

An Analysis of The Role of Affective Organizational Commitment in Mediating The Effects of Perceived Organizational Support and Motivation on Organizational Citizenship Behavior (A Case Study At The Ministry of Foreign Affairs)

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Keywords:	Abstract
perceived organizational support; motivation; affective organizational commitment; organizational citizenship behaviour; sem-pls	The gap in employee fulfillment among functional and executive positions at the Ministry of Foreign Affairs, along with the results of preliminary research, indicates suboptimal levels of organizational support, motivation, and employee participation. This study analyzes the role of Affective Organizational Commitment (AOC) in mediating the effects of Perceived Organizational Support (POS) and motivation on Organizational Citizenship Behavior (OCB) among civil servants at the Ministry of Foreign Affairs. A survey of 341 civil servants selected through proportionate stratified random sampling was analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The outer model evaluation results showed that all indicators were valid and reliable (loading factors ranging from 0.716 to 0.840; Average Variance Extracted values ranging from 0.564 to 0.597; and Cronbach's Alpha and Composite Reliability values above 0.70). The bootstrapping results demonstrated that POS and motivation had positive and significant effects on AOC (path coefficients of 0.426 and 0.394, respectively) and OCB (path coefficients of 0.191 and 0.288, respectively). Furthermore, AOC had a positive and significant effect on OCB (path coefficient = 0.407), representing the largest direct effect in the model. AOC was also found to significantly mediate the effects of POS (0.173) and motivation (0.161) on OCB, resulting in the acceptance of all seven research hypotheses. The research model explained 58.5% of the variance in AOC and 64.3% of the variance in OCB. These findings confirm that AOC serves as a psychological mechanism that translates organizational support and work motivation into organizational citizenship behavior. Therefore, the Ministry of Foreign Affairs is advised to simultaneously strengthen promotion fairness, employee welfare, and employees' emotional attachment to the organization.

INTRODUCTION

The dynamics of the global strategic environment, characterized by the increasing complexity of international relations, globalization, and institutional competition, require government institutions to optimize their human resource capacity (Purwanto & Siagian, 2025). This is because the success of contemporary organizations no longer depends solely on technical expertise but also on individual qualities that contribute to organizational performance (Robbins, 2019). One positive work behavior that has become a major focus in human resource management is Organizational Citizenship Behavior (OCB), which refers to

voluntary individual behaviors that are not explicitly regulated within formal reward systems but collectively contribute to the efficient and effective functioning of organizations (Organ, Podsakoff, & MacKenzie, 2006; Organ, 2018). Forms of OCB include altruism, sportsmanship, civic virtue, conscientiousness, and courtesy (Organ, 1988). Recent studies have demonstrated that Perceived Organizational Support (POS), work motivation, and Affective Organizational Commitment (AOC) are three key constructs that significantly contribute to the development of OCB (Alshaabani, Naz, Magda, & Rudnák, 2021; Liasari & Andriani, 2025).

The Ministry of Foreign Affairs (Kementerian Luar Negeri [Kemlu]) of the Republic of Indonesia, as an institution responsible for diplomatic and consular functions, has unique and complex organizational characteristics. Based on Presidential Regulation Number 55 of 2015, the Ministry of Foreign Affairs is responsible for administering government affairs in the field of foreign relations, including the protection of Indonesian citizens abroad, the management of international agreements, and the advancement of national interests. The work environment of the Ministry of Foreign Affairs is characterized by high workloads, demands for rapid responses in emergency situations, and stringent standards of professionalism. Based on Presidential Regulation Number 150 of 2024 and Minister of Foreign Affairs Regulation Number 4 of 2025, the Ministry of Foreign Affairs faces significant challenges in fulfilling employee needs, as presented in Table 1.

Table 1. Summary of the Fulfilment of ASN Positions of the Ministry of Foreign Affairs (June 2026)

Category of Departments	Total Needs	Fulfillment of civil servants	PPPK Fulfillment	Cons	Fulfillment Rate
Structural	443	310	0	133	70%
Functional	3.171	1.088	168	1.915	40%
Implementers	778	116	159	503	35%
Total	4.392	1.514	327	2.551	42%

Source: Ministry of Foreign Affairs, as of June 2026

The most critical employee gaps occurred in functional (40% fulfillment rate) and executive (35%) positions, even though these two types of positions were at the forefront of technical and operational services. This condition required employees not only to perform formal tasks (in-role performance) but also to demonstrate voluntary behaviors that supported organizational effectiveness, such as readiness to assist colleagues, willingness to work beyond normal working hours, and initiative in solving problems without always waiting for leadership direction (Organ, 2018).

The results of the preliminary research involving 30 employees of the Ministry of Foreign Affairs further strengthened the urgency of this study. A summary of the preliminary research findings is presented in Table 2.

Table 2. Summary of Pre-Research Findings on Ministry of Foreign Affairs Employees

Variable	Measured Indicators	Findings
Perceived Organizational Support	The promotion policy is considered fair and transparent	56% agreed
Perceived Organizational Support	Training and competency development programs	71% rated inadequate

Motivation	Salary and allowances meet basic needs	46% say enough
Motivation	Encouragement to take on leadership roles	60% said they were encouraged
Affective Organizational Commitment	Sense of belonging and desire to stay in the organization	60% indicates height
Organizational Citizenship Behaviour	Active participation in organizational activities	63% actively participate
Organizational Citizenship Behaviour	Tolerance to work discomfort	44% still complain easily

Source: Pre-research data, processed by the author (2026).

Preliminary research findings indicate that the relationships among Perceived Organizational Support (POS), work motivation, Affective Organizational Commitment (AOC), and Organizational Citizenship Behavior (OCB) within the Ministry of Foreign Affairs remain suboptimal, particularly in the dimensions of employee development, financial adequacy, and active participation. The urgency of this research is based on four main arguments. First, from the perspective of research gaps, studies that comprehensively examine the mediating role of AOC in the relationship between POS and work motivation on OCB remain limited, particularly in government institutions with diplomatic characteristics. This is because public sector organizations have fundamental differences from private sector organizations in terms of administrative procedures, accountability, and reward systems (Cropanzano & Rupp, 2008). Second, regarding inconsistent findings, previous studies have produced inconclusive results; some studies found that AOC fully mediated the effect of POS on OCB (Alshaabani et al., 2021), whereas others reported partial mediation (Bak, 2020). Third, regarding the empirical gap, preliminary research results demonstrate a discrepancy between ideal conditions and actual conditions in the field, as presented in Table 2. Fourth, regarding contextual uniqueness, the Ministry of Foreign Affairs represents a bureaucratic organization with demands for state representation and cross-cultural collaboration, requiring strong affective commitment among employees (Bak, 2020).

On the other hand, alongside the bureaucratic reform initiatives implemented, the institutional performance of the Ministry of Foreign Affairs has demonstrated notable achievements. In 2025, the Ministry of Foreign Affairs achieved a performance score of 80.86 with an A (Satisfactory) predicate, exceeding the target of 79.80, and obtained a Bureaucratic Reform Index score of 87.51 out of a maximum score of 110 with an A predicate. The gap between strong institutional achievements and the limited number of employees in functional and executive positions further confirms that this success is partly supported by employees' voluntary contributions beyond their formal job descriptions. This condition provides an important foundation for this study to examine the roles of POS, work motivation, and AOC in forming OCB within a work environment characterized by high workloads and limited human resources.

Based on this description, this study was formulated to answer seven research questions: (1) whether POS affects OCB; (2) whether motivation affects OCB; (3) whether AOC affects OCB; (4) whether POS affects AOC; (5) whether motivation affects AOC; (6) whether AOC mediates the effect of POS on OCB; and (7) whether AOC mediates the effect of motivation on OCB among civil servants at the Ministry of Foreign Affairs. This study was limited to four variables: POS and motivation as independent variables, AOC as a mediating variable, and OCB as the dependent variable. The study aimed to examine the relationships among these variables among civil servants at the Ministry of Foreign Affairs.

Organizational Citizenship Behavior (OCB) refers to discretionary individual behaviors that are not directly recognized by the formal reward system but collectively contribute to the efficient and effective functioning of organizations (Organ, Podsakoff, &

MacKenzie, 2006). This discretionary nature indicates that such behaviors arise from employees' personal choices rather than formal obligations stated in job descriptions. The dimensions of OCB include willingness to help colleagues (altruism), compliance with organizational rules (conscientiousness), courtesy, tolerance toward less-than-ideal working conditions (sportsmanship), and active participation in organizational activities (civic virtue) (Organ, 1988). In this study, OCB was measured using these five dimensions to comprehensively capture the voluntary behaviors of Ministry of Foreign Affairs employees.

