB.

H4: Perceived Organizational Support has a significant effect on Organizational Citizenship Behavior.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment was identified as a critical factor influencing OCB. A lack of commitment within an organization often reflects an employee’s diminished sense of responsibility [49]. Employees with strong commitment are motivated to achieve organizational goals and to remain loyal to the institution, which contributes to organizational satisfaction regarding their performance [3]. Organizational commitment signifies loyalty and represents a continuous process in which individuals express concern for the organization’s success and sustainability [50]. Studies by [51] and [27] concluded that organizational commitment has a significant positive impact on OCB.

H5: Organizational commitment has a significant positive effect on Organizational Citizenship Behavior.

The Mediating Role of Organizational Commitment in the Effect of Organizational Culture on OCB

Organizational commitment was considered essential for organizations aiming to strengthen the antecedents of OCB. The effective implementation of organizational commitment could be observed through the development of shared cultural values that influence employees' attitudes and behaviors [2]. Pre-established commitment to institutional goals was often accompanied by expectations of appropriate rewards, reinforcing OCB to achieve organizational objectives optimally [52]. Commitment is an attitude that reflects employee loyalty and a sustained process of expressing concern for the organization's progress and prosperity [53]. Research by [29] and [25] indicated that organizational commitment successfully mediated the relationship between organizational culture and OCB.

H6: Organizational commitment mediates the effect of organizational culture on Organizational Citizenship Behavior.

The Mediating Role of Organizational Commitment in the Effect of Perceived Organizational Support on OCB

Organizations are expected to recognize the importance of fostering organizational commitment among employees by creating a positive work climate conducive to commitment development. Furthermore, they should cultivate favorable perceptions of organizational support and provide the necessary tools and conditions for operational effectiveness. Employee perceptions of support were discovered to affect OCB significantly [54]. When organizational support is perceived as beneficial and responsive, employees feel appreciated, thereby strengthening their commitment and motivating them to engage in positive behaviors, such as OCB [39]. Employees who sense genuine care from their organization are more inclined to reciprocate with stronger commitment. When employees feel the company prioritizes their well-being, they develop a sense of obligation, which leads to organizational commitment, a condition in which employees internalize organizational values and identify themselves as part of the organization [55]. Studies conducted by [1] confirmed that organizational commitment successfully mediates the relationship between perceived organizational support and OCB.

H7: Organizational commitment mediates the effect of perceived organizational support on Organizational Citizenship Behavior.

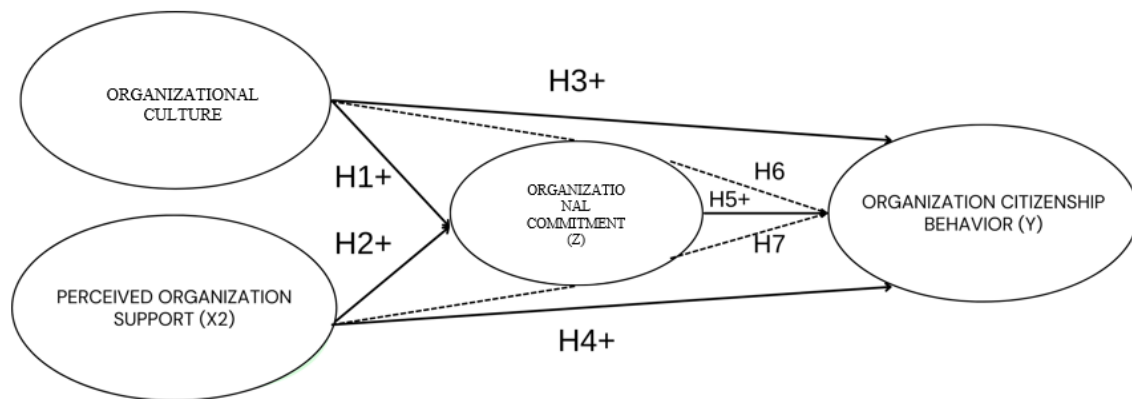


Figure 1. Conceptual Framework

Method

This study was conducted among educators and staff members of Muhammadiyah-based Islamic Boarding Schools (Pondok Pesantren) in Banyumas Regency, specifically at two institutions: Pondok Pesantren Modern Zam-Zam Muhammadiyah and Pondok Pesantren Muhammadiyah Tahfidzul Qur'an Al-Ijtihad Sirau. The total population consisted of 335 educators and staff members, comprising 315 from Pondok Pesantren Modern Zam-Zam Muhammadiyah and 20 from Pondok Pesantren Muhammadiyah Tahfidzul Qur'an Al-Ijtihad Sirau.

