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The Pathway from Perceived Organizational Support to Organizational Citizenship Behavior in Saudi SMEs: The Mediating Role of Organizational Commitment

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Abstract

Organizational Citizenship Behavior (OCB) denotes voluntary, extra-role actions undertaken by employees that transcend formal job descriptions and significantly contribute to organizational efficacy. Since its theoretical emergence in the 1980s, OCB has garnered robust academic attention, particularly in relation to its antecedents and outcomes. However, empirical investigations remain sparse concerning the mechanisms through which OCB unfolds within different contexts—especially within the rapidly evolving landscape of Small and Medium Enterprises (SMEs) in Saudi Arabia. This study seeks to bridge this empirical gap by examining the role of Perceived Organizational Support (POS) and Organizational Commitment (OC) in shaping OCB among employees in Saudi SMEs. Drawing on a quantitative methodology, data were collected through a validated questionnaire administered to a purposive sample of 166 employees. The findings reveal that POS exerts a statistically significant positive effect on OC; however, the direct relationship between POS and OCB was found to be statistically insignificant. Remarkably, OC emerged as a significant fully mediator in the relationship between POS and OCB relationship, highlighting its pivotal role in translating perceived support into citizenship behaviors. These results offer valuable theoretical insights into the dynamics of employee engagement in SMEs and propose practical recommendations for fostering a supportive organizational climate conducive to nurturing commitment and discretionary performance.

Keywords: Perceived Organizational Support, Organizational Citizenship Behavior, Organizational Commitment, Saudi Arabia.

Introduction

A sustainable organizational supports is very crucial for many reasons. According to organizational support theory, workers develop broad perceptions of how much their company appreciates them as persons and provides enough resources, including the possibility that the company will recognize their efforts and assist them in trying circumstances (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Shore & Shore, 1995). The workplace of today is marked by the constant organizational change that comes along with corporate expansion, innovation, globalization, intricate legal requirements, fierce competition, and changing consumer preferences (Pasmore, 2011). Reduced absenteeism, job satisfaction, employee happiness, organizational citizenship behavior, and organizational success are all correlated with perceived organizational support (POS) (Sun, 2019). Other factors influencing this relationship are leadership, management communication, employee personalities, HR procedures, working circumstances, and perceptions of organizational justice. An employee's understanding or belief

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of how much their company values and supports their goals, well-being, and job performance is referred to as their perception of organizational support. Employee perception refers to how much an employer values their work, takes care of their needs, and provides opportunities and resources (Dale, Wilson, & Tucker, 2024). The extent to which an individual perceives support from the organization can significantly influence their drive, commitment, and overall output (Sun, 2019). Being pleased with the support they receive from the company benefits both the staff members and the company as a whole. Strong organizational support satisfies workers' socio-emotional needs and increases their likelihood of exhibiting positive working attitudes, including job satisfaction. Furthermore, workers will wish to express to their company their gratitude for their support by giving their all at work and exhibiting concern for the company (Blau, 2017). Employee attitudes and behaviors are positively impacted by perceived organizational support. It can strengthen workers' psychological bonds with the company, which will boost their drive and willingness to support the company's objectives (Zhang & Erorita, 2023). Job embeddedness, or an employee's attachment to their job, coworkers, and the organization, is positively connected with POS (Khusna & Suseno, 2023). Past investigations have demonstrated that POS has a major impact on employees' commitment to the company, which is essential for both employee performance and retention (Kasmari, Erawati, & Hadi, 2022).

The investigation of the relationship between perceived organizational supports (POS) and organizational citizenship behavior (OCB) makes this study noteworthy. The study investigates the organizational commitment factor's mediating function. Very few scholars looked into this role of mediation. We therefore see our research as unusual, particularly given its limitations in terms of place and time. We have concentrated on Saudi Arabian outsourcing firms and the petroleum industry. This study aims to shed light on how outsourcing employees' POS affect their OCB. It also aims to investigate how organizational commitment contributes to improving the bond between OCB and POS. Additionally, it looks into how organizational commitment among Saudi Arabian outsourcing workers may directly affect OCB. This study tries to develop a research model that looks at the effects of POS on the OCB from an OC perspective. The findings derived from this study furnish a theoretical foundation and empirical substantiation for making likely predictions and elucidating the POS to promote OCB. The outcomes of this study are intended to equip business managers and policy-makers with the means to formulate policies and direct organizational supports appropriately to ensure the effective establishment of a culture that fosters the required OCB.