Affective Organizational Commitment (AOC) represents the affective dimension of organizational commitment, emphasizing employees' emotional attachment, identification, and involvement with the organization (Meyer & Allen, 1991). The primary characteristic of AOC is that employees remain in the organization because they desire to do so, rather than because they feel obligated or compelled to stay. The AOC indicators in this study included pride, desire to remain, value congruence, and sense of belonging, which collectively reflect the extent to which employees perceive organizational success as their own success.

Perceived Organizational Support (POS) refers to employees' general beliefs that the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). This concept is based on social exchange theory, which suggests that employees who perceive organizational support tend to reciprocate through positive attitudes and behaviors (Blau, 1964). The antecedents of POS include fairness, supervisor support, organizational rewards and job conditions, and employee development (Rhoades & Eisenberger, 2002).

Work motivation refers to a series of internal psychological processes that direct, energize, and sustain individual behavior toward achieving specific goals, including the components of intensity, direction, and persistence (Robbins, 2019). Various classical perspectives explain the sources of motivation, ranging from hierarchical needs from physiological needs to self-actualization (Maslow, 1943), hygiene and motivational factors (Herzberg, 1968), to needs for achievement, affiliation, and power (McClelland, 1961). Contemporary approaches emphasize that the fulfillment of basic psychological needs, including autonomy, competence, and relatedness, is an important condition for the development of intrinsic motivation (Deci & Ryan, 2000). In this study, motivation was measured through six indicators: basic and psychological needs, hygiene factors, motivational factors, need for achievement, need for affiliation, and need for power.

The four constructs are conceptually interrelated through the mechanism of social exchange. POS and motivation are positioned as external and internal antecedents that contribute to the formation of employees' emotional attachment (AOC), which subsequently influences extra-role behavior (OCB). When employees perceive strong organizational support and possess high work motivation, they tend to develop a stronger sense of belonging and organizational identification, which encourages their willingness to contribute beyond formal responsibilities. This framework is consistent with social exchange theory (Blau, 1964), which emphasizes reciprocity in work relationships, and organizational support theory (Eisenberger et al., 1986), which explains that organizational support encourages employees to reciprocate through attitudes and behaviors beneficial to the organization.

The Influence of POS on OCB. Various empirical studies have confirmed a positive relationship between POS and OCB, both during the pandemic period (Alshaabani et al., 2021) and under normal organizational conditions across different sectors (Liasari & Andriani, 2025; Andriyanti & Supartha, 2021; Cahyani & Suparini, 2020). The higher the level of organizational support perceived by employees, the greater their tendency to demonstrate OCB. Based on this explanation, the following hypothesis was formulated:

H1: Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior.

The Effect of Motivation on OCB. Work motivation has been demonstrated to play an important role in encouraging OCB, both directly (Widarko & Brotosuharto, 2022; Senen & Az-Zahra, 2021) and through the mediation of affective commitment (Nafissatou & ChenGang, 2022; Gahlawat, 2020; Putra & Candana, 2020). Therefore, the following hypothesis was formulated:

H2: Motivation has a positive and significant effect on Organizational Citizenship Behavior.

The effect of AOC on OCB. AOC has been shown to have a strong influence on OCB, both as a direct influence and as a mediator of other relationships (Alshaabani et al., 2021; Liasari & Andriani, 2025). However, there are also findings that show that the influence of AOC on OCB is not always significant in certain contexts (Kurniawan & Safitri, 2022), so testing in the context of the Ministry of Foreign Affairs becomes relevant. Hypothesis formulated:

H3: Affective Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior.

The effect of POS on AOC. POS is an important antecedent for the formation of employee affective commitment, both directly (Liasari & Andriani, 2025; Putranto, Surachman, & Rofiaty, 2021) as well as through the mediation of other variables (Ullah, 2020; Alshaabani et al., 2021). Based on this description, it is formulated:

H4: Perceived Organizational Support has a positive and significant effect on Affective Organizational Commitment.

