

# **ORGANIZATIONAL SUPPORT AND COLLABORATIVE CLIMATE AS PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF AFFECTIVE COMMITMENT IN THE INDONESIAN PUBLIC SECTOR**

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## **Abstract**

In the current organizational landscape, organizational citizenship behavior (OCB) represents an essential driver of performance and innovation within the public sector. Employees' willingness to perform beyond formal job duties often depends on how supported and valued they feel, as well as the degree of collaboration that characterizes their workplace. However, empirical evidence remains limited regarding how these contextual factors jointly enhance OCB through affective commitment, particularly in public institutions of developing regions. This study explores the mediating role of affective commitment in the relationship between perceived organizational support, collaborative climate, and OCB among civil servants in East Kalimantan, Indonesia. Using a quantitative explanatory approach and the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with SmartPLS 4, data from 168 respondents were analyzed. The results indicate that supportive and collaborative work environments significantly strengthen OCB both directly and indirectly through affective commitment, emphasizing the importance of emotional attachment, empathy, and teamwork in fostering voluntary and constructive employee behavior.

**Keywords:** *perceived organizational support, collaborative climate, affective commitment, organizational citizenship behavior, social exchange theory, public sector Indonesia*

## **INTRODUCTION**

In the dynamic global organizational environment, employee behaviors that extend beyond formal job descriptions have emerged as crucial determinants of success. Organizational citizenship behavior (OCB) encompasses employees' voluntary actions that enhance organizational effectiveness and sustainability, such as assisting colleagues, demonstrating initiative, and maintaining organizational harmony (Podsakoff et al., 2023). In public sector organizations, