

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT, QUALITY OF WORK LIFE AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Absatruk

Penelitian ini bertujuan untuk menggambarkan secara empiris pengaruh dukungan organisasi yang dirasakan, keseimbangan kehidupan kerja, dan kepuasan kerja terhadap perilaku kewarganegaraan organisasi di antara staf di PT BPRS Magetan, memanfaatkan komitmen organisasi sebagai variabel intervening. Penelitian ini menggunakan teknik kuantitatif dengan menggunakan sampel sebanyak 78 partisipan. Kuesioner memfasilitasi pengumpulan data, sementara analisis data menggunakan prosedur seperti validitas, reliabilitas, regresi linier berganda, asumsi klasik, uji-T, koefisien determinasi, dan analisis rute. Hasilnya menunjukkan bahwa dukungan organisasi yang dirasakan berpengaruh positif dan signifikan terhadap komitmen organisasi. Keseimbangan kehidupan kerja berpengaruh positif dan signifikan terhadap komitmen organisasi. Kepuasan kerja berpengaruh positif dan dramatis terhadap komitmen organisasi. Perilaku kewarganegaraan organisasi dipengaruhi secara kuat dan positif oleh komitmen organisasi. Dukungan organisasi yang dirasakan berpengaruh positif dan signifikan terhadap perilaku kewarganegaraan organisasi. Keseimbangan kehidupan kerja berpengaruh positif dan signifikan terhadap perilaku kewarganegaraan organisasi. Kebahagiaan kerja memiliki dampak yang positif dan cukup besar terhadap perilaku kewarganegaraan organisasi.

Kata Kunci: *perceived organizational support, quality of work life, job satisfaction, organizational commitment, organizational citizenship behavior*

Abstract

This study aims to empirically illustrate the influence of perceived organizational support, work-life balance, and job satisfaction on organizational citizenship behavior among staff at PT BPRS Magetan, using organizational commitment as an intervening variable. This research utilized a quantitative technique using a sample of 78 participants. A questionnaire facilitated data collecting, while data analysis utilized procedures such as validity, reliability, multiple linear regression, classical assumptions, T-tests, coefficient of determination, and route analysis. The results demonstrate that perceived organizational support positively and significantly affects organizational commitment. Work-life balance favorably and significantly affects organizational commitment. Job satisfaction positively and dramatically affects organizational commitment. Organizational citizenship behavior is strongly and favorably affected by organizational commitment. Perceived organizational support positively and significantly influences organizational citizenship behavior. Work-life balance favorably and significantly influences organizational citizenship behavior. Job happiness has a favorable and considerable impact on organizational citizenship behavior.

Keywords: *perceived organizational support, quality of work life, job satisfaction, organizational commitment, organizational citizenship behavior.*

A. INTRODUCTION

Every company's most valuable asset is its human capital since high-quality performance promotes an organization's efficacy and success (Septini et al., 2020). Employee contributions must include voluntary actions that uphold the company's principles; This phenomenon is referred to as organizational citizenship behavior, and it is crucial for a company's success. Perceived organizational support influences organizational citizenship behavior, since employees may discern if a company fosters equity, provides superior assistance to subordinates, offers rewards, and establishes conducive working conditions. A component of organizational citizenship behavior is the quality of an individual's work life. The quality of work life greatly influences employee perceptions of the organization and their decisions to remain or leave (Kara et al., 2018). Job happiness is another element; Contented employees are more likely to go above and beyond the call of duty, assist their colleagues, and promote the business. Although organizational citizenship behavior is not directly impacted by these three factors, their impact will be greater and

more substantial if organizational commitment is formed first. Al-Jabari et al. (2019) assert that organizational commitment is a reflection of each person's drive to support the success of the company and put its interests first.

