

Determinants of Organizational Citizenship Behavior Through Organizational Commitment

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ABSTRACT

This study investigates how job satisfaction, perceived organizational support, and person-job fit shape organizational citizenship behavior through organizational commitment among civil servants of the West Sumatra Regional Police. A quantitative survey was conducted with 182 respondents selected using proportionate random sampling. Questionnaire data were examined with Partial Least Squares Structural Equation Modeling in SmartPLS 4. The measurement model satisfied convergent validity, discriminant validity, and construct reliability requirements. All direct relationships were positive and significant: job satisfaction, perceived organizational support, and person-job fit predicted both organizational commitment and organizational citizenship behavior, while organizational commitment also predicted organizational citizenship behavior. The indirect effects through organizational commitment were significant for all three antecedents, indicating partial mediation because the corresponding direct paths remained significant. The model explained 67.5% of the variance in organizational commitment and 77.2% of the variance in organizational citizenship behavior. These findings show that employee-organization reciprocity and employee-job compatibility operate together in strengthening discretionary contributions in a public-sector policing context.

Keywords: Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment, Perceived Organizational Support, Person-Job Fit

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INTRODUCTION

Public organizations increasingly depend on employee behavior that extends beyond formal job descriptions. Administrative accuracy, service continuity, cross-unit coordination, and responsiveness often require employees to assist colleagues, share information, protect organizational interests, and participate constructively even when those actions are not explicitly rewarded. Such discretionary contributions are commonly discussed as organizational citizenship behavior. Contemporary work on the construct continues to emphasize its prosocial and extra-role character, while measurement research identifies altruism, conscientiousness, sportsmanship, courtesy, and civic virtue as recurring

expressions of citizenship at work (da Silva et al., 2024). In public institutions, these behaviors are especially relevant because organizational outcomes are not limited to internal productivity; they also affect the consistency and perceived quality of public service.

The issue is particularly meaningful within the West Sumatra Regional Police, where civil servants support administrative, financial, human-resource, planning, health, technical, and territorial functions alongside the institution's operational mandate. Work is distributed across units that differ in tasks and levels of coordination, yet each unit is connected to a wider command structure. The parent study identified a practical concern: citizenship behavior could not be treated as an automatic consequence of formal employment. Employees may complete assigned duties while still differing in their willingness to offer suggestions, help colleagues, follow organizational developments, or maintain collaborative relationships. This distinction is consistent with the broader view that citizenship behavior is a voluntary contribution that strengthens organizational functioning rather than merely another form of task compliance (da Silva et al., 2024; Na-Nan et al., 2020).

Social Exchange Theory provides the central explanation for why employees decide to contribute beyond contractual requirements. Blau (1964) proposed that social relationships develop through exchanges in which benefits received from one party generate an expectation of reciprocity from the other. Applied to organizations, the logic suggests that favorable work experiences can be returned through loyalty, cooperation, and discretionary effort. The exchange is not limited to financial compensation. Respect, meaningful work, fair treatment, recognition, and opportunities to use one's abilities can all become valued resources. Research on employee attitudes continues to use this reciprocal mechanism to explain why supportive organizational conditions are associated with positive discretionary responses (Alshaabani et al., 2021; Firmansyah et al., 2022).

One important resource in the exchange relationship is job satisfaction. Satisfaction reflects how positively employees evaluate their work and the extent to which work helps meet important needs. It is therefore reasonable to expect satisfied employees to approach the organization with greater willingness to cooperate and contribute. Nevertheless, prior findings are not perfectly uniform. Studies have often reported positive links between satisfaction, commitment, and citizenship, yet other work has shown that commitment may be essential for translating favorable job evaluations into extra-role behavior (Asih et al., 2023; Na-Nan et al., 2020). This inconsistency makes it useful to test both the direct route from job satisfaction to citizenship behavior and the indirect route through organizational commitment rather than assuming that one pathway alone explains employee behavior.

A second factor is perceived organizational support, which refers to employees' general belief that the organization values their contribution and cares about their well-being. Organizational Support Theory developed from this premise and places the employee's interpretation of organizational treatment at the center of the relationship (Eisenberger et al., 1986). When support is credible and sustained, employees are more

likely to perceive that the organization is fulfilling its side of the exchange. Evidence from public and service settings has linked perceived support with organizational commitment, citizenship behavior, knowledge sharing, and proactive action, suggesting that support can encourage employees to invest effort beyond minimum requirements (Bibi et al., 2019; Choi et al., 2022; Fan et al., 2022; Firmansyah et al., 2022).