Literature Review

Perceived Organizational Support and Organizational Commitment

The notion of organizational support states that because workers tend to see the organization as having human qualities, they are driven to encourage the expansion of perceived organizational support (POS) (Eisenberger et al., 1986). Researchers found that rather than being exclusively attributable to the representatives' personal motivations, activities made by the organization's representatives are often read as reflections of the organization's aims (Levinson, 1965). In order to ensure that support will be promptly provided by the company when required to effectively fulfil one's work responsibilities and manage challenging circumstances, POS is highly desired (George, Reed, Ballard, Colin, & Fielding, 1993). OC is the degree to which a person participates in and identifies with an organization. This calls for a strong emotional connection, devotion, and a willingness to put in more effort to ensure the company's success (Muthuveloo

& Rose, 2005). Empirical research consistently demonstrates a positive association between POS and OC (Hussain & Asif, 2012). People commitment at work is more likely to grow when they feel that the company is supporting them more than they now do (Walton, 1985). This is the outcome of the workers' sense of commitment and allegiance resulting from their belief that the company values, cares for, and supports them. The relationship between POS and OC is explained by the social exchange theory. This theory suggests that workers are more devoted because they believe they are receiving assistance from the organization. When employees feel motivated, they are more likely to react well, showing greater levels of engagement, discretionary effort, and positive behaviors. Furthermore, it has been discovered that POS is a strong predictor of OC even after controlling for other factors including job satisfaction, organizational justice, and work-life balance. This illustrates the special function that POS serves in promoting commitment.

Employee view of the organization's worth and concern for their well-being is known as point of sale (POS) (Eisenberger, Malone, & Presson, 2016). When people at work recognize that their organization supports and appreciates them, they exhibit greater efficiency in their work, thereby contributing to the organization's value and success (Eisenberger et al., 1986). POS signifies the recognition of an individual's efforts, and social needs for affection, loyalty, and commitment by the organization (Jain & Sinha, 2005). Researchers have stated that POS is described as a means for the organization to foster a mutually beneficial relationship with its employees, as employees are motivated to reciprocate the positive effects of the organization (Rhoades & Eisenberger, 2002).

POS reflects employees' utmost efforts to align with the organization's goals and fulfill their responsibilities, driven by their perception of being valued, cared for, and receiving substantial support from the organization (Le & Lei, 2019). OC is positively and significantly impacted by perceived organizational support (Al Turki & Elkhailifa, 2023). It has been found to function as a mediator between quiet and organizational dedication (Artatanaya, Supiatni, Kencanawati, Marhaeni, & Muderana, 2023). Furthermore, job satisfaction and OC are strongly correlated with perceived organizational support (ARUOREN & ISIKA, 2023). Additionally, the POS has a major impact on organizational citizenship behavior (AKKOCA, 2023). These findings suggest that when individuals feel supported by their employer, they are more likely to be loyal to it and exhibit positive behaviors like increased engagement and productivity. Numerous studies have discovered that POS benefits the OC. (Aggarwal-Gupta, Vohra, & Bhatnagar, 2010; Jaiswal & Dhar, 2016; Pimenta, Duarte, & Simões, 2023).