The Influence of Motivation on AOC. Work motivation has been shown to play a role in forming affective commitment, as found in health sector employees (Handayani & Seswandi, 2022), women entrepreneurs in Sub-Saharan Africa (Nafissatou & ChenGang, 2022), and employees in India (Gahlawat, 2020). Hypothesis formulated:

H5: Motivation has a positive and significant effect on Affective Organizational Commitment.

The role of AOC mediation in the influence of POS on OCB. Most studies confirm that AOC serves as a mediating variable linking POS to OCB (Alshaabani et al., 2021; Liasari & Andriani, 2025; Fatmawati & Azizah, 2022; Rustanti, Jufri, & Risdianto, 2025). Hypothesis formulated:

H6: Affective Organizational Commitment mediates positively and significantly the influence of Perceived Organizational Support on Organizational Citizenship Behavior.

The role of AOC mediation in the influence of Motivation on OCB. AOC also acts as a mediator in the relationship between work motivation and OCB (Handayani & Seswandi, 2022; Nafissatou & ChenGang, 2022; Gahlawat, 2020). Hypothesis formulated:

H7: Affective Organizational Commitment mediates positively and significantly the influence of Motivation on Organizational Citizenship Behavior.

Based on these seven hypotheses, a research model was prepared that placed POS (X1) and Motivation (X2) as independent variables, AOC (Z) as the mediating variable, and OCB (Y) as the bound variable, as summarized in Table 3.

Table 3. Research Variables and Operational Definitions

Code	Variabel	Role	Key Indicators
X1	Perceived Organizational Support	Free	Justice, employer support, rewards & working conditions, employee development
X2	Motivation	Free	Basic & psychological needs, hygienic factors, motivating factors, achievement needs, affiliation, power
Z	Affective Organizational Commitment	Mediation	Pride, the desire to survive, the alignment of values, the sense of belonging
Y	Organizational Citizenship Behaviour	Bound	Altruism, conscientiousness, courtesy, sportsmanship, civic virtue

METHOD

This research was conducted at the headquarters of the Ministry of Foreign Affairs of the Republic of Indonesia in Jakarta using a quantitative approach with an explanatory research design. Data were collected through a survey method using a five-point Likert-scale questionnaire (1 = Strongly Disagree to 5 = Strongly Agree), which was distributed both online and offline to respondents.

The research population consisted of all Ministry of Foreign Affairs civil servants at the headquarters, totaling 3,264 individuals, including Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK). The sample size was determined using a sample size determination table with a 95% confidence level and a 5% margin of error, resulting in a minimum sample of 341 respondents. The sampling technique used was proportionate stratified random sampling based on directorate/work unit, structural and functional positions, and length of service. The respondent criteria were: (1) active civil servant status within the Ministry of Foreign Affairs; (2) a minimum working period of one year; and (3) willingness to voluntarily complete the questionnaire.

Data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. This method was selected to examine the relationships among latent variables, including direct and indirect (mediating) effects (Hair, Sarstedt, & Ringle, 2019). The analysis involved evaluating the measurement model (outer model), including convergent validity, discriminant validity, and reliability testing, as well as evaluating the structural model (inner model) through the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit indices (SRMR and NFI). Hypothesis testing was conducted using the bootstrapping procedure, with hypotheses accepted when the t-value was > 1.96 and the p-value was < 0.05 (Hair et al., 2019). The type of mediation was determined based on the significance of direct and indirect effects, where significant direct and indirect effects indicated partial mediation, while a significant indirect effect without a significant direct effect indicated full mediation.

RESULTS AND DISCUSSION

Respondent Characteristics

The data collection involved 341 ASN employees of the Ministry of Foreign Affairs covering various positions, employment status, and demographic backgrounds. The characteristics of the respondents are briefly presented in Table 4.