The third antecedent, person-job fit, adds a compatibility perspective to the exchange-based explanation. Person-job fit concerns the alignment between individual abilities and job demands as well as the match between employee needs and what the job supplies. Cable and DeRue (2002) demonstrated the conceptual distinctiveness of these perceived fit dimensions, and later studies have continued to connect fit with favorable work attitudes and behavior. In an Indonesian context, person-job fit has been associated with job satisfaction, organizational commitment, and citizenship behavior, indicating that employees who believe they are appropriately placed may be more willing to invest themselves in the organization (Astuti & Amir, 2023; Fauzan, 2023). Fit is therefore not only a technical matter of staffing; it may shape how employees interpret their relationship with the institution.

Organizational commitment is positioned in this study as the psychological mechanism that can connect those antecedents with citizenship behavior. Commitment expresses attachment to the organization, willingness to remain part of it, and a sense of responsibility toward its continuity. Its measurement commonly captures affective, normative, and continuance components, allowing researchers to distinguish emotional attachment, moral obligation, and perceived costs of leaving (Agegnehu et al., 2022). From a social-exchange perspective, satisfaction, support, and job compatibility can strengthen this attachment; a committed employee may then be more inclined to help colleagues, uphold standards without close supervision, and participate in activities that support the organization as a whole.

The study addresses three related gaps. First, empirical results on the direct relationship between job satisfaction and citizenship behavior have not always been consistent, which raises the possibility that commitment explains part of the association (Asih et al., 2023). Second, much of the cited evidence has been developed in private, educational, hospitality, or health-service settings, while the institutional characteristics of a police organization combine bureaucracy, formal command, public accountability, and cross-unit coordination. Third, relatively few models examine job satisfaction, perceived organizational support, and person-job fit simultaneously while treating organizational commitment as a mediator in an Indonesian public-sector policing environment. Accordingly, this study tests their direct and indirect relationships among civil servants of the West Sumatra Regional Police and contributes context-specific evidence on how reciprocal treatment and work compatibility are translated into discretionary organizational behavior (Astuti & Amir, 2023; Firmansyah et al., 2022).

METHOD

This research used an associative quantitative design with a cross-sectional survey. The purpose was to estimate the direction and statistical significance of relationships among job satisfaction, perceived organizational support, person-job fit, organizational commitment, and organizational citizenship behavior. The unit of analysis was the individual civil servant working within the West Sumatra Regional Police. The design was appropriate because the study sought to test a theoretically specified network of direct and mediated relationships using numerical data rather than to describe individual cases qualitatively. The broader research procedure followed the quantitative logic used for hypothesis testing in business and management research (Hair et al., 2017).

The target population comprised civil servants assigned to the West Sumatra Regional Police. A total of 182 respondents were included in the analysis through proportionate random sampling so that representation could be distributed across work units according to their presence in the population. The resulting sample covered employees from different administrative and functional units, including respondents with different educational backgrounds and lengths of service. This heterogeneity was important because the study concerned organizational attitudes and discretionary behavior across the institution rather than within a single work unit.

Primary data were collected using a structured questionnaire. Responses were recorded on a five-point Likert scale ranging from strongly disagree to strongly agree. The instrument operationalized organizational citizenship behavior, job satisfaction, perceived organizational support, person-job fit, and organizational commitment using multi-item indicators adopted from the theoretical and empirical sources used in the parent thesis. The citizenship construct reflected established extra-role dimensions, while commitment covered affective, normative, and continuance components; perceived fit was represented through the alignment between job demands and employee abilities and between employee needs and job supplies (Agegnehu et al., 2022; Cable & DeRue, 2002; da Silva et al., 2024; Eisenberger et al., 1986).

Data analysis was performed with Partial Least Squares Structural Equation Modeling using SmartPLS 4. The measurement model was first assessed through indicator loading, Average Variance Extracted, discriminant validity, Cronbach's alpha, and composite reliability. Convergent validity was evaluated against an Average Variance Extracted threshold of 0.50, while internal consistency was judged using reliability values above 0.70. Discriminant validity was examined using the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio. After the measurement requirements were satisfied, the structural model was evaluated using R-square, effect size, predictive relevance, and bootstrapped path coefficients. Following commonly used PLS-SEM decision rules, a relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05 (Hair et al., 2017).

