

The Effect of Perceived Organizational Support, Psychological Well-Being, and Person Job Fit on Organizational Commitment through Organizational Citizenship Behavior (OCB) as Variable Intervening in Automotif Companies

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Abstract

Original Research Article

The purpose of this study is to determine the effect of perceived organizational support, psychological well-being, and person job fit on organizational commitment through OCB as an intervening variable in automotive companies. The research method used in this research is quantitative. The population in this study are automotive companies in Indonesia that are listed on the BEI as many as 12 companies. The data in this study are obtained by distributing questionnaires through the G-Form. The data collected is then analyzed using Structural Equation Model (SEM) analysis with the help of smart PLS applications. research results show there is significant positive influence between variables organizational citizenship behavior on organizational commitment, there is a significant negative effect between the variables perceived organizational support for organizational commitment, there is a significant positive effect between perceived organizational support on organizational citizenship behavior, there is a significant positive effect between the variables of person job fit to organizational commitment, there is a significant positive effect between the variables person job fit on organizational citizenship behavior, there is a significant positive effect between psychological well-being on organizational citizenship behavior, there is a significant positive effect between perceived organizational support on organizational commitment mediated by organizational citizenship behavior, there is a significant positive effect of person job fit on organizational commitment mediated by organizational citizenship behavior, there is a significant positive effect between psychological well-being on organizational commitment mediated by organizational citizenship behavior, there is a significant negative effect between psychological well-being on organizational commitment.

Keywords: Perceived Organizational Support, Psychological Well-Being, Person Job Fit, Organizational Commitment, Organizational Citizenship Behavior.

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INTRODUCTION

Organizational commitment is a condition in which an employee favors a particular organization and its goals and desires to maintain membership in the organization (Reichers, 1985; Yahaya & Ebrahim, 2016). Organizational commitment is an important aspect to be maintained in today's era (Kheirkhah *et al.*, 2014). When a company finds difficulties to find employees who have very good qualifications in doing their jobs, organizational commitment is one way to determine employees who have qualifications, loyalty and good performance (Osa & Amos, 2014). In other words, organizational commitment is used as an important factor in determining employees at the level of performance within a company.

The factor that is able to encourage the improvement of employee performance is organizational citizenship behavior (OCB) (Purnama, 2013), which is part of behavior that is not part of an employee's formal work obligations, but can support the effective functioning of the organization or company (Ndoja & Malekar, 2020; Ocampo *et al.*, 2018). The success of a company in running its business cannot be separated from the human resource factor (Salehi, 2013). Human resources (HR) is one of the most valuable assets owned by a company, because humans are the only resource that can drive other resources (Boon *et al.*, 2019; Snell & Morris, 2019). Human resources have a very important role to deal with changes that occur in the future (Duchek, 2020) because HR certainly determines the success of their company (Kalyani & Prakashan Sahoo, 2011). The low quality of resources

will certainly have a negative impact on the company; while successful companies need employees who are willing to do more than just their formal duties and are willing to provide performance that exceeds expectations.

In today's dynamic world of work, employee flexibility is excessively important because tasks are increasingly being done in teams (Parry & Battista, 2019). Employers want other employees who are willing to take on tasks not listed in their job descriptions (Pitt & Mewburn, 2016). According to (Robbins & Judge, 2015) stated that organizations that have employees who have good Organizational Citizenship Behavior (OCB) will have better performance than other organizations.

Organizational Citizenship Behavior (OCB) is behavior that exceeds what has been standardized by the company (Krietner & Kinicki, 2012). (Bies & Organs, 1989) defines that OCB is an individual's free behavior that is explicitly or indirectly recognized by a formal system in which aggregate functions effectively and efficiently in an organization. Organizational Citizenship Behavior (OCB) is characterized by the behavior of individuals who voluntarily contribute extra roles beyond their job description for the organization (Organs, 2018). Employees who display OCB behavior are considered as good employees. Examples of behaviors included in the OCB group are helping coworkers, volunteering to do extra activities at work, avoiding conflicts with coworkers, protecting organizational property, respecting the rules that apply in the organization, tolerance for situations that are less than ideal / pleasant at work, giving constructive advice at work, as well as not wasting time at work. Various researchers have recognized the significant influence of OCB on the success of an organization (Nurjanah *et al.*, 2020; Wang *et al.*, 2018).