Table 4. Characteristics of Respondents (n = 341)

Features	Category	Frequency	Percentage
Job Classification	Structural (echelon)	47	13,8%
	Executive Staff	52	15,2%
	Functional Staff	242	71,0%
Employment Status	PNS	233	68,3%
	PPPK	108	31,7%
Gender	Male	153	44,9%
	Women	188	55,1%
Age Range	21-30 years old	63	18,5%
	31-40 years old	122	35,8%
	41-50 years old	90	26,4%
	> 50 years	66	19,4%
Education Level	SMA	23	6,7%
	D3	26	7,6%
	Bachelor (S1)	190	55,7%
	Magister (S2)	99	29,0%
	The Doctor (S3)	3	0,9%
Tenure	1-5 years	127	37,2%
	6-10 years	33	9,7%
	> 10 years	181	53,1%
Marital Status	Unmarried	85	24,9%
	Married	243	71,3%
	Life/death divorce	13	3,8%
Assignment Region	Domestic	294	86,2%
	Overseas	47	13,8%

Source: Primary data, processed by the author (2026).

The majority of respondents were functional staff (71.0%), civil servants (68.3%), female (55.1%), aged 31-40 years (35.8%), Bachelor/S1 education (55.7%), having a working period of more than 10 years (53.1%), married status (71.3%), and serving in the country (86.2%). This profile confirms that the majority of respondents are functional employees with long enough work experience, so they are considered representative in reflecting the perception of the Ministry of Foreign Affairs ASN towards the research variables.

Description of Research Variables

The description of the research variables was summarized based on the average value of the respondents' answer scores, with interpretation categories: 1.00-1.80 (very low), 1.81-2.61 (low), 2.62-3.40 (moderately high), 3.41-4.21 (high), and 4.22-5.00 (very high). A summary of the variable descriptions is presented in Table 5.

Table 5. Description of Research Variables

Variabel	Average	Category	Highest Indicators	Lowest Indicator
Perceived Organizational Support	3,62	Height	Superior attention and direction (3.92)	Fairness of promotional policies (3.37)
Motivation	3,87	Height	Harmonious working relationships in teams (4.32)	Financial & emotional security (3.50)
Affective Organizational Commitment	3,64	Height	Pride in being part of an organization (3.99)	Strong emotional bonding (3,33)
Organizational Citizenship Behaviour	3,89	Height	Obedience to rules and manners (4,29)	Active participation in organizational meetings (3.29)

Source: Primary data, processed by the author (2026).

The four research variables were in the high category, with OCB recording the highest average (3.89) and the lowest POS (3.62). These findings indicate that in general, Ministry of Foreign Affairs employees have shown good organizational citizenship behavior, although perceptions of fairness in promotion and competency development, financial security, emotional bonding, retention, and active participation in organizational forums are still areas that need strengthening.

Evaluation of Measurement Models (Outer Model)

The evaluation of the measurement model is carried out through three stages, namely convergent validity, discriminant validity, and construct reliability. The results of the convergent validity test showed that all indicators in the four research variables had an outer loading value above the threshold of 0.70, with the Average Variance Extracted (AVE) value as a whole above 0.50, as summarized in Table 6.

Table 6. Convergent Validity Test Results

Variabel		Number of Indicators	Rentang Loading Factor	AVE	Verdict
Perceived Support	Organizational	8	0,716 - 0,840	0,597	Valid
Motivation		12	0,718 - 0,823	0,564	Valid
Affective Commitment	Organizational	8	0,733 - 0,799	0,585	Valid
Organizational Behaviour	Citizenship	10	0,723 - 0,792	0,565	Valid

Source: Primary data, processed with SmartPLS 4 (2026).

Discriminant validity was tested through cross loading, Heterotrait-Monotrait Ratio (HTMT), and Fornell-Larcker criteria. All indicators have the highest cross loading values in their own constructs compared to other constructs. The highest HTMT value was recorded at 0.821 (still below the threshold of 0.90), and the square root value of AVE for each construct was greater than its correlation with other constructs, as summarized in Table 7.

Table 7. Results of the Discriminant Validity Test (HTMT and AVE Square Root)

Construct	POS	Motivation	AOC	OCB
Perceived Organizational Support (POS)	0,773	-	-	-
Motivation	0,807 / 0,745	0,751	-	-
Affective Organizational Commitment (AOC)	0,792 / 0,720	0,772 / 0,712	0,765	-
Organizational Citizenship Behaviour (OCB)	0,760 / 0,699	0,779 / 0,720	0,821 / 0,750	0,752

Remark: the diagonal value is the square root of the AVE; the value below the diagonal is HTMT/correlation between constructs.