H1: POS has a significant positive effect on OC

Perceived Organizational Support and Organizational Citizenship Behavior

Rather than being associated with the official rewards system of the organization, the OCB refers to individual acts that enhance the performance of an organization. It is frequently referred to as the collection of voluntary workplace behaviors that go above and beyond what is required of them by their jobs (Jahangir, Akbar, & Haq, 2004). The primary goal of OCB was to pinpoint employee duties or behaviors that, while sometimes undervalued or ignored in conventional employee job performance assessments, improve organizational efficacy or functionality (Bienstock, DeMoranville, & Smith, 2003). There has been a notable increase in the past two decades in the study of reliable OCB predictors. Researchers are trying to identify a number of markers that can predict OCB, such as job satisfaction (Andriyanti & Supartha, 2021), characteristics of leadership style (Jiao, Richards, & Zhang, 2011), OC (Jehanzeb, 2020)

, and POS(Andriyanti & Supartha, 2021). Research has shown over and over again that POS can predict organizational citizenship behavior. Studies have indicated that OCB is positively and significantly impacted by perceived organizational support(Obiora & Jaja, 2015). Similarly, researchers have found that among millennial employees, POS significantly influences OCB(Priskila, Tecolu, & Tj, 2021). These findings thus suggest that OCB can be predicted using the perception of organizational support. Numerous studies have revealed that the POS has a beneficial effect on the workers' OCB (Ridwan, Mulyani, & Ali, 2020; Shahin, Shabani Naftchali, & Khazaei Pool, 2014; Wu & Liu, 2014). When employees perceive higher levels of support from the organization, it is more probable that they will engage in OCB. This is a result of employees' sense of duty to repay the corporation for its kindness. When workers see that their employer values and supports them, they are motivated to go above and beyond the call of duty and engage in initiatives that further the organization's objectives. Moreover, the psychological contracts that employees make with their employers are impacted by POS. The expectations for both parties are outlined in these contracts, which are implicit agreements. Higher organizational support levels are associated with better psychological contracts as well as a greater sense of dedication and loyalty among employees. Because of this increased passion and dedication, there is a rise in OCB. Research consistently demonstrates a positive correlation between POS and OCB(Islam, Ahmad, & Ahmed, 2014).

H2: POS has a significant positive effect on OCB

Organizational Commitment and Organizational Citizenship Behavior

The psychological commitment of an individual to an organization, including their values, beliefs, and willingness to work towards its objectives, is indicated by OC(Baruch, 1998; Randall, 1990). Organizational citizenship behavior entails discretionary actions that do not receive formal rewards, yet contribute to the comprehensive functioning and well-being of the organization. This encompasses acts such as assisting colleagues, volunteering for additional tasks, and demonstrating support for the organization(Somech & Drach-Zahavy, 2004). People at work who are committed to the company are always go above and beyond the call of duty and take on actions that advance the organization's goals. Workers that possess a strong organizational citizenship (OC) sense feel that they are a member of a larger group and have a sense of duty and ownership for the company. Employee satisfaction is correlated with higher levels of motivation, engagement, and readiness to go above and beyond the call of duty(Lawler & Hall, 1970). Conversely, job satisfaction of people at work may lead to diminished OC and reduced levels of OCB(Reisel, Probst, Chia, Maloles, & König, 2010). This implies that workers are less likely to take independent initiatives that advance the company if they are unhappy with their workplace or believe they are underappreciated(Yadav & Punia, 2013). Additionally, OCB can positively impact the culture and climate of the company by encouraging mutual respect and trust between staff members and the company(Teng, Lu, Huang, & Fang, 2020). The dedication of workers to the company is increased in this favorable work environment. Increased engagement in OCB is typically a consequence of elevated OC levels, and OCB fortifies OC. Improved individual and organizational outcomes, increased organizational effectiveness, and a happier workplace are the results of this connection. The association between POS and OCB is strengthened by OC, which is a crucial contextual component(Ahmad & Zafar, 2018). It amplifies the positive impact of perceived support on employees' willingness to engage in discretionary behaviors that benefit the organization.