The sampling technique employed was purposive sampling, with criteria including a minimum tenure of one year and prior service experience of at least one year. A total of 180 respondents met the criteria, including 165 from Pondok Pesantren Modern Zam-Zam Muhammadiyah and 15 from Pondok Pesantren Tahfidzul Qur'an Al-Ijtihad Sirau. The primary data were collected through a questionnaire distributed via Google Forms.

A Likert scale was utilized to measure responses, ranging from strongly agree to strongly disagree. The data were subsequently analyzed using the Partial Least Squares

(PLS) method, which has proven beneficial and effective in analyzing data with small sample sizes, non-normal distributions, or complex models.

Research Indicators

The indicators for each construct are presented in Table 1 below:

Table 1. Variable Indicators

No	Variable	Indicator
1	Organizational Citizenship Behavior (Y)	Altruism Conscientiousness Sportsmanship Courtesy Civic virtue [44]
2	Organizational Commitment (Z)	Affective Commitment Normative Commitment Continuance Commitment [3]
3	Organizational Culture (X1)	Innovation Attention to Detail Results and Staff Contribution [3]
4	Perceived Organizational Support (X2)	Recognition Working Conditions Development Employee Welfare [44]

Source: Processed Data (2025)

Organizational Citizenship Behavior (Y) served as the dependent variable. Organizational Culture (X1) and Perceived Organizational Support (X2) functioned as independent variables, while Organizational Commitment (Z) acted as the mediating variable. The relationships among these variables are illustrated in Figure 1.

Results and Discussion

Respondent Characteristics

Descriptive statistical results regarding respondent characteristics are presented in Table 2.

Table 2. Respondent Demographics

Demographic	Total	Percentage (%)
Gender :		
Male	94	52,20
Female	86	47,80
Age :		
18 - 21	25	13,90
22 - 30	85	47,20
31 - 40	49	27,20
Over 40	21	11,70
Education :		
Diploma 1 (D1)	15	8,30
Diploma III (D3)	5	2,80
Bachelor's Degree (S1)	147	81,70
Master's Degree (S2)	13	7,20
Employment Status :		
Permanent	149	82,80
Contractual	30	16,70
Non-permanent	1	0,60
Years of Service :		
1 - 5 years	111	61,70
6 – 10 years	42	23,30
More than 10 years	27	15,00

Source: Processed Data (2025)

The majority of respondents were male, accounting for 94 individuals or 52.20% of the total sample. The age distribution was predominantly within the 22–30 year range, representing 85 respondents or 47.20%, which is considered an ideal age range for employment. Furthermore, the educational background of staff at Pondok Pesantren Muhammadiyah Banyumas was largely concentrated at the undergraduate (S1) level, with 147 individuals or 81.70% holding such degrees. In terms of employment status, the majority were permanent staff, comprising 149 individuals or 82.80%, while contract-based staff accounted for 30 individuals or 16.70%. Regarding length of service, most staff members

had between 1 and 5 years of tenure, totaling 111 individuals or 61.70%, followed by those with 6–10 years of service (42 individuals or 23.30%), and those with more than 10 years of service (27 individuals or 15.00%).

The measurement model in this study was assessed through the evaluation of loading factor values. A loading factor is considered valid if it exceeds 0.70; however, values of 0.50 or 0.60 may still be deemed acceptable, particularly in studies that are in the early stages of scale development [56]. These results indicate that the variables employed in the study meet the criteria for validity and reliability.

Table 3. Model Analysis

Variable	Statement	Item	Loading Factor s ^a	Composite Reliability (CR) ^c	Average Variance Extracted (AVE)	Cronbach's α ^d
Organizational Culture (OC) [44]	I am encouraged to explore new ways of completing tasks.	OC1	0,826	0.944	0,652	0.932
	I feel free to propose innovative ideas in my work.	OC2	0,795			
	I am expected to pay attention to detail in every task I perform.	OC3	0,789			
	This organization upholds high standards of accuracy and precision.	OC4	0,889			
	I feel the need to review my work to ensure it meets the organization's expectations.	OC5	0,768			
	I feel that my contributions are valued in achieving organizational goals.	OC6	0,659			
	I am motivated to achieve optimal results in accordance with the organization's expectations.	OC7	0,838			
	This organization acknowledges and appreciates good work performance.	OC8	0,851			
	The organization recognizes employees' contributions to achieving targets.	OC9	0,827			