(Rhoades & Eisenberger, 2002) views Perceived Organizational Support (POS) as a guarantee that assistance will be available from the organization when it is needed to carry out one's work effectively and when faced with very stressful situations. Perceived Organizational Support (POS) can make employees feel cared for and comfortable when they take shelter in an organization (Kurtessis *et al.*, 2017). If an employee in an organization can feel the support from the organization in accordance with the norms, desires, expectations of the employee, a commitment will be formed from the employee to fulfill their obligations to the organization and will never leave the organization automatically because the employee already has strong emotional ties to the organization (Asgari *et al.*, 2020). Citing the results of research conducted by (Rhoades & Eisenberger, 2002), the factors that affect Perceived Organizational Support (POS) are organizational rewards, career development opportunities, supervisory support, and internal promotion.

Individuals have needs that will never stop throughout their lives. In an effort to meet the needs and problems faced, it will make the individual get a pleasant or unpleasant experience which in turn will lead to happiness or unhappiness. Other than that, it can also be said whether the individual has high or low psychological well-being (Huppert, 2009). Psychological well-being is related to feelings of well-being and happiness that are subjective to individuals (Green & Elliott, 2010).

Psychological Well-Being (PWB) is a condition that enables individuals to recognize, explore, and have their own unique potential (Winefield *et al.*, 2012). This attitude can then lead a person to achieve satisfaction in individual's life. Because when individuals can feel life satisfaction, their psychological well-being has been fulfilled and their mental state can be said to be in a healthy state (Veenhoven, 2012).

A job certainly has standards regarding what abilities and skills are needed to complete it (Cappelli, 2015). For example, drivers have the criteria for the ability to drive, construction workers have the criteria to be able to lift heavy loads, accountants are required to have calculating skills, lawyers are required to have expertise in the field of law, and doctors are required to have expertise in the health sector. This proves that low-level to high-level jobs definitely require certain criteria (Rasskazova *et al.*, 2016). The suitability of an individual's abilities and expertise with the work done called person-job fit (PJ Fit) (Huang *et al.*, 2019). (Kristof-Brown & Billsberry, 2013) describes person-job fit as the suitability of the individual with the work or tasks performed by employees at work.

Based on the description above, the researcher is interested in conducting a study entitled the effect of perceived organizational support, psychological well-being, and person job fit on organizational commitment through organizational citizenship behavior (OCB) as an intervening variable in automotive companies.

THEORITICAL REVIEW

Perceived Organizational Support

Perceived Organizational Support (POS) is an important concept in the organizational behavior literature where organizational support can provide an explanation of the relationship between organizational treatment, employee attitudes, and behavior towards their work and organization (Aranganathan & Sivarethinamohan, 2016; Ekowati & Andini, 2008). POS is an organizational support that assesses the extent to which the organization contributes, pays attention to welfare, hears complaints, pays attention to life, and treats employees fairly (Neves & Eisenberger, 2014). POS is the degree to which employees believe the organization values contributions and cares about their well-being (Eisenberger *et al.*, 2020). Thus, it can be concluded that POS is a form of attitude,

contribution, or treatment given by an organization that is used as a stimulus by its employees about how far the organization where they work appreciates their

contribution and cares about their welfare. Dimensions in the measurement of perceived organizational support according to (Rhoades & Eisenberger, 2002) as follows.

Table 1: Dimensions and Indicators of POS

No.	Dimension	Indicator
	Justice Support	Fairness in opportunity for competency improvement Fairness in career development opportunities
	Support from superiors or supervisors	The boss gives direction at work Appreciation for existence Superiors are responsive to complaints and opinions of subordinates
	Employee Welfare Support	The organization's concern for the welfare of its employees The existence of organizational concern for employee job satisfaction The existence of organizational concern for the comfort of the working environment of employees

Psychological Well-Being

Psychological well-being is one of the indicators of individual well-being widely used to see individual fulfillment of the criteria for positive psychological function (Matud *et al.*, 2019). The positive function of the individual is the direction or goal that healthy individuals strive to achieve (Schultz & De Chernatony, 2002). This is in line with the statement of (Kurtessis *et al.*, 2015) stated Psychological Well-Being is a term used to describe individual psychological health based on the fulfillment of positive psychological functioning, which is related to how the mental condition is considered healthy and functioning optimally.