Source: Primary data, processed with SmartPLS 4 (2026).

The reliability test showed that the entire construct had Cronbach's Alpha and Composite Reliability values above the threshold of 0.70, as presented in Table 8, so that the entire construct was declared reliable and suitable for further analysis.

Table 8. Construct Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability	Verdict
Perceived Organizational Support	0,903	0,922	Reliabel
Motivation	0,929	0,939	Reliabel
Affective Organizational Commitment	0,899	0,918	Reliabel
Organizational Citizenship Behaviour	0,914	0,928	Reliabel

Source: Primary data, processed with SmartPLS 4 (2026).

Evaluation of Structural Models (Inner Model)

Structural model evaluation includes testing the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). The results of the R^2 and Q^2 tests are summarized in Table 9.

Table 9. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Variable endogenous	R-square	Adjusted R-square	Q-square Predict
Affective Organizational Commitment	0,587	0,585	0,581
Organizational Citizenship Behaviour	0,647	0,643	0,572

Source: Primary data, processed with SmartPLS 4 (2026).

The adjusted R^2 value showed that POS and Motivation were able to explain the AOC variation of 58.5%, while POS, Motivation, and AOC together explained the OCB variation of 64.3%. Both Q^2 values are greater than zero, which confirms that the research model has good predictive relevance. The fit model test yielded an SRMR value of 0.07 (< 0.08) and an NFI of 0.725, indicating that the model was well formed and acceptable. The results of the effect size (f^2) test are summarized in Table 10.

Table 10. Effect Size Test Results (f^2)

Intervariable Relationships	f^2	Category
POS -> Affective Organizational Commitment	0,196	Medium
Motivation -> Affective Organizational Commitment	0,168	Medium
POS -> Organizational Citizenship Behaviour	0,039	Small
Motivation -> Organizational Citizenship Behaviour	0,090	Small
AOC -> Organizational Citizenship Behaviour	0,193	Medium

Source: Primary data, processed with SmartPLS 4 (2026)

Pengujian Hypothesis (Bootstrapping)

Hypothesis testing is carried out through a bootstrapping procedure on SmartPLS. The results of the direct effect test are summarized in Table 11, while the results of the indirect effect (mediation) test are summarized in Table 12.

Table 11. Results of Direct Influence Hypothesis Testing

Hypothesis	Path Coefficients	T-statistics	P-values	Verdict
H1: POS -> OCB	0,191	3,192	0,001	Accepted
H2: Motivation -> OCB	0,288	4,818	0,000	Accepted
H3: AOC -> OCB	0,407	8,338	0,000	Accepted
H4: POS -> AOC	0,426	7,316	0,000	Accepted
H5: Motivation -> AOC	0,394	6,871	0,000	Accepted

Source: Primary data, processed with SmartPLS 4 (2026).

Table 12. Indirect Influence Hypothesis Testing Results (Mediation)

Hipotesis	Path Coefficients	T-statistics	P-values	Verdict
H6: POS -> AOC -> OCB	0,173	5,868	0,000	Accepted
H7: Motivation -> AOC -> OCB	0,161	4,940	0,000	Accepted

Source: Primary data, processed with SmartPLS 4 (2026).

All t-statistics values in Table 11 and Table 12 were above 1.96 with a p-value below 0.05, so that all seven research hypotheses were accepted. Because the direct influence of POS and Motivation on OCB is also significant, the type of mediation formed on H6 and H7 is partial mediation.

The Influence of POS on OCB. The test results proved that POS had a positive and significant effect on OCB (path coefficient 0.191; t-statistics 3.192; p-value 0.001), so H1

was accepted. These findings suggest that when employees feel that the organization values their contributions and cares about their well-being, they tend to reciprocate through voluntary behavior, in line with social exchange theory (Blau, 1964) and organizational support theory (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). These findings are consistent with the research of Alshaabani et al. (2021), Liasari and Andriani (2025), and Andriyanti and Supartha (2021).