Mediation was tested through the specific indirect effects from each antecedent to organizational citizenship behavior through organizational commitment. The interpretation considered both the indirect effect and the corresponding direct path. When

an indirect effect was significant while the direct path remained significant in the same direction, organizational commitment was interpreted as a partial mediator. This approach allowed the study to distinguish whether commitment replaced the direct mechanism or complemented it.

FINDING AND DISCUSSION

RESEARCH RESULT

Respondent Characteristics

The final dataset consisted of 182 civil servants. Women represented 78.02% of the respondents, while men accounted for 21.98%. Most respondents held an undergraduate or applied undergraduate degree, and more than half had served for over fifteen years. The distribution indicates that the sample contained a substantial proportion of experienced employees while still representing different educational levels and service periods. The profile is reported descriptively and is not used to infer behavioral differences by demographic group.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	40	21.98
Gender	Female	142	78.02
Education	Lower secondary	1	0.55
Education	Upper secondary	55	30.22
Education	Diploma	16	8.79
Education	Undergraduate/App lied undergraduate	99	54.40
Education	Master	10	5.49
Education	Doctorate	1	0.55
Length of service	< 5 years	42	23.08
Length of service	6–15 years	36	19.78
Length of service	> 15 years	104	57.14

Source: Processed primary data, 2026

Measurement Model

Table 2. Convergent Validity and Construct Reliability

Construct	AVE	Cronbach's Alpha	rho_a	rho_c
Job Satisfaction	0.618	0.931	0.933	0.942
Organizational Commitment	0.662	0.936	0.939	0.946

Organizational Citizenship Behavior	0.698	0.952	0.952	0.958
Person-Job Fit	0.638	0.886	0.887	0.914
Perceived Organizational Support	0.615	0.931	0.942	0.941

Source: Processed primary data, 2026

All five constructs met the measurement criteria used in the study. Average Variance Extracted values ranged from 0.615 to 0.698, exceeding the 0.50 benchmark for convergent validity. Cronbach's alpha ranged from 0.886 to 0.952, and composite reliability (ρ_c) ranged from 0.914 to 0.958, indicating strong internal consistency. The Fornell-Larcker assessment also showed that the square root of the Average Variance Extracted for each construct was greater than its correlations with the other constructs, while all Heterotrait-Monotrait ratios were below 0.85. These results justified proceeding to the structural model under the criteria summarized by Hair et al. (2017).

Structural Model

Table 3. Structural Model Summary

Endogenous Construct	R ²	Adjusted R ²	Q ²
Organizational Commitment	0.675	0.670	0.184
Organizational Citizenship Behavior	0.772	0.767	0.300

Source: Processed primary data, 2026

The structural model displayed substantial explanatory power for the two endogenous constructs. The R-square value for organizational commitment was 0.675, with an adjusted R-square of 0.670. Thus, job satisfaction, perceived organizational support, and person-job fit jointly accounted for approximately two-thirds of the variation in commitment. Organizational citizenship behavior had an R-square of 0.772 and an adjusted value of 0.767, meaning that the predictors in the complete model accounted for more than three-quarters of its observed variation. Predictive relevance values were positive for both endogenous constructs, with Q-square values of 0.184 for organizational commitment and 0.300 for organizational citizenship behavior.

Effect-size estimates showed that the contribution of each predictor varied in magnitude. Person-job fit produced the largest effect on organizational commitment (f^2 = 0.189), while its direct effect size on organizational citizenship behavior was smaller (0.088). Job satisfaction produced f^2 values of 0.139 for organizational commitment and 0.126 for citizenship behavior. Perceived organizational support produced

values of 0.123 and 0.143, respectively, while organizational commitment had an effect size of 0.093 on citizenship behavior. The model's reported Goodness of Fit value was 0.681. These statistics were treated as supplementary evidence of model performance rather than as substitutes for the path significance tests.