Variable	Statement	Item	Loading Factor s ^a	Composite Reliability (CR) ^c	Average Variance Extracted (AVE)	Cronbach's α ^d
Perceived Organizational Support (POS) [3]	I feel appreciated by the organization for my contributions at work.	POS1	0,815	0.952	0,646	0.944
	I feel that both colleagues and management recognize my efforts.	POS2	0,672			
	The recognition I receive at work motivates me to perform better.	POS3	0,679			
	I have access to adequate facilities and tools to perform my tasks effectively.	POS4	0,813			
	The assigned workload aligns with my abilities and available time.	POS5	0,861			
	The organization provides opportunities to improve my skills.	POS6	0,801			
	I have access to training or courses relevant to my job.	POS7	0,776			
	I feel that management personally cares	POS8	0,825			

about my well-being.

The organization pays attention to employees' overall welfare.

POS9 0,870

The organization provides benefits that support the well-being of myself and my family.

POS10 0,873

I am satisfied with the welfare programs provided by the organization.

POS11 0,822

Variable	Statement	Item	Loading Factor ^a	Composite Reliability (CR) ^c	Average Variance Extracted (AVE)	Cronbach's α ^d
Organizational Commitment (OC) [3]	I am committed to staying with this organization despite job offers from elsewhere.	OC1	0,768	0.944	0,655	0.933
	I feel a strong emotional attachment to this organization.	OC2	0,845			
	I would recommend this organization to friends and family as a good place to work.	OC3	0,779			

I feel appreciated for my contributions in this workplace.	OC4	0,825
I participate in additional activities or programs organized by this organization.	OC5	0,784
I am proud to be a part of this organization.	OC6	0,853
I feel respected and valued as a member of this organization.	OC7	0,893
I am proud to tell others that I work in this organization.	OC8	0,836

Variable	Statement	Item	Loading Factor s ^a	Composite Reliability (CR) ^c	Average Variance Extracted (AVE)	Cronbach's α ^d
Organizational Citizenship Behavior (OCB) [44]	I am willing to help coworkers who are experiencing difficulties.	OCB1	0,824	0.942	0,621	0.932
	I am willing to take the time to assist coworkers in need.	OCB2	0,790			
	I complete tasks on time according to the given schedule.	OCB3	0,753			
	I always follow work rules and procedures.	OCB4	0,685			

I remain enthusiastic at work despite facing obstacles.	OCB5	0,773
I avoid complaining about my work to coworkers.	OCB6	0,866
I avoid actions that may create conflicts in the workplace.	OCB7	0,766
I strive to maintain good relationships with all coworkers.	OCB8	0,790
I maintain the organization's image in interactions with external parties.	OCB9	0,773
I make efforts to support the organization in achieving better goals.	OCB10	0,846

Source: SmartPLS Output

Acceptable Loading Factor criteria ≥ 0.5 , Acceptable AVE criteria > 0.5 , Acceptable Composite Reliability criteria > 0.6 , Acceptable Cronbach's α Reliability criteria > 0.7 , [56].

Based on the data presented in Table 2, all research variables in this study demonstrated an Average Variance Extracted (AVE) value greater than 0.5. Furthermore,

the composite reliability values exceeded 0.6, and Cronbach's alpha values were also above the threshold of 0.7. These results indicate that the variables employed in this study are both valid and reliable [56].