The object of this research is PT BPRS Magetan or Islamic people's financing bank. The phenomenon of PT BPRS Magetan has won many awards and tried to instill discipline, care, and provide support to employees. However, the existing awards are still general in nature and have not been directly felt by employees. In addition, there are still inequities in the distribution of workload, training opportunities, and promotions. But leaders have shown attention and concern for employees. Employees' job satisfaction can be seen from their commitment to complete their work within the specified time. However, such satisfaction tends to be limited to the fulfillment of primary obligations, without being accompanied by a willingness to perform additional tasks. Employees of PT BPRS Magetan have high organizational commitment because in the past 5 years there was no turnover and the majority of employees worked long enough at PT BPRS Magetan.

Organizational Citizenship Behavior

"Organizational citizenship behavior" denotes behaviors that are not explicitly recognized by the formal reward system. Nonetheless, such conduct is crucial to the organization's efficient and successful operation. Altruism, civility, civic virtue, and conscientiousness are the markers. (Organ, 1988; Bulog & Bakotić, 2024).

Perceived Organizational Support

Organizational assistance that manifests as flexibility in the way work is structured to reduce the tensions associated with family-work conflicts is known as perceived organizational support. Respect, clarity, support, accountability, and concern are some of the indicators. (Andrade & Neves, 2022; Planer *et al.*, 2023).

Quality of work life

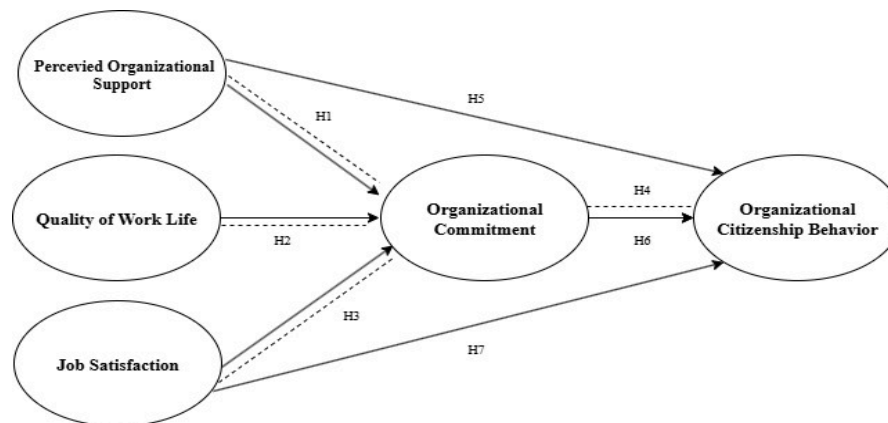
The characteristics and atmosphere of the workplace that promote and improve employee happiness by offering incentives, job stability, and possibilities for advancement are known as quality of work life. The indicators are job security, job development and personal life, and work environment (Nair, 2013; Shno *et al.*, 2016).

Job Satisfaction

Job satisfaction is defined as a state that describes a person's feelings about his/her job as a whole and about various aspects of his job. The indicators are salary, promotion opportunities, benefits, and rewards (Spector, 1997; Bulog & Bakotić, 2024).

Organizational Commitment

A psychological condition known as organizational commitment characterizes a worker's connection with his or her organization, which influences the worker's decision to stay with the company. According to Allen and Meyer (1990) and Ismail *et al.* (2024), the markers include emotional commitment, normative commitment, and sustainable commitment. The study's conceptual framework is:



Picture 1. Conceptual Framework

Source : Ferdinan & Dewi (2024), Husnan *et al.*, (2020), Tafzal *et al.*, (2019), Ismail *et al.*, (2024), Planer *et al.*, (2023), Shao *et al.*, (2016), (Bulog & Bakotić, 2024).

H1: The impact of perceived organizational support on organizational commitment.

H2: The Impact of Work Quality on Organizational Commitment.

H3: The correlation between job satisfaction and organizational commitment.

H4: The impact of organizational commitment on organizational citizenship behavior.

H5: The impact of perceived organizational support on organizational citizenship behavior.

The impact of work quality on organizational citizenship behavior.

H7: The relationship between job satisfaction and organizational citizenship behavior.