Psychological Well-Being is an individual condition characterized by feeling happy, having life

satisfaction, and no symptoms of depression (Kim *et al.*, 2017). Whereas, (Andrews & Robinson, 1991) define psychological well-being as an evaluation of certain areas of life (eg evaluation of family life, work, society) or in other words how well a person can carry out his roles and can provide a good forecast on psychological well-being.

Based on the description above, it can be concluded that Psychological Well-Being is a term used to describe individual psychological health based on the fulfillment of positive psychological functioning, which is related to how the mental condition is considered healthy and functioning optimally (Ryff & Keyes, 1995).

Table 2: Dimensions and Indicators of Psychological Well-Being

No	Dimensions	Indicator
1	Socio-Economic Conditions	1. Basic needs 2. Housing 3. Education 4. Employment 5. social system
2	Health	1. Physical health 2. Psychological health
3	Relatedness	1. Lifestyle 2. Familyties 3. Bonding with community 4. Closeness with nature

Source: (Kumano, 2018)

Person-Job Fit

Person-job fit is defined as the compatibility between individuals and the work or tasks they perform at work (Edwards, 1991). Person-job fit is a match between employees and the work they get, by looking at the abilities possessed by employees and the demands of the work they are charged with (Chen *et al.*, 2014). Person-job fit is assessed by determining the work

required in accordance with the job analysis that has been determined by the competent authorities in the organization so that the talent, knowledge, and ability to work are in accordance with the demands of the job.(Peng & Mao, 2015). According to (Cable & Derue, 2002), which is a form of development from Lauver & Kristof-Brown, there are indicators mentioned in the following table.

Table 3. Dimensions and Indicators of Person-Job Fit

No.	Dimension	Indicator
	Need-supplies fit	1. Match between employee needs related to work and those that can be met
		2. The attributes that employees look for in a job best by the current job
		3. The work that employees do today provides almost everything one could want in a job
	Demand-abilities fit	4. Excellent match between job demands and employee's personal skills
		5. Match between the training offered by the job and the needs of the employee
		6. The match between the abilities possessed by employees from education and experience with the current work position

Organizational Commitment

Organizational commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization of they belong (Yahaya & Ebrahim, 2016). Psychological connection means that employees feel happy and proud to work for or become members of the organization (Al-Jabari & Ghazzawi, 2019). This linkage or attachment has three forms: obeying organizational norms, values and regulations, identifying with the organization and internalizing organizational norms, values and regulations (Wirawan, 2009). In other words, it is an attitude that reflects employee loyalty to the organization and the ongoing process in which

members of the organization express their concern for the organization and its continued success and progress.

(Robbins & Judge, 2015) stated that organizational commitment involves an employee identifies an organization, its goals, and expectations to remain a member. Most research has focused on emotional engagement in organizations and belief in their values as the 'gold standard' for employee commitment. (Mercurio, 2015) defines organizational commitment as the desire of some employees to remain members of the organization. According to (Edward Bashaw & Stephen Grant, 1994); (Newstrom & Davies, 1993); (Robbins & Judge, 2015) organizational commitment has indicators, mentioned in the following table.

Table 4. Dimensions and Indicators of Organizational Commitment

No	Dimension	Indicator
1	Affective Commitment	1. Employees' emotional feelings for the organization 2. Employee confidence for the organization
2	Normative Commitment	1. Employees believe they have an obligation to stay in the organization 2. Employees believe in continuing to be committed to the organization
3	Normative Commitment	1. The perceived economic value of staying with an organization as compared to leaving the organization 2. Employees are committed to their employers because they are highly paid 3. Employees believe that leaving the company will destroy their families

Source: (Lincoln and Bashaw; Newstrom; Robbins)

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is part of organizational behavior science (Ocampo *et al.*, 2018). OCB is a form of work behavior that is usually not seen or accounted for (Lai *et al.*, 2013). OCB is an extra role performance that separates from in-role performance according to the job description (Rubel & Kee, 2013). The second approach is to view OCB from a political principle or philosophy (Khan *et al.*, 2019). This approach identifies the behavior of organizational members with citizenship behavior. The existence of

OCB is the impact of the beliefs and perceptions of individuals in the organization on the fulfillment of psychological agreements and contracts (Brown & Roloff, 2015). This behavior arises because the individual feels as a member of the organization who has a sense of satisfaction when doing something more than the organization (Karanika-Murray *et al.*, 2015). Dimensions in the measurement of Organizational Citizenship Behavior (OCB) according to Organ (1988) developed by (Podsakoff *et al.*, 2000) as follows.