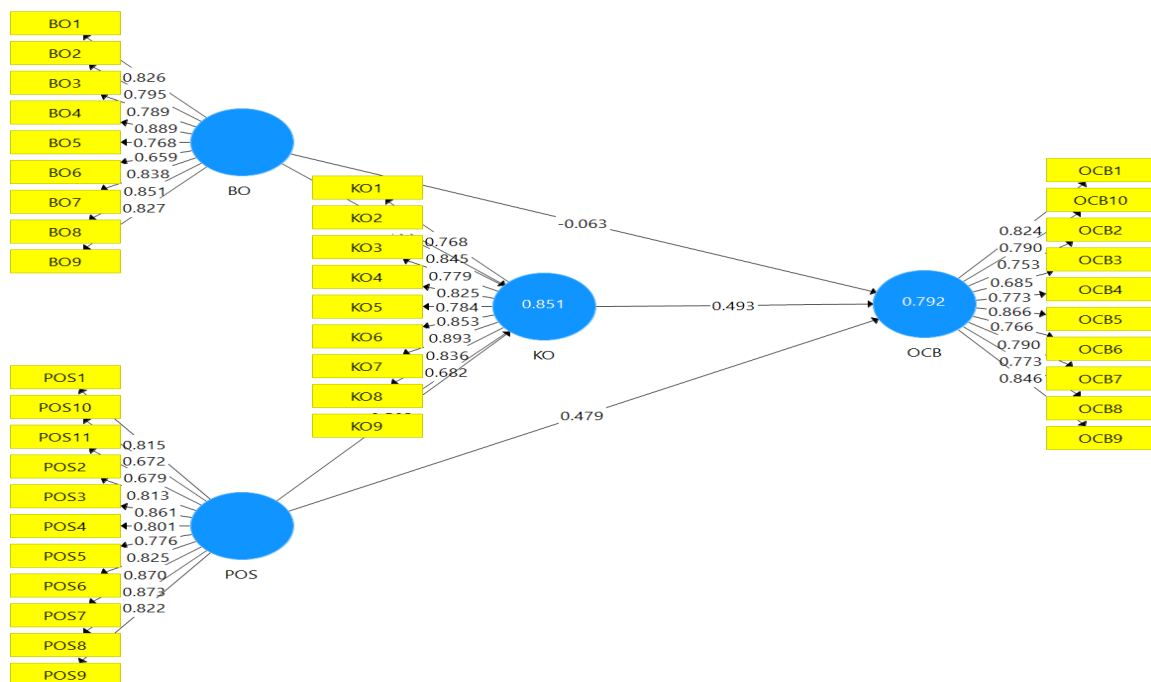


Figure 2. Outer Model

Source: SmartPLS output

The inner model was assessed using R-square values and the significance of path coefficients. The results of the R-square and path coefficient analyses are presented in Tables 3 and 4.

Table 4. R-Square

	R Square	R Square Adjusted
OC	0,851	0,849
OCB	0,792	0,788

Source: SmartPLS output

Based on data in Table 4, the R-square value for organizational commitment is 0.849. It indicates that 84.9% of the variance in organizational commitment is accounted for by organizational culture, perceived organizational support, and organizational commitment itself within this model; the remaining 15.1% is attributable to other factors outside the scope of this research. Meanwhile, the R-square value for organizational citizenship behavior is 0.792, implying that 79.2% of the variance in OCB is explained by organizational culture, perceived organizational support, and organizational commitment; the remaining 20.8% is due to variables not examined in this study.

Table 5. Structural Model

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BO -> OC (1)	0,449	0,450	0,060	7,466	0,000
POS -> OC (2)	0,503	0,502	0,064	7,909	0,000
BO -> OCB (3)	-0,063	-0,060	0,070	0,892	0,181
POS -> OCB (4)	0,479	0,487	0,105	4,547	0,000
OC -> OCB (5)	0,493	0,480	0,113	4,370	0,000
BO -> OC>OCB (6)	0,221	0,219	0,069	3,189	0,000
POS -> OC>OCB (7)	0,248	0,238	0,052	4,805	0,000

Sources: SmartPLS output

The next measurement in this study is hypothesis testing, which can be seen in Table 5 by outlining the results of the path coefficient correlation with the P value. There are five hypotheses of direct effect and two hypotheses of indirect effect. Based on the analysis that has been carried out, all hypotheses in this study are declared acceptable, namely Organizational Culture affects Organizational Commitment (H1), Perceived Organization Support affects Organizational Commitment (H2), Perceived Organization Support affects Organizational Citizenship Behavior (H4), Organizational Commitment affects Organizational Citizenship Behavior (H5), Organizational Commitment mediates the correlation between Organizational Culture and Organizational Citizenship Behavior (H6),

Organizational Commitment mediates the correlation between Perceived Organization Support and Organizational Citizenship Behavior (H7). All hypotheses demonstrate a positive effect because the P value < 0.05 . Meanwhile, the organizational culture's effect on organizational citizenship behavior (H3) is not considered significant because the p -value is > 0.05 .