The Mediating Role of Organizational Commitment (OC)

The fact that commitment acts as a mediating variable in the production of organizational results is its most important feature. Research on commitment usually looks at it as a dependent variable impacted by a variety of conditions or as an independent variable influencing work outcomes (Iverson & Buttigieg, 1999; Morgan & Hunt, 1994). The researchers found that commitment, and particularly OC, strongly influenced the relationship between psychological ownership and extra-role behavior. This suggests that an employee's level of loyalty to their employer influences the extent to which psychological ownership leads to extra-role behavior (Vandewalle, Van Dyne, & Kostova, 1995). Between work security and the results of satisfaction and withdrawal cognitions, commitment functions as a mediator (Davy, Kinicki, & Scheck, 1997). A few studies examined the mediating effect that commitment had in the relationship between inter-role conflict and organizational citizenship behavior (OCB). They found that the relationship between inter-role conflict and one of the OCB's characteristics was moderated by commitment (Tompson & Werner, 1997).

H4: Organizational commitment (OC) meditates the relationship between Perceived organizational support (POS) and Organizational citizenship behavior (OCB).

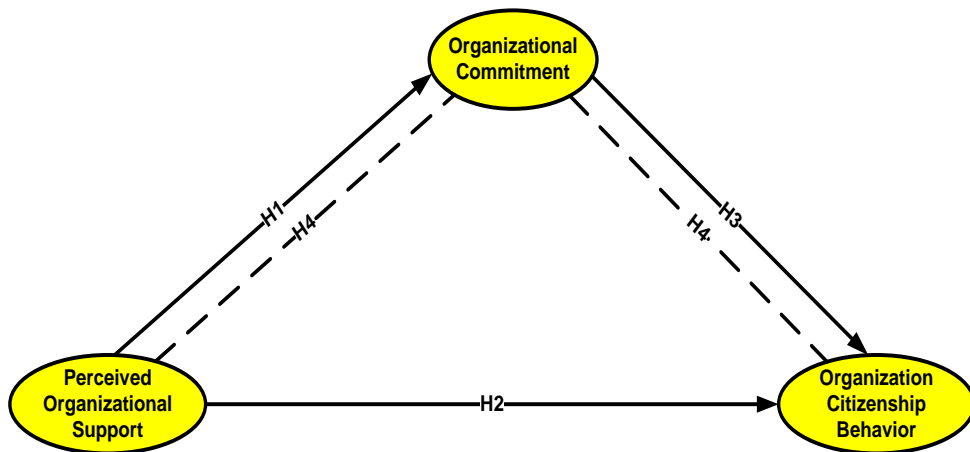


Figure 1: Research Conceptual Framework

Research Methodology

Sample and Procedures

This quantitative study tries to understand how the POS directly affects the OC and OCB. Moreover, the study tries to understand the mediation played by the OC to improve the relationship between expected to exist between the POS and OCB. The focal demographic of this investigation encompasses outsourcing employees employed at oil companies in Saudi Arabia. An online Survey method was implemented by the researchers to acquire the necessary information. Data were obtained in October 2023, employing the techniques of convenience sampling and drop-and-collect methodologies. As stated by Bornstein et al. (Bornstein, Jager, &

Putnick, 2013), convenience sampling is the prevailing non-probability sampling method extensively employed in the field of developmental science due to its ability to optimize cost, time, and execution simplicity. As Table 1 shows, the research sample comprised 166, 101 males (60.8%) and 65 females (39.2%). The contract type of the participants primarily spanned from permanent 146(88%) to 20(12%) temporary.

| | | Frequency | % |
|------------------------|----------------|-----------|------|
| Gender | Male | 101 | 60.8 |
| | Female | 65 | 39.2 |
| Contract Type | Temporary | 20 | 12.0 |
| | Permanent | 146 | 88.0 |
| Experience | less than3 | 46 | 27.7 |
| | more than3 | 120 | 72.3 |
| Education Level | Pre-University | 37 | 22.3 |
| | Undergraduate | 128 | 77.1 |
| | Postgraduate | 1 | 0.6 |