Table 5: Dimensions and Indicators of OCB

No.	Dimension	Indicator
	Courtesy	1. Employees working together
		2. Employees care and appreciate
		3. Employees obey the rules
	Altruism	4. Employees help co-workers who are absent
		5. Employees help co-workers at work
	Civic Virtue	6. Employees build image

		7. Employees attend and participate in meetings
		8. Employees keep up with changes
	<i>Conscientiousness</i>	9. Employees do not take long to eat
		10. Employees are always on time
		11. Employees tend to be creative
		12. Employees don't complain much

RESEARCH METHOD

The research approach used in this research is a quantitative approach. Quantitative research methods aim to test the established hypotheses. The quantitative method is in the form of numbers derived from measurements using a scale on the variables in the study. The population in this study are automotive companies in Indonesia that are listed on the BEI as many as 12 companies. The data in this study are obtained by distributing questionnaires through Google form. The data collected is then analyzed using Structural Equation Model (SEM) analysis with the help of smart PLS applications. The stages of data analysis in this study are defined in the following.

1. Analysis of the outer model

The analysis of the outer model is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable). In the analysis of this model, it specifies the relationship between latent variables and their indicators. Outer model analysis can be seen from several indicators, defined in the following.

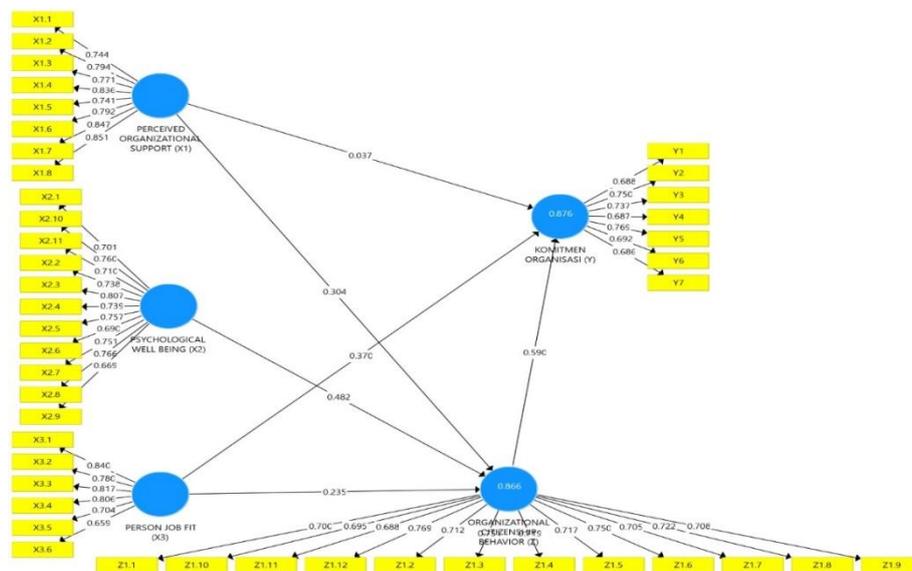
a. Convergent Validity is an indicator that is assessed based on the correlation between the item score/component score with the construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. Individual reflexive measures are said to be high if the correlation is > 0.7.

- b. Discriminant Validity is a measurement model with reflexive indicators assessed based on the cross-loading of measurements with constructs discriminant validity to compare the value of the square-root of average variance extracted (AVE)
- c. Composite reliability is an indicator to measure a construct that can be seen in the view of latent variable coefficients. In this measurement, if the value achieved is > 0.70, it can be said that the construct has high reliability.
- d. Cronbach's Alpha is a reliability test conducted to strengthen the results of composite reliability. A variable can be declared reliable if it has Cronbach's alpha value > 0.7.
- e. Changes in the value of the R-square can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect.