Direct Effects

Table 4. Direct Hypothesis Testing

Relationship	β	t-statistic	p-value	Decision
Job Satisfaction → Organizational Commitment	0.316	3.853	0.000	Accepted
Job Satisfaction → Organizational Citizenship Behavior	0.268	3.531	0.000	Accepted
Organizational Commitment → Organizational Citizenship Behavior	0.255	2.910	0.004	Accepted
Person-Job Fit → Organizational Commitment	0.342	4.247	0.000	Accepted
Person-Job Fit → Organizational Citizenship Behavior	0.213	2.587	0.010	Accepted
Perceived Organizational Support → Organizational Commitment	0.283	3.951	0.000	Accepted
Perceived Organizational Support → Organizational Citizenship Behavior	0.271	3.951	0.000	Accepted

Source: Processed primary data, 2026

Bootstrapping supported all seven direct hypotheses. Job satisfaction predicted organizational commitment ($\beta = 0.316$, $t = 3.853$, $p = 0.000$) and organizational citizenship behavior ($\beta = 0.268$, $t = 3.531$, $p = 0.000$). Perceived organizational support predicted organizational commitment ($\beta = 0.283$, $t = 3.951$, $p = 0.000$) and organizational citizenship behavior ($\beta = 0.271$, $t = 3.951$, $p = 0.000$). Person-job fit showed the strongest direct coefficient toward organizational commitment ($\beta = 0.342$, $t = 4.247$, $p = 0.000$) and also predicted organizational citizenship behavior ($\beta = 0.213$, $t = 2.587$, $p = 0.010$). Finally, organizational commitment predicted organizational citizenship behavior ($\beta = 0.255$, $t = 2.910$, $p = 0.004$). All coefficients were positive, and every p-value was below the 0.05 criterion.

Indirect Effects

Table 5. Mediation Testing

Indirect Relationship	β	t-statistic	p-value	Interpretation
Job Satisfaction → Organizational Commitment → Organizational Citizenship Behavior	0.080	2.494	0.013	Partial mediation
Person-Job Fit → Organizational Commitment → Organizational Citizenship Behavior	0.087	2.279	0.023	Partial mediation
Perceived Organizational Support → Organizational Commitment → Organizational Citizenship Behavior	0.072	2.230	0.026	Partial mediation

Source: Processed primary data, 2026

The three specific indirect effects were also statistically significant. The indirect effect of job satisfaction on organizational citizenship behavior through organizational commitment was 0.080 ($t = 2.494$, $p = 0.013$). The corresponding effect for person-job fit was 0.087 ($t = 2.279$, $p = 0.023$), while perceived organizational support produced an indirect coefficient of 0.072 ($t = 2.230$, $p = 0.026$). Because the three direct paths from the antecedents to organizational citizenship behavior remained significant, the mediation pattern is partial rather than full. Organizational commitment therefore adds a statistically meaningful pathway without eliminating the direct influence of job satisfaction, perceived organizational support, or person-job fit.

DISCUSSION

Job Satisfaction and Organizational Citizenship Behavior

The positive coefficient from job satisfaction to organizational citizenship behavior indicates that favorable evaluations of work are associated with a greater willingness to contribute outside formal requirements. The result is consistent with Social Exchange Theory: when employees experience work as rewarding and responsive to important needs, discretionary contribution becomes one possible form of reciprocity. In practical terms, satisfaction can be reflected in more readiness to assist colleagues, maintain dependable work practices, and participate in organizational activities even when immediate rewards are absent. The significant direct path shows that this mechanism operates independently of the mediating role of commitment rather than only through it (Blau, 1964).

The finding also adds useful evidence to a literature that has not always produced identical results. Asih et al. (2023) treated organizational commitment as an important mediator in the relationship between job attitudes and citizenship behavior, while Na-Nan et al. (2020) likewise emphasized the role of commitment in understanding citizenship outcomes. In the West Sumatra Regional Police sample, satisfaction still retained a significant direct relationship with citizenship behavior after commitment was included.

This suggests that some discretionary behavior may arise from the immediate quality of the work experience, while another portion is transmitted through deeper organizational attachment.

Perceived Organizational Support and Organizational Citizenship Behavior

Perceived organizational support was positively associated with organizational citizenship behavior. The result fits the central proposition of Organizational Support Theory: employees develop a generalized sense of whether their organization values their contribution and cares about their well-being, and this evaluation can shape how they respond to the institution (Eisenberger et al., 1986). In a formal public organization, support may be experienced through access to resources, fair treatment, recognition, supervisor attention, and organizational assistance when work problems occur. When these signals are interpreted positively, employees have stronger reasons to reciprocate through behaviors that sustain collective functioning.