Table 1. Respondent's Personal Characteristics

Measures

Employee evaluations of POS, OC, and OCB were submitted using an online survey that was standardized and had five sections. The researchers used a 7-item measure that was modified from an earlier study to evaluate POS. Because the study's questionnaire was modified from previous, similar investigations, it made use of previously developed and tested scales. (Al-Omar et al., 2019). With five points—one representing "strongly disagree" and five representing "strongly agree"—the Likert scale is used to gauge participants' agreement with a variety of assertions. The predictive validity and reliability of this scale are backed by a wealth of evidence. The following are some sample items from the scale: "The organization strongly considers my goals and values." The researchers used a six-item scale that was first created by a previous study to assess OC. (Chiang & Jang, 2008). Statistical evidence supports the predictive validity and high reliability of this scale (Geher, Warner, & Brown, 2001). Using a 5-point Likert scale, where 1 means "strongly disagree" and 5 means "strongly agree," participants stated how much they agreed with the statements. This scale has example items, including "I feel that the company and I respect very similar values." The ten-item abbreviated form of the Wang & Wong Scale was employed by the researchers to assess OCB(Wang & Wong, 2011). This scale employs a 5-point Likert scale, with 1 indicating "strongly disagree" and 5 indicating "strongly agree. The scale has been widely used and has demonstrated high reliability and validity across various studies. Sample items from this scale include statements such as " *I follow the corporate rules even without supervision*".

Data Analysis

The suggested model was investigated in the current study using structural equation modelling (SEM), more especially partial least squares (PLS) with SmartPLS 4.0. When the main goal of the study is to forecast one or more dependent variables rather than to validate an established theoretical model, PLS is a suitable and useful approach(Joe Hair, Hollingsworth, Randolph, &

Chong, 2017). This study, which examines the associations between the POS and OCB variables and the mediating effect of the OC variable, is a good fit for the PLS-SEM methodology. The PLS approach has additional benefits in that it is a more sophisticated model with less restrictions on the data and can be used effectively across a wider variety of sample sizes without sacrificing efficacy (Joe F Hair, Ringle, & Sarstedt, 2011). The use of PLS-SEM also permits the inclusion of a greater number of reflective items per factor compared to other statistical techniques. According to Leguina (Leguina, 2015), the PLS-SEM method consists of two steps: measurement modeling and structural modeling.

Findings

Measurement Model

A measuring model in a research project is a statistical framework that shows how measurable indicators and unobservable constructs are related. When measuring the relevant constructs, it serves as a useful tool for evaluating the consistency and dependability of these indications. This paradigm forms the basis of research endeavors including both observable and unobservable constructs. The reliability and validity of study findings are greatly dependent on the precision and clarity with which the measurement model is constructed. As Table 1 and Figure 1 show, the factors loading ranged from 0.681 to 0.913, indicating greater than 0.5 (Hair Jr, Hult, Ringle, & Sarstedt, 2021). Researchers use the right statistical methods to prove the measurement model's validity. First, they evaluate the indicators' dependability by looking at how they relate to the pertinent constructs. They then use the composite reliability (CR) and Cronbach's alpha (CA) calculations to assess the internal consistency of these constructs. They calculate the average variance extracted (AVE) values for each construct's indicators in order to further guarantee convergent validity. Table 2 presents the results, which comprise item loadings, CR, AVE, and CA, and give a thorough summary of the model's functionality (Joseph F Hair, Black, Babin, & Anderson, 2010). Regarding AVE, the values range from 0.659 to 0.787, all surpassing the recommended threshold of 0.50, as established by Fornell and Larcker (1981) as indicated in Table 2.

| Constructs | Items | Loadings | (CA) | (CR) | (AVE) |
|------------|-------|----------|-------|-------|-------|
| POS | POS1 | 0.911 | 0.946 | 0.957 | 0.787 |
| | POS2 | 0.867 | | | |
| | POS3 | 0.913 | | | |
| | POS4 | 0.856 | | | |
| | POS5 | 0.875 | | | |
| | POS6 | 0.898 | | | |
| OC | OC1 | 0.831 | 0.919 | 0.937 | 0.715 |
| | OC2 | 0.896 | | | |
| | OC3 | 0.876 | | | |
| | OC4 | 0.850 | | | |
| | OC5 | 0.871 | | | |
| | OC6 | 0.740 | | | |
| OCB | OCB1 | 0.717 | 0.934 | 0.945 | 0.659 |
| | OCB2 | 0.874 | | | |
| | OCB3 | 0.878 | | | |
| | OCB4 | 0.861 | | | |

| | | | | | |
|--|------|-------|--|--|--|
| | OCB5 | 0.833 | | | |
| | OCB6 | 0.874 | | | |
| | OCB7 | 0.839 | | | |
| | OCB8 | 0.681 | | | |
| | OCB9 | 0.719 | | | |