2. Inner Model Analysis

Inner model analysis in PLS SEM data analysis is used to test the hypothesis. Hypothesis testing can be seen from the value of t-statistics and probability values. To test the hypothesis by using statistical values, for alpha 5% the t-statistic value used is 1.96. Thus, the criteria for acceptance/rejection of the hypothesis are that Ha is accepted and H0 is rejected when the t-statistic > 1.96. To reject/accept the hypothesis using probability then Ha is accepted if the p value < 0.05.

DISCUSSION



Outer Model Analysis

1. Validity test

Validity test is used to measure the validity or validity of a questionnaire. In this research, validity

testing is carried out using convergent validity and AVE. The instrument is declared valid if the AVE value is > 0.05 and outer loading value (>0.6).

Table 6: Validity Test Result

Variable	Indicator	AVE	Outer Loading	Result
PERCEIVED ORGANIZATIONAL SUPPORT (X1)	X1.1	0.637	0.744	Valid
	X1.2		0.794	Valid
	X1.3		0.771	Valid
	X1.4		0.836	Valid
	X1.5		0.741	Valid
	X1.6		0.792	Valid
	X1.7		0.847	Valid
	X1.8		0.851	Valid
PSYCHOLOGICAL WELL-BEING (X2)	X2.1	0.542	0.701	Valid
	X2.10		0.760	Valid
	X2.11		0.710	Valid
	X2.2		0.738	Valid
	X2.3		0.807	Valid
	X2.4		0.739	Valid
	X2.5		0.757	Valid
	X2.6		0.690	Valid
	X2.7		0.751	Valid
	X2.8		0.766	Valid
X2.9	0.669	Valid		
PERSON JOB FIT (X3)	X3.1	0.593	0.840	Valid
	X3.2		0.780	Valid
	X3.3		0.817	Valid
	X3.4		0.806	Valid
	X3.5		0.704	Valid
	X3.6		0.659	Valid
ORGANIZATIONAL COMMITMENT (Y)	Y1	0.513	0.688	Valid
	Y2		0.750	Valid
	Y3		0.737	Valid
	Y4		0.687	Valid
	Y5		0.769	Valid
	Y6		0.692	Valid
	Y7		0.686	Valid
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)	Z1.1	0.519	0.700	Valid
	Z1.10		0.695	Valid
	Z1.11		0.688	Valid
	Z1.12		0.769	Valid
	Z1.2		0.712	Valid
	Z1.3		0.751	Valid
	Z1.4		0.719	Valid
	Z1.5		0.717	Valid
	Z1.6		0.750	Valid
	Z1.7		0.705	Valid
	Z1.8		0.722	Valid
	Z1.9		0.708	Valid

Reliability Test

Researchers use two types of reliability tests, namely the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is declared

good if the data has a Cronbach alpha value > 0.7 . Meanwhile, composite reliability measures the actual reliability value of a variable. Data is declared to have high reliability if it has a composite reliability score >0.7 .

Table 7: Reliability Test Result

	Cronbach's Alpha	rho_A	Composite Reliability
ORGANIZATIONAL COMMITMENT (Y)	0.841	0.844	0.880
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)	0.915	0.917	0.928
PERCEIVED ORGANIZATIONAL SUPPORT (X1)	0.918	0.919	0.933
PERSON JOB FIT (X3)	0.861	0.865	0.897
PSYCHOLOGICAL WELL-BEING (X2)	0.915	0.917	0.928

R-Square Test

Test Coefficient determination (R-Square) is used in the measurement to measure how much the endogenous variable is influenced by other variables.

Based on the data analysis carried out through the use of the smartPLS program, the R-Square value is obtained as shown in the following table.

Table 8: R-Square Test Result

	R Square	R Square Adjusted
ORGANIZATIONAL COMMITMENT (Y)	0.876	0.872
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)	0.866	0.861

Based on the test results, the r-square score for organizational commitment is 0.876, which means organizational commitment is influenced by perceived organizational support, person job fit, Psychological Well-Being, perceived organizational citizenship behavior is 87.6% and 12.4% is influenced by other variables. which have not been described in this study. The r square score for Organizational Citizenship

Behavior is 0.866 which means that perceived organizational support, person job fit, Psychological Well-Being affect Organizational Citizenship Behavior by 86.6% and the other 13.4% are influenced by variables that have not been explained in this study.