Discussion

The Effect of Organizational Culture on Organizational Commitment

Hypothesis 1 was supported: organizational culture exerted a significant effect on organizational commitment. This means that a stronger organizational culture corresponded with higher levels of staff commitment, and vice versa. A robust culture fosters organizational progress, and greater organizational strength was associated with elevated employee commitment [34]. These findings align with those reported by [59] and [12], who identified a significant effect of organizational culture on organizational commitment. Reciprocity appears to occur when an organization fosters a supportive culture, members reciprocate with high commitment. All dimensions of organizational culture showed a positive, significant influence on organizational commitment [25]. Employees who internalize the values of organizational culture tend to demonstrate loyalty and embrace organizational goals and values, contributing to organizational success [2].

The Effect of Perceived Organizational Support on Organizational Commitment

Hypothesis 2 was also supported: perceived organizational support significantly influenced organizational commitment. Organizational support serves as motivation for staff, fostering a belief in their indispensable role and value within the organization, which in turn enhances their commitment. Changes in perceived support translate into changes in organizational commitment. These results corroborate findings by [1] and [39], which stated that perceived organizational support had a significant effect on organizational commitment.

Perceived organizational support referred to the attitude that emerged and was perceived by employees regarding the extent to which their organization appreciated their

contributions and provided rewards, which were considered as the organization's concern for employee welfare. If an organization aimed to foster strong organizational commitment, it had to manage the perception of organizational support through fair policies, open communication, appropriate recognition, and genuine attention to employee well-being [20]. Organizations needed to optimize support for employees so that they developed the perception that the organization had appreciated their contributions [47].

The Effect of Organizational Culture on Organizational Citizenship Behavior

Based on the data in Table 4, the third hypothesis was rejected. Organizational culture had no significant effect on the variable Organizational Citizenship Behavior (OCB), meaning H3 was rejected. This finding indicated that whether organizational culture increased or decreased, it did not affect OCB [63]. This finding is consistent with the study conducted by [30], which stated that organizational culture did not significantly affect OCB.

In organizations like the Pesantren, a strong Organizational Culture (based on Islamic values and discipline) may be more effective in building Affective Commitment to the organizational mission (dedication/devotion) rather than merely driving OCB directly. A strong organizational culture believed in by its members shaped cohesiveness and a strong commitment to the company, which in turn facilitated the development of organizational citizenship behavior (OCB) [40]. Cultural alignment within an organization enhances togetherness, leading to a sense of concern to help colleagues, which could be seen as OCB behavior. These findings enriched the theory that organizational culture was often insufficient as a sole predictor of OCB. Research showed that Perceived Organizational Support (POS) often acted as a more direct driving factor of OCB [64].

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior

Based on the data in Table 4, the fourth hypothesis was accepted. Perceived Organizational Support had a significant effect on the Organizational Citizenship Behavior

variable, thus H4 was accepted. Staff who felt fully supported by the organization tended to feel indebted to the organization and believed they had to repay this with greater contributions, which impacted their performance beyond job requirements (OCB) [45]. Research conducted by [47] and [48] also revealed that Perceived Organizational Support had a significant effect on Organizational Citizenship Behavior.

High OCB resulting from organizational support contributed to improved collaboration among staff and reduced workload imbalances and inter-team conflicts. This condition supported social exchange theory, where staff who felt valued and cared for by the company were driven to reciprocate the organization's support by offering voluntary contributions that benefited the company [65]. Perceived organizational support was considered a global belief formed by each employee regarding their evaluation of the organization's policies and procedures, based on their experiences with those policies, receipt of resources, interactions with organizational agents (such as supervisors), and their perception of the organization's concern for their well-being [66].

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the data in Table 4, the fifth hypothesis was accepted. Organizational commitment had a significant effect on Organizational Citizenship Behavior, and thus H5 was accepted. It meant that the higher the organizational commitment, the higher the staff's OCB. Organizational culture refers to a set of shared beliefs, attitudes, relationships, and assumptions explicitly or implicitly accepted and used by all organizational members to face external environments and achieve organizational goals [30]. Research by [51] and [27] also discovered that organizational commitment had a significant positive effect on Organizational Citizenship Behavior.

When employees had high organizational commitment, they provided good service and went beyond what was expected. They willingly dedicated their time, thoughts, and energy to the organization they belonged to [66]. Organizational commitment affected employees in such a way that they became attached and involved in the company, which

positively contributed to the development of OCB. The stronger the organizational commitment, the higher the level of Organizational Citizenship Behavior [58].