Table 2: Measurement Model

The model's convergent validity and internal consistency were evaluated using composite reliabilities (CR) and average variance extracted (AVE)(Fornell & Larcker, 1981). The statistics shown in Table 2 indicated that the CR values were higher than the suggested benchmark of 0.85 and that the AVE values were considered acceptable (Joseph Hair, Hult, Ringle, & Sarstedt, 2014). In order to provide sufficient discriminant validity, as recommended by Fornell and Larcker (Fornell & Larcker, 1981), It is essential that "the square root of AVE must be greater than the correlations between the latent constructs." . The model fit indices, CR, AVE, and discriminant validity were evaluated, and good construct reliability and validity were discovered; hence, the study's data were suitable for analysis in order to assess the hypotheses. In Table 2, this condition is confirmed.

| | 1 | 2 | 3 |
|-----|--------------|--------------|--------------|
| POS | 0.812 | | |
| OC | 0.365 | 0.845 | |
| OCB | 0.251 | 0.831 | 0.887 |

Table 3: Discriminant Validity

Structural Model

Path coefficients are used by the structural model to evaluate the hypotheses and reveal the importance and strength of the interactions between the variables. These coefficients take into consideration the effects of all other variables in the model and show the direct relationship between one variable and another. This section examines the variables being studied and offers a thorough examination of the outcomes of testing the structural model's hypotheses using path coefficients. SmartPLS 3 was the instrument of choice in this investigation, and 166 cases and 5,000 subsamples were used in the bootstrapping process. Following the advice of, this method was used to ascertain the relevance of the path coefficients (Joseph Hair et al., 2014). Figure 1 and Table 3 provide a clear visual representation and summary of the analysis' findings.

The proposed routes listed in the research framework are represented by the structural model. A structural model's evaluation depends on a number of important metrics, such as R^2 , Q^2 , and the pathways' relative importance. The quality of the model is assessed by looking at each structural path's strength, which is represented in the dependent variable's R^2 value. As per the guidelines of Briones Peñalver, Bernal Conesa, and de Nieves Nieto (2018), an R^2 value equal to or exceeding 0.1 is considered acceptable (Falk & Miller, 1992). Looking closely at Table 3's data reveals that every R^2 value is higher than 0.1, suggesting that the model has strong predictive power. Moreover, the Q^2 measure establishes the predictive relevance of the endogenous components. When the Q^2 value is greater than zero, the model is considered predictively relevant. Table 4 shows that the constructs have significant predictive value when viewed in the context of the study's findings. The Standardized Root Mean Residual (SRMR) is used to assess

how well the model fits the data. The SRMR score of 0.069 indicates a reasonable fit for the model, falling below the widely recognized criterion of 0.10. (Joseph F Hair, Sarstedt, Ringle, & Gudergan, 2017). Subsequently, to rigorously assess the goodness of fit, hypotheses are thoroughly tested to determine the significance of the relationships between variables.

H1 evaluates if POS has a notable effect on OC. The research supports H1 by showing that POS does, in fact, have a significant and statistically significant impact on OC ($\beta = 0.831$, $t = 29.749$, $p = .000$). H2 investigates if POS has a beneficial effect on the OCB. According to the analysis, POS has a negative and negligible effect on OCB ($\beta = -0.170$, $t = 1.251$, $p = 0.211$). H3 looks into whether OC has a beneficial effect on the OCB. The results validate H3 by demonstrating that OC does, in fact, have a substantial effect on OCB ($\beta = 0.506$, $t = 4.100$, $p = .000$). In order to establish 95% confidence intervals, the study's methodology entailed creating 5000 resamples, which are shown in Table 4. To evaluate OC's mediating role, mediation analysis was done. The findings (refer to Table 4) showed that OC played substantial ($p < .05$) competitive partial mediation roles between POS and OCB; H4 was supported ($\beta = 0.421$, $t = 3.904$, $p = .000$). Table 4 provides a summary of the hypotheses testing outcomes.