Hypothesis Test**Table 9: Hypothesis Test**

	Original Sample (O)	T Statistics (O/STDEV)	P Values
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) -> ORGANIZATIONAL COMMITMENT (Y)	0.590	5,621	0.000
PERCEIVED ORGANIZATIONAL SUPPORT (X1) -> ORGANIZATIONAL COMMITMENT (Y)	0.037	0.507	0.612
PERCEIVED ORGANIZATIONAL SUPPORT (X1) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)	0.304	3.153	0.002
PERSON JOB FIT (X3) -> ORGANIZATIONAL COMMITMENT (Y)	0.370	5.162	0.000
PERSON JOB FIT (X3) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)	0.235	4,501	0.000
PSYCHOLOGICAL WELL-BEING (X2) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)	0.482	4.488	0.000
PERCEIVED ORGANIZATIONAL SUPPORT (X1) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) -> ORGANIZATIONAL COMMITMENT (Y)	0.179	3,790	0.000
PERSON JOB FIT (X3) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) -> ORGANIZATIONAL COMMITMENT (Y)	0.139	4.153	0.000
PSYCHOLOGICAL WELL-BEING (X2) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) -> ORGANIZATIONAL COMMITMENT (Y)	0.284	2,884	0.004
PSYCHOLOGICAL WELL-BEING (X2) -> ORGANIZATIONAL COMMITMENT (Y)	0.016	0.211	0.833

THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) ON ORGANIZATIONAL COMMITMENT (Y)

The results of testing the organizational citizenship behavior hypothesis on organizational

commitment obtained a positive beta score ($p = 0.590$) with p-values of 0.000 ($p < 0.05$) with a t-statistic of 5.621 ($p > 1.96$) indicates that there is a significant positive effect between variables organizational citizenship behavior on organizational commitment. It

means that the higher the OCB, the better the organizational commitment will be. This research supports research (Hasanbasri, 2007), (Aisyah, 2020; Watoni, 2020) which states that organizational commitment has a positive and significant effect on OCB. Policies are needed to further increase employees' pride in being part of the company. The activities carried out by the company to increase organizational commitment are more on informal activities such as establishing good relations with employees, holding joint vacation activities, visiting sick employees. Therefore, to increase employee pride in the organization, formal activities are also needed, such as introducing company members to organizational profits and plans for achieving profits and company development in the coming years.

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT (X1) ON ORGANIZATIONAL COMMITMENT (Y)

The results of hypothesis testing The effect of perceived organizational support on organizational commitment obtained a positive beta score ($p = 0.037$) with values 0.612 ($p < 0.05$) with a t-statistic of 0.507 ($p > 1.96$) indicates that there is a significant negative effect between the variables perceived organizational support for organizational commitment. It means that the better POS does not affect organizational commitment (Oyewobi *et al.*, 2012). The quantity surveyor research in Nigerian public services shows that there is a positive correlation between job satisfaction variables and organizational commitment. (Hendri, 2019) shows the results of multiple linear regression analysis that has a positive relationship between job satisfaction and organizational commitment. The same result was also stated in a study conducted by (Arshadi, 2011) that job satisfaction has a positive and significant effect on organizational commitment. This research supports the research of De (Sari *et al.*, 2021; Walumbwa *et al.*, 2005) who found that job satisfaction was a significant predictor of employee commitment to the organization. (Heimerl *et al.*, 2020; Katebi *et al.*, 2022; Specchia *et al.*, 2021) showed that job satisfaction described in salary satisfaction, promotion, supervision, and cooperation between workers is very influential in determining the commitment of workers to the organization. This means that the higher the job satisfaction felt by employees, the more motivated employees are in increasing their organizational commitment (Eliyana *et al.*, 2019).