The result is consistent with evidence from other organizational contexts. Firmansyah et al. (2022) linked perceived organizational support with citizenship behavior and organizational commitment in a public health center, and Alshaabani et al. (2021) showed that support was connected to citizenship behavior through relational mechanisms during a period of organizational strain. Research on knowledge sharing and proactive innovation also shows that perceived support can be associated with constructive voluntary behavior that is not reducible to basic task compliance (Choi et al., 2022; Fan et al., 2022). The current finding extends that pattern to civil servants working within a police institution.

Person-Job Fit and Organizational Citizenship Behavior

Person-job fit had a positive and significant effect on organizational citizenship behavior. Employees who perceive alignment between their abilities and job demands can approach work with greater confidence and lower friction, while needs-supplies fit allows the job to provide outcomes employees value. These conditions can make discretionary contribution less costly psychologically because employees feel capable of handling their own responsibilities and can allocate attention to helping others or participating in broader organizational activities. The result therefore connects staffing quality with behavior that is not formally required (Cable & DeRue, 2002).

This relationship is consistent with studies that place fit alongside commitment and citizenship behavior. Astuti and Amir (2023) provided evidence from the Indonesian public sector, and Fauzan (2023) examined person-job fit in connection with satisfaction, commitment, and citizenship. The present coefficient was smaller than the fit-to-commitment coefficient, which is theoretically informative. It suggests that compatibility with the job may matter especially because it first strengthens attachment to the organization; however, the direct path remains meaningful, showing that employees can also convert a good fit into extra-role action without commitment being the only mechanism.

Organizational Commitment and Organizational Citizenship Behavior

Organizational commitment was itself a significant predictor of citizenship behavior. This finding supports the idea that employees who feel attached to, responsible for, and invested in the institution are more likely to protect its functioning through voluntary action. The commitment construct in the parent thesis was represented through affective, normative, and continuance components, a multidimensional structure consistent with established commitment measurement (Agegnehu et al., 2022). Among civil servants working in a coordinated command environment, attachment can reasonably translate into behaviors such as maintaining cooperation, supporting colleagues, and participating in institutional activities beyond the narrow boundaries of assigned tasks.

The result also aligns with previous evidence that organizational commitment plays an important role in citizenship behavior. Na-Nan et al. (2020) connected commitment with organizational citizenship behavior, and Asih et al. (2023) positioned commitment as a mechanism through which work attitudes influence citizenship. Importantly, the current model shows that commitment has an independent path to citizenship while also receiving influence from all three antecedents. It is therefore not merely another correlated attitude; it occupies a central structural position linking work experience and employee-organization relations with extra-role behavior.

Antecedents of Organizational Commitment

Job satisfaction, perceived organizational support, and person-job fit all had positive effects on organizational commitment. The job-satisfaction path indicates that employees who evaluate their work positively are more likely to maintain a strong psychological bond with the institution. This is consistent with the exchange argument that rewarding employment experiences create reasons to remain loyal and invested. It is also consistent with research that has examined satisfaction together with commitment and citizenship outcomes, including Asih et al. (2023) and Na-Nan et al. (2020).

Perceived organizational support also strengthened commitment. This relationship is particularly consistent with Organizational Support Theory because perceived care and valuation create a sense of obligation and belonging. Bibi et al. (2019) examined perceived support and commitment among teachers, while Firmansyah et al. (2022) examined the relationship in a public-service context. The present result indicates that the same broad mechanism is relevant in a policing organization: when institutional support is credible, employees are more likely to reciprocate not only with immediate helpful behavior but also with a stronger continuing attachment to the organization.

Person-job fit produced the largest coefficient among the three predictors of commitment. This finding suggests that role compatibility has a particularly important place in the model. When employees believe their competencies fit the demands of their positions and the job supplies outcomes that match their needs, organizational membership becomes easier to sustain psychologically. Prior work has linked perceived fit with commitment and other favorable outcomes (Astuti & Amir, 2023; Berisha & Lajci, 2020; Fauzan, 2023). For public-sector managers, the result highlights that commitment can be

strengthened not only through broad organizational programs but also through concrete placement and job-design decisions.