B. METHODS

This research employs a quantitative methodology. All 78 employees of PT BPRS Magetan make up the study's sample, which was selected using a whole sample technique. This study uses a Google Forms platform to distribute an online questionnaire as its data collection technique. A Likert scale from 1 to 4 will be employed to assess the tool. SPSS 25, which includes reliability testing, multiple linear regression analysis, classical assumption testing, and hypothesis testing, was utilized to examine the data for this investigation.

C. RESULTS AND DISCUSSIONS

Based on their characteristics, the majority of the employees of PT BPRS are female, 44 people, 18-30 years old, 37 people, 78 people graduated from Bachelor degree (S1, S2, S3) and 2-3 years of service, 36 people. PT BPRS employees are female with 44 people, 18-30 years old with 37 people, 78 graduates with bachelor's degree (S1, S2, S3) and 2-3 years of service with 36 people.

Validity Test

It is asserted that all item statements about the variables of perceived organizational support, work-life quality, job satisfaction, organizational commitment, and organizational citizenship behavior are valid, with no items having been omitted.

Reliability Test

Cronbach's alpha coefficients above the threshold of 0.60 for perceived organizational support (X1), quality of work life (X2), job satisfaction (X3), organizational commitment (Z), and organizational citizenship behavior (Y). This signifies that the assessments of all factors are deemed credible.

Classical Assumption Test

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		78
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.59368607
Most Extreme Differences	Absolute	.084
	Positive	.043
	Negative	-.084
Test Statistic		.084
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		

Source: Data primer processed (2025)

Table 2. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Perceived organizational support	.526	1.901
	Quality of work life	.559	1.788
	Job satisfaction	.820	1.219
a. Dependent Variable: Organizational citizenship behavior			

Source: Data primer processed (2025)

Table 3. Heteroscedasticity Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.836	1.006		.831	.443
	Perceived organizational support	.106	.101	.011	1.045	.121
	Quality of work life	.126	.126	.009	.998	.276
	Job satisfaction	.051	.091	.001	.563	.645

a. Dependent Variable: Abs Res

Source: Data primer processed (2025)

The Asymp value is derived from table 3's normalcy test results. Given that the significance threshold (2-tailed) is 0.200, which is above 0.05 (5%), all of these changes are deemed normal. The multicollinearity test findings in Table 3 indicate that no variations were present, as the VIF value was below 10 and the tolerance value above 0.10. All of these variables didn't occur since the results of the heteroscedasticity table 3 in the role > value tolerance were more than 0.05 according to the multicollinearity and heteroscedasticity t test. Heteroscedasticity.

Multiple Linear Regression

Table 4. Multiple Linear Regression Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.758	1.006		3.735	.000
	Perceived Organizational Support	.662	.101	.446	6.586	.000
	Quality of Work Life	.747	.126	.388	5.913	.000
	Job satisfaction	.454	.091	.269	4.963	.000

a. Dependent Variable: Organizational citizenship behavior

Source: Data primer processed (2025)

From nilai t hitung for all three variables independent sem all > than nilai t tabel. Therefore, all of them are influenced in a signifil way on organizational citizenship behavior.

Hypothesis Test

Table 5. Model 1 T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.361	1.181		3.693	.000
	Perceived organizational support	.346	.055	.479	6.304	.000
	Quality of work life	.275	.069	.294	3.984	.000
	Job satisfaction	.248	.050	.303	4.972	.000

a. Dependent Variable: Organizational commitment

Source: Data primer processed (2025)

Table 5 demonstrates that all independent variables, including perceived organizational support, exert a beneficial and substantial influence on organizational dedication. Moreover, job satisfaction exerts a positive and substantial influence on organizational commitment at a significance level below 0.05, as does the quality of work life.

Table 6. Model 2 T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.831	1.042		3.678	.000
	Perceived organizational support	.615	.125	.414	4.912	.000
	Quality of work life	.710	.140	.369	5.074	.000
	Job satisfaction	.420	.106	.249	3.958	.000
	Organizational commitment	.342	.094	.167	3.642	.000

a. Dependent Variable: Organizational citizenship behavior

Source: Data primer processed (2025)

Table 6 indicates that all independent variables perceived organizational support, quality of work life, and job satisfaction exhibit a positive and significant effect on organizational citizenship behavior (Y), as each has a significance value of 0.000, which is less than 0.05. Furthermore, the variable of organizational commitment (Z) exerts a positive and substantial influence on Z.