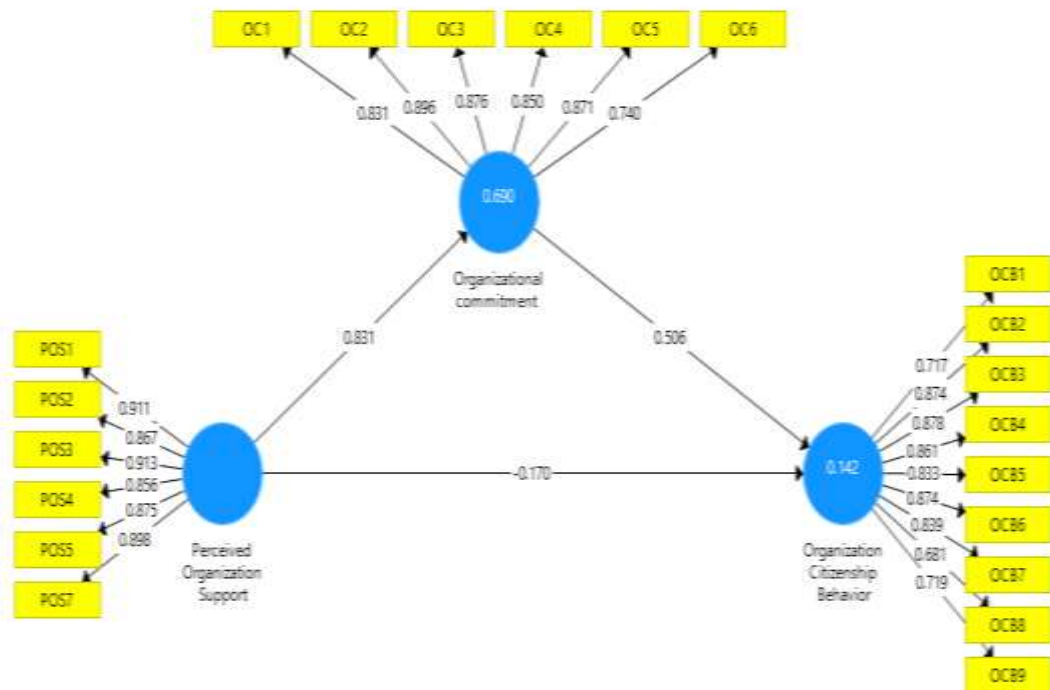


Figure 2: Research Final Model

| Hy | Relationship | Beta | SE | T-Value | P-value | Findings |
|----|--------------|--------|-------|---------|---------|---------------|
| H1 | POS -> OC | 0.831 | 0.028 | 29.749 | 0.000 | Supported |
| H2 | POS -> OCB | -0.170 | 0.136 | 1.251 | 0.211 | Not Supported |
| H3 | OC -> OCB | 0.506 | 0.124 | 4.100 | 0.000 | Supported |

| | | | | | | |
|------------|----------------------|----------------------|-------|-------|-------|-----------|
| H4 | POS->OC->OCB | 0.421 | 0.043 | 3.904 | 0.000 | Supported |
| | R² | Q² | | | | |
| OCB | 0.142 | 0.083 | | | | |
| OC | 690 | 0.485 | | | | |