The Effect of Motivation on OCB. Work motivation was proven to have a positive and significant effect on OCB (path coefficient 0.288; t-statistics 4.818; p-value 0.000), so H2 was accepted. Employees with high intrinsic and extrinsic motivation tend to show initiative to help colleagues and participate in organizational activities outside of formal responsibilities. These findings are in line with Widarko and Brotosuharto (2022) and Senen and Az-Zahra (2021), and are conceptually strengthened by Herzberg's (1968) and Deci and Ryan's (2000) motivational theories.

The effect of AOC on OCB. AOC showed the greatest positive and significant influence on OCB among all direct relationships in the model (path coefficient 0.407; t-value 8.338; p-value 0.000), so H3 was accepted and became the most dominant finding in this study. Employees with high affective commitment view organizational success as personal success, so they are encouraged to contribute beyond formal responsibilities (Meyer & Allen, 1991). These results reinforce the findings of Alshaabani et al. (2021) who also found AOC to be a strong predictor of OCB.

The effect of POS on AOC. POS had a positive and significant effect on AOC (path coefficient 0.426; t-statistics 7.316; p-value 0.000), so H4 was accepted and was the highest path coefficient in the research model. Organizational support felt by employees through justice, superior support, and development opportunities meet the socio-emotional needs of employees so as to trigger emotional attachment to the institution. These findings are in line with Liasari and Andriani (2025) and Putranto, Surachman, and Rofiaty (2021).

The Influence of Motivation on AOC. Work motivation had a positive and significant effect on AOC (path coefficient 0.394; t-statistics 6.871; p-value 0.000), so H5 was accepted. Internally motivated employees tend to identify with the organization's values and develop a strong sense of belonging. These findings are in line with Handayani and Seswandi (2022) and Gahlawat (2020) who found motivation as a key mechanism for the formation of affective commitment.

The role of AOC mediation in the influence of POS on OCB. The indirect influence of POS on OCB through AOC was significant (path coefficient 0.173; t-statistic 5.868; p-value 0.000), so H6 was accepted. AOC serves as a psychological bridge that translates the perception of organizational support into employee voluntary behavior. These findings are in line with Liasari and Andriani (2025), Fatmawati and Azizah (2022), and Rustanti, Jufri, and Risdianto (2025).

The role of AOC mediation in the influence of Motivation on OCB. The indirect influence of Motivation on OCB through AOC was also significant (path coefficient 0.161; t-statistics 4.940; p-value 0.000), so H7 was accepted. High work motivation strengthens the emotional attachment of employees, which further encourages extra-role behavior. These findings are consistent with Handayani and Seswandi (2022), Nafissatou and ChenGang (2022), and Gahlawat (2020). Overall, the two results of the mediation test confirm that AOC

plays a significant role as a partial mediator within the conceptual framework of this study, in line with social exchange theory (Blau, 1964) which places POS and motivation as external-internal antecedents that form AOC before being translated into OCB.

CONCLUSION

This study demonstrates that Perceived Organizational Support and motivation have positive and significant effects on both Affective Organizational Commitment (AOC) and Organizational Citizenship Behavior (OCB) among civil servants at the Ministry of Foreign Affairs. AOC was proven to be the strongest direct predictor of OCB and partially mediated the effects of Perceived Organizational Support and motivation on OCB. Therefore, all seven research hypotheses were accepted, and the model was able to explain 58.5% of the variance in AOC and 64.3% of the variance in OCB. These findings confirm that AOC functions as a psychological mechanism that translates organizational support and work motivation into Organizational Citizenship Behavior. Thus, improving individual factors alone may not be optimal without strengthening employees' emotional attachment to the organization.

Based on these findings, the Ministry of Foreign Affairs is recommended to improve the transparency and fairness of promotion and reward policies, strengthen supervisors' roles in providing support and guidance, enhance employee welfare and financial security through competitive compensation systems, expand leadership development opportunities, strengthen employees' emotional attachment and sense of belonging through clear communication of organizational vision and mission as well as appreciation of contributions, and create broader participation opportunities in organizational forums to support the sustainable development of OCB. This study has limitations regarding its research locus, which was restricted to the Ministry of Foreign Affairs, its cross-sectional design, and its reliance on self-reported data. Therefore, future research is suggested to incorporate additional variables, such as leadership, organizational culture, and employee engagement; expand the research setting; employ mixed-method approaches; and apply longitudinal designs to capture the dynamics of affective commitment more accurately.

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