Table 7. Model 1 Determination Coefficient Test

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.880 ^a	.775	.766
a. Predictors: (Constant), Job satisfaction , Quality of Work Life, Perceviad Organizational Support			
b. Dependent Variable: Organizational Commitment			

Source: Data primer processed (2025)

Table 7 demonstrates that the three independent variables significantly influence workers' organizational commitment levels. The organizational commitment variable may be accurately predicted thanks to the high r square value.

Table 8. Model 2 Determination Coefficient Test

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.907 ^a	.823	.813
a. Predictors: (Constant), Organizational Commitment , Job satisfaction , Quality of Work Life, Perceviad Organizational Support			
b. Dependent Variable: Organizational Citizenship Behavior			

Source: Data primer processed (2025)

Based on tabel 8, the three basic variables were able to explain the dependen variables by 82.3%. The high level of R Square indicates that the model regresi used in this study has a very good level of feasibility and strengthens the organizational commitment (Z) as a mediating variable.

Table 9. Path Analysis Equation 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.361	1.181		3.693	.000
	Perceviad organizational support	.346	.055	.479	6.304	.000
	Quality of work life	.275	.069	.294	3.984	.000
	Job satisfaction	.248	.050	.303	4.972	.000
a. Dependent Variable: Organizational commitment						

Source: Data primer processed (2025)

The first path analysis's findings in Table 9 demonstrate that job satisfaction, work-life balance, and perceived organizational support all significantly and favorably impact organizational commitment.

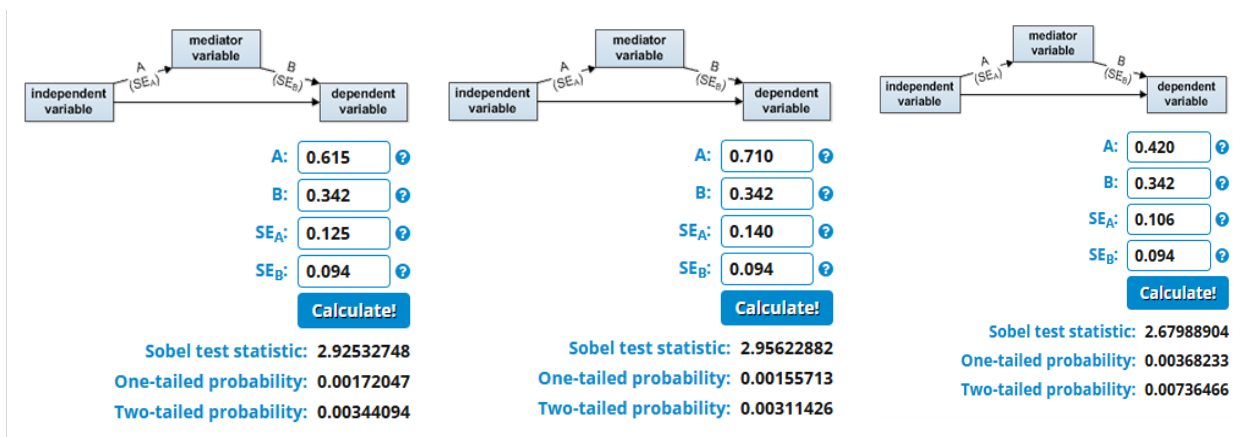
Table 10. Path Analysis Equation 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.831	1.042		3.678	.000
	Perceived organizational support	.615	.125	.414	4.912	.000
	Quality of work life	.710	.140	.369	5.074	.000
	Job satisfaction	.420	.106	.249	3.958	.000
	Organizational commitment	.342	.094	.167	3.642	.000

a. Dependent Variable: Organizational citizenship behavior

Source: Data primer processed (2025)

The results of the second path analysis in Table 10 indicate that organizational citizenship behavior is affected by perceived organizational support, work-life balance, job satisfaction, and organizational commitment.