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT (X1) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)

The results of hypothesis testing the effect of perceived organizational support on organizational citizenship behavior obtained a positive beta score ($p = 0.304$) with p-values 0.002 ($p < 0.05$) with a t-statistic of 3.153 ($p > 1.96$) indicates that there is a significant positive effect between perceived organizational

support on organizational citizenship behavior. It means that the better the perceived organizational support of employees, the better the organizational citizenship behavior. The results of this study are in accordance with research conducted by (Osman *et al.*, 2015), namely organizational support has a positive and significant effect on OCB in manufacturing employees. Employees who receive support from the organization, they will do better things for the organization. The results of this study are also in accordance with the research conducted by (Alkerdawy, 2014) who shows that organizational support has a positive and significant effect on OCB for Egyptian Commercial Bank employees. The results of the analysis with employees who get high organizational support will display high OCB behavior.

THE EFFECT OF PERSON JOB FIT (X3) ON ORGANIZATIONAL COMMITMENT (Y)

The results of hypothesis testing the influence of person job fit on organizational commitment obtained a positive beta score ($p = 0.370$) with values 0.000 ($p < 0.05$) with a t statistic of 5.162 ($p > 1.96$) indicates that there is a significant positive effect between variables person job fit to organizational commitment. This means that the more person job fit, the higher the organizational commitment of employees. Person Job Fit can result in an employee bonding with the organization (Boon & Biron, 2016; Edwards, 1991). This is based on research that Person Job Fit has a significant effect on organizational commitment ((Berisha & Lajçi, 2021; Jyoti *et al.*, 2021; Nurtjahjono *et al.*, 2020). Person Job Fit can be interpreted as the suitability between workers and their jobs (Chen *et al.*, 2014). According to (Suwanti, 2018) when employees have a match with their jobs, it will have an impact on strengthening organizational commitment, so that employee transfers to other companies will decrease.

THE EFFECT OF PERSON JOB FIT (X3) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)

The results of hypothesis testing the effect of person job fit on organizational citizenship behavior obtained a positive beta score ($p = 0.235$) with values 0.000 ($p < 0.05$) with a t-statistic of 4.501 ($p > 1.96$) indicates that there is a significant positive effect between variables person job fit on organizational citizenship behavior. This means that the better the person job fit, the better the OCB. Person-job fit is a need for fit that occurs when the supply offered by a job is compatible with individual needs, preferences, and wants (Alfani & Hadini, 2018). The suitability of the individual with employees' job creates positive things and has the standard of abilities and skills needed to complete the task. This proves that person job fit has a direct influence on OCB. The suitability of the work that exists in employees with the suitability of individuals with the desired skills and work causes

OCB behavior. This research is in line with research conducted by (Alfani & Hadini, 2018; Farzaneh, Dehghanpour Farashah *et al.*, 2014; Farzaneh, Farashah *et al.*, 2014) who state that person job fit affects OCB.

THE EFFECT OF PSYCHOLOGICAL WELL-BEING (X2) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)

The results of hypothesis testing the effect of psychological well-being on organizational citizenship behavior obtained a positive beta score ($p = 0.482$) with values 0.000 ($p < 0.05$) with a t statistic of 4.488 ($p > 1.96$) indicates that there is a significant positive effect between the variables of psychological well-being on organizational citizenship behavior. This means that the more psychological the employees are, the more OCB behavior will increase. If an employee has good enough welfare so that it can lead to the initiative to help his co-workers outside of work responsibilities. The results of this study are in line with research conducted by (Devonish, 2016) as well as research conducted by (Martinez *et al.*, 2021) which shows that there is a direct and significant influence between psychological well-being on organizational citizenship behavior. In this study, it shows that if an employee has psychological well-being that continues to increase, organizational citizenship behavior will also increase and that is a positive impact. Therefore, an organization must always pay attention and try to improve the psychological well-being of employees.

INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT (X1) DIMEDIATION ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) ON ORGANIZATIONAL COMMITMENT (Y)

The results of hypothesis testing The effect of perceived organizational support on organizational commitment mediated by organizational citizenship behavior obtained a positive beta score ($p = 0.179$) with values 0.000 ($p < 0.05$) with a t-statistic of 3.790 ($p > 1.96$) indicates that there is a significant positive effect between perceived organizational support on organizational commitment mediated by organizational citizenship behavior. It means that the better the POS, the better it affects organizational commitment and is strengthened by the OCB variable. POS is a general attitude of an individual towards his job. POS shows the match between a person's appearance and the rewards the job provides. These fulfilled expectations can lead to an individual's commitment to the organization. Organizational citizenship behavior in employees depends on the period of time or the length of time employees work in a company. Organizational citizenship behavior also depends on the quality of the relationship you have with your co-workers in the company as social human beings (Kerdpitak & Jernsittiparsert, 2020). This is in line with research conducted by (Jehanzeb, 2020).