Organizational Commitment as a Partial Mediator

The mediation analysis provides the main integrative contribution of the study. Organizational commitment significantly transmitted the effects of job satisfaction, perceived organizational support, and person-job fit to organizational citizenship behavior. The indirect coefficients were modest but statistically significant, and the associated direct paths remained significant. This pattern is best interpreted as partial mediation: the antecedents can influence citizenship behavior directly while also working through a stronger psychological bond with the organization. The result is compatible with social exchange reasoning because reciprocity can occur at more than one level. Employees may respond immediately with helpful behavior, and favorable experiences may simultaneously deepen commitment that supports more stable discretionary contribution over time (Blau, 1964).

The job-satisfaction mediation effect shows that positive work evaluation is not only behavioral in its consequence; it also becomes relational. Satisfaction helps strengthen commitment, and that commitment creates an additional route to citizenship behavior. The perceived-support mediation effect is even more closely aligned with Organizational Support Theory because support first reinforces the sense of attachment and obligation before part of its effect appears as citizenship. Finally, person-job fit contributes indirectly by making organizational membership feel more compatible with the employee's abilities and needs. Similar mediation logic appears in prior studies involving support, satisfaction, commitment, and citizenship behavior (Alshaabani et al., 2021; Asih et al., 2023; Firmansyah et al., 2022).

Taken together, the findings imply that organizational citizenship behavior should not be managed as a stand-alone target. Asking employees to be more cooperative or proactive without addressing the conditions that support those behaviors may have limited effect. The structural model points instead to three complementary levers: improve the quality of work experience, make organizational support visible and credible, and maintain a close match between people and their assigned work. These practices strengthen commitment, while each also retains a direct relationship with discretionary behavior. The combination is especially relevant in a public institution where formal procedures are necessary but cannot anticipate every coordination need that arises in daily work.

Study Limitations and Implications

Several limitations define the boundaries of the findings. The study was conducted only among civil servants within the West Sumatra Regional Police, so the coefficients should not be assumed to represent all government agencies or all police institutions. The data were collected through self-report questionnaires, creating the possibility of common perceptions or socially desirable responses. The cross-sectional design also captures relationships at one point in time and cannot demonstrate how commitment or citizenship

behavior changes after specific organizational interventions. Finally, the model focused on job satisfaction, perceived organizational support, person-job fit, commitment, and citizenship behavior; leadership, culture, work engagement, and job embeddedness were outside the tested framework.

The practical implications nevertheless follow clearly from the observed relationships. Management can strengthen job satisfaction by maintaining fair recognition, development opportunities, supportive work relationships, and meaningful discretion in carrying out duties. Perceived support can be reinforced through consistent supervisor attention, transparent policies, access to work resources, and visible appreciation of employee contribution. Person-job fit can be improved through competency-based placement, realistic role design, and career development aligned with employee capabilities. Because commitment partially mediates all three relationships, these practices should be evaluated not only for immediate satisfaction or fit but also for whether they deepen attachment and responsibility toward the institution. Future studies can test the same model in other public organizations, use longitudinal or mixed-method designs, and examine whether citizenship behavior subsequently contributes to organizational or public-service performance.

CONCLUSION AND SUGGESTIONS

The study demonstrates that organizational citizenship behavior among civil servants of the West Sumatra Regional Police is associated with both the quality of employees' work experience and the strength of their relationship with the organization. Job satisfaction, perceived organizational support, and person-job fit each had positive and significant direct effects on organizational citizenship behavior. The three variables also significantly strengthened organizational commitment, and commitment in turn had a positive effect on citizenship behavior. The model explained 67.5% of the variance in organizational commitment and 77.2% of the variance in organizational citizenship behavior, indicating that the tested factors jointly account for a substantial share of the two endogenous constructs.

Organizational commitment partially mediated the effects of all three antecedents. This means that satisfaction, support, and fit do not influence citizenship behavior only by strengthening commitment; each also maintains a direct pathway. For practice, the result favors an integrated human-resource approach. Strengthening employee support without improving placement, or improving placement without attending to the quality of work experience, would address only part of the mechanism. The institution can more effectively encourage voluntary cooperation by combining fair and visible support, competency-based assignment, opportunities for growth, constructive work relationships, and practices that build lasting organizational attachment.

Future research should test the model beyond a single police institution and examine changes over time. Longitudinal designs could determine whether improvements in support, job fit, or satisfaction precede later changes in commitment and citizenship behavior. Mixed-method studies could also clarify how employees interpret organizational

support and why some forms of fit produce stronger attachment than others. Additional variables such as leadership style, work engagement, organizational culture, and job embeddedness may improve the explanatory scope of subsequent models.

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