Table 4: Structural Model

Study Discussions

The purpose of this quantitative study is to determine how POS directly affects OC and OCB. In addition, the study looks into the relationship between OC and OCB. Furthermore, the investigation delves into the mediating role of the OC in the correlation between POS and OCB. The results of the statistical analysis demonstrated that POS directly affects OC, and these findings are supported by those of other recent and past studies.(Artatanaya et al., 2023; Wu & Liu, 2014). Thus, people are more likely to feel obligated to the company and exhibit loyalty when they believe that their boss cares about their well-being and tries to meet their requirements(Gakovic & Tetrick, 2003). POS will therefore probably raise the degree of normative commitment. The connection between POS and normative commitment seems to be more explained by the economic side of the transaction between employees and the company than by the relationship between POS and organizational commitment(Shore & Tetrick, 1991). This study also tries to understand the direct impact of POS on the OCB. This study found a negative impact of POS on OCB. This result can be explained as a lower level of moral and obligation demonstrated by the contracting employees to their working environment. The majority of them are rotated to other organizations regularly. Thus, they feel like strangers sometimes. Outsourcing employees usually do not share the values of their working sites. In addition, the level of job autonomy for contractors' employees might be another reason to explain this result. Prior research has shown that the association between POS and commitment is weakened the more job autonomy there is, and career growth explains the relationship between POS and commitment. As a result, POS is probably going to help staff members grow a feeling of pride and affiliation with their company(Aube, Rousseau, & Morin, 2007). The results further support the findings of Chiu et al. (Chiu, Lin, Tsai, & Hsiao, 2005) by showing that the effect of POS on commitment is smaller the more people have an internal locus of control. Comparably, POS has less of an impact on commitment the more people believe they have a high degree of autonomy in their profession. This study also found that OC has directly affected the OCB. This finding aligns with the previous study(Dyah Sawitri SE, Endang Suswati, & Khasbulloh Huda SE, 2016). The study also found that the OC mediates the relationship between POS and OCB. This means that when the level of OC improves, the relationship between POS and OCB will be improved especially for contractors' employees.

Theoretical and Practical Implications

Theoretical Implications

The contractors' employees have different feelings and attitudes compared with organizations' permanent employees. This research found that contractor employees when working with other organizations as outsourcing or third-party employees do not demonstrate a high level of OCB. Their attitudes toward the service that received do not lead to improvement in their OCB. When organizations provide them with all materials and equipment, this leads to making them work without stopping. Thus, they might prefer to transfer to other projects or locations where work

runs below average. In addition, they might have a little degree of authority, autonomy, and decision-making obligations. These factors look to negatively impact the level of their OCB. Because their employment is transient, outsourced workers may feel less secure in their positions. This may lead to a lack of dedication and a hesitation to go above and above for the company. Since they are frequently employed for specific tasks or projects, outsourced employees might not see a clear route for professional progression within the company. This may result in a decline in motivation and a lack of commitment to the company's long-term success.

Practical Implications

This study emphasizes how crucial it is to help staff members to develop their affective and normative loyalty to the company. Additionally, the findings support managerial measures meant to improve perceived control and, as a result, lessen the detrimental impacts of a lack of organizational support on workers' commitment. Employers can support employees in a variety of ways to improve commitment, such as through performance review programs, incentive schemes, development initiatives (like coaching and training), and career development programs that clarify the connection between POS and commitment (Meyer & Smith, 2000). Businesses with more committed employees produce 17% more and make 17% more money than their rivals (Juchnowicz, 2012). Thus, managers and decision-makers at organizations should create and maintain HR policies and services that enhance the level of OC as well as OCB.

Conclusions and Future Directions

It is highly recommended for organizations that use third-party employees to provide coaching, advice, support, and continuous intervention. All organizations, whether they are private or public, should make an effort to fulfill the needs and aspirations of their workforce. After that, they will have been much more integrated with the organization, which will raise the commitment level and, in turn, raise the degree of OCB. When organizing the organization's vision, mission, or goals, managers must, nevertheless, start implementing these strategies early on in the strategic management phase. They should make sure to involve all employees to help them show a high level of commitment towards these goals. Establishing a positive workplace culture where staff members feel appreciated, involved, and inspired to contribute to the organization's objectives is essential to increasing organizational commitment and support. Building trust and ensuring that staff members are informed about organizational choices and developments are two benefits of establishing transparent and honest communication channels. Additionally, it fosters inclusivity and encourages staff members to express their issues and thoughts. In addition, offering chances for improvement and skill development raises commitment and job satisfaction. Providing employees with opportunities for career progression, mentorship, and training can make them feel more invested in and supported in their professional development.

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