THE EFFECT OF PERSON JOB FIT (X3) DIMEDIATION ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) ON ORGANIZATIONAL COMMITMENT (Y)

The results of hypothesis testing The effect of person job fit on organizational commitment mediated by organizational citizenship behavior obtained a positive beta score ($p = 0.139$) with values 0.000 ($p < 0.05$) with a t statistic of 4.153 ($p > 1.96$) indicates that there is a significant positive effect on person job fit on organizational commitment mediated organizational citizenship behavior. This means that the better the person job fit through the OCB that employees have, it will increase organizational commitment. Employees will contribute all their efforts to make the company successful in achieving its goals. In addition to employee commitment, employee behavior in the organization is also indicated as important in determining how the employee performs. An employee who has high civic behavior will want to take on an extra role in the organization, which in turn will really help the organization. This arises as a result of the similarity of goals between employees and the organization. This then has an impact on increasing employee commitment as indicated by the employee's alignment with the organization, which in turn has an impact on increasing organizational commitment. It is proven that person job fit is more strongly mediated by OCB on organizational commitment. This research is in line with research conducted by (Farzaneh, Farashah *et al.*, 2014; Soelton *et al.*, 2020).

THE EFFECT OF PSYCHOLOGICAL WELL-BEING (X2) AS MEDIATION TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) ON ORGANIZATIONAL COMMITMENT (Y)

The results of hypothesis testing The influence of Psychological Well-Being on organizational commitment mediated by organizational citizenship behavior obtained a positive beta score ($p = 0.284$) with values of 0.004 ($p < 0.05$) with a t-statistic of 2.884 ($p > 1.96$) indicates that there is a significant positive effect between psychological well-being on organizational commitment mediated by organizational citizenship behavior. The better the organizational commitment of employees, this is influenced by psychological well-being and is strengthened by the mediation of organizational citizenship behavior. One of the internal factors that can affect affective commitment is individual characteristics (Paul *et al.*, 2019). Individual characteristics are related to the attitudes, interests, needs, and abilities of the individual (Kaur & Kang, 2020). This is in line with the concept of psychological well-being which is a form of ability or potential that can be possessed by individuals.

THE EFFECT OF PSYCHOLOGICAL WELL-BEING (X2) ON ORGANIZATIONAL COMMITMENT (Y)

The results of hypothesis testing the effect of psychological well-being on organizational commitment obtained a positive beta score ($p = 0.016$)

with values 0.833 ($p < 0.05$) with t statistic 0.211 ($p > 1.96$) indicates that there is a significant negative effect between variables of psychological well-being on organizational commitment. This means that if employees have good psychology, it does not have an effect on increasing organizational commitment. People who have high psychological well-being tend to have a positive view of whatever they do, including their work. (Yalçın *et al.*, 2021) also added that individuals who have high subjective success or can be said to have meaning in their work have high affective bonds with coworkers, and show high involvement and identification with the organization. (Singh, 2016) reported that well-being has a relationship with absenteeism, customer satisfaction, productivity, and employee turnover.

CONCLUSION

Based on the research and discussion that has been carried out, it can be concluded that there are significant positive influence between variables organizational citizenship behavior on organizational commitment, there is a significant negative effect between the variables perceived organizational support for organizational commitment, there is a significant positive effect between perceived organizational support on organizational citizenship behavior, there is a significant positive effect between the variables person job fit to organizational commitment, there is a significant positive effect between the variables person job fit on organizational citizenship behavior, there is a significant positive effect between the variables psychological well-being on organizational citizenship behavior, there is a significant positive effect between the variables of perceived organizational support on organizational commitment is mediated by organizational citizenship behavior, there is a significant positive effect on person job fit on organizational commitment mediated organizational citizenship behavior, there is a significant positive effect between psychological well-being on organizational commitment mediated organizational citizenship behavior, there is a significant negative effect between the variables psychological well-being on organizational commitment. For further researchers can develop this research by examining other factors that are considered to be more influential and make a major contribution to organizational commitment.

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