Picture 2. Sobel Test Analysis

Organizational commitment has been shown to be able to moderate the impact of perceived organizational support, quality of work life, and job satisfaction on organizational citizenship behavior, according to Figure 2's findings from the Sobel test.

1. The Influence of Perceived Organizational Support on Organizational Commitment

The study's findings demonstrate that hypothesis 1 is accepted, since the t-statistic value of 2,739 exceeds 1.96, and the p-value of 0.007 is less than 0.05. The organizational commitment of PT BPRS Magetan personnel is favorably and strongly influenced by perceived organizational support.

2. The Influence of Quality Of Work Life on Organizational Commitment

The study's findings confirm the acceptance of hypothesis 2, since the t-statistic value of 2.184 exceeds 1.96, and the p-value of 0.029 is below 0.05. The organizational commitment of PT BPRS Magetan employees is favorably and significantly influenced by the quality of work-life variable.

3. The Influence of Job Satisfaction on Organizational Commitment

The analysis's results demonstrate that hypothesis 3 is accepted, since the t-statistic value of 2.993 exceeds 1.96, and the p-value of 0.004 is less than 0.05. It may be observed that the work satisfaction variable among PT BPRS Magetan people substantially and positively impacts organizational commitment.

4. The Influence of Organizational Commitment on Organizational Citizenship Behavior

The analysis's findings indicate that hypothesis 4 is accepted, since the t-statistic value of 4,529 exceeds 1.96, and the p-value of 0.000 is less than 0.05. The organizational citizenship behavior of PT BPRS Magetan employees is favorably and significantly influenced by the variable of organizational commitment.

5. The Influence of Perceived organizational support on Organizational citizenship behavior

The analysis's results demonstrate that hypothesis 5 is accepted, since the t-statistic value of 2.286 exceeds 1.96, and the p-value of 0.024 is less than 0.05. It can be concluded that within PT BPRS Magetan staff, the variable of perceived organizational support significantly and positively influences organizational citizenship behavior.

6. The Influence of Quality Of Work Life on Organizational Citizenship Behavior

The study's findings demonstrate that hypothesis 6 is accepted, since the t-statistic value of 2.618 exceeds 1.96, and the p-value of 0.010 is less than 0.05. The organizational citizenship behavior of PT BPRS Magetan employees is favorably and significantly influenced by their differing work-life quality.

7. The Influence of Job Satisfaction on Organizational Citizenship Behavior

The analysis indicates that hypothesis 7 is accepted, since the t-statistic value of 2.198 exceeds 1.96, and the p-value of 0.030 is less than 0.05. It may be deduced that within PT BPRS Magetan personnel, the job satisfaction variable and significantly impacts organizational citizenship behavior.

D. CONCLUSIONS

(The organizational commitment of PT BPRS Magetan employees is favorably and significantly influenced by their impression of organizational support. Job happiness significantly enhances organizational commitment, whereas quality of work life also positively influences organizational commitment. The organizational citizenship behavior of PT BPRS Magetan employees is favorably and significantly influenced by their organizational commitment. The organizational citizenship behavior of PT BPRS Magetan employees is favorably and significantly influenced by organizational commitment. The organizational citizenship behavior of PT BPRS Magetan employees is favorably and significantly influenced by perceived organizational support. The organizational citizenship behavior of PT BPRS Magetan workers is favorably and significantly influenced by their quality of work life. The organizational citizenship behavior of PT BPRS Magetan employees is favorably and strongly influenced by job satisfaction.

E. SUGGESTIONS

This research provides advice to employees of PT BPRS Magetan to show organizational citizenship behavior, and continue to develop an attitude of loyalty to the organization. For PT BPRS Magetan it is recommended to continue to provide perceived organizational support, quality of work life and job satisfaction as well as strong organizational commitment. Further research is recommended to develop this research with a broader and deeper scope.

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