The Effect of Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as a Mediator

Based on the data in Table 4, the sixth hypothesis was accepted. Organizational commitment had a significant mediating effect on organizational culture and organizational citizenship behavior, and thus, H6 was accepted. With the emergence of OCB perception focusing on staff behavior in the workplace, it has been shown that OCB affects employee attitudes [2]. Research by [29] and [25] revealed that organizational commitment successfully mediated the effect of organizational culture on Organizational Citizenship Behavior.

If organizational culture aimed to improve OCB effectively, then the culture had to be capable of enhancing organizational commitment. This was because commitment stemming from a strong culture led to helping behaviors, active participation, and employee initiative. A good organizational culture fostered cooperation among employees, encouraged good communication, and boosted employee productivity, which in turn led to a sense of care among coworkers in the company [2]. By involving organizational commitment as a mediating variable, organizational culture directly or indirectly affected OCB, meaning that higher organizational commitment served as a bridge between organizational culture and employees' OCB behavior [67].

The Effect of Perceived Organizational Support on Organizational Citizenship Behavior through Organizational Commitment as a Mediating Variable

Based on the data in Table 4, the seventh hypothesis was accepted. The influence of perceived organizational support on organizational citizenship behavior was mediated by organizational commitment. The higher the organizational citizenship behavior, followed by perceived organizational support, the stronger the organizational commitment. When the

organization supported voluntary behavior, staff tended to develop a stronger desire to remain with the company. Accordingly, H7, which stated that perceived organizational support significantly affected organizational citizenship behavior through organizational commitment as a mediating variable, was accepted.

This result aligned with the research conducted by [1], which revealed that perceived organizational support significantly affected organizational citizenship behavior through organizational commitment as a mediating variable. Organizational support generated a sense of reciprocal obligation. POS strengthened employees' trust and loyalty, thereby enhancing affective commitment and encouraging employees to engage in extra-role behaviors (OCB). The higher the organizational citizenship behavior accompanied by perceived organizational support, the stronger the organizational commitment. Voluntary actions supported by the organization increased employees' sense of loyalty to the organization [39]. When employees receive fair treatment from their organization, a psychological bond or commitment is created between the employees and the organization. Employees with a high level of commitment to their organization would exert maximum effort in their work and even take on tasks that were not part of their formal job responsibilities [65].

Conclusion

This study aims to examine the effects of organizational culture and perceived organizational support on organizational citizenship behavior through the mediating role of organizational commitment. Based on the results, it is revealed that these findings supported the theoretical framework stating that organizational culture served as the foundation shaping employees' behavior, attitudes, and orientations in performing their duties. A strong culture fosters a conducive working atmosphere, a sense of togetherness, and trust, which ultimately enhances affective, normative, and continuance commitment. Thus, the better the organizational support provided to the staff, the stronger their commitment and organizational citizenship behavior toward the institution. This research provides empirical

evidence that organizational behavior theories, often developed in a business context, have strong validity in value-based and religious organizational settings. Specifically, in the Muhammadiyah Pesantren environment, an Organizational Culture that emphasizes Islamic values and discipline proves to be more efficient in building staff loyalty and dedication (Affective Commitment) rather than merely compelling OCB directly. With these results, the researchers hope that Pondok Pesantren Muhammadiyah in Banyumas Regency can recognize and implement these findings to strengthen organizational commitment and organizational citizenship behavior among the staff as OC is proven to be the most significant driver of OCB. Retention programs, rewards based on collective performance, and enhancing the sense of ownership are highly recommended.

Research Limitations

This study is limited to a single research site: Pondok Pesantren Muhammadiyah in Banyumas Regency. Therefore, the researchers aim to expand future studies to a broader research scale. Another limitation is the relatively small sample size of 180. The researchers intend to conduct future studies with a larger and more diverse sample. This research is quantitative, relying on self-report data collected via questionnaires. Although diagnostic tests for Common Method Bias have been performed, the use of a single method may limit the depth of exploration. Therefore, it is suggested that a *mixed-methods approach* be used in future research. This approach can combine quantitative data (questionnaires) with qualitative data (in-depth interviews) to better understand how Organizational Culture and Organizational Commitment in the Pesantren are truly experienced and influence OCB. The scope of this study is limited to the Muhammadiyah Pesantren in Banyumas Regency. To increase the generalizability of the theoretical findings, it is suggested that the *sample scope be expanded* in future research. This expansion can be done by involving staff from all Muhammadiyah Pesantrens at the regional level (e.g., Central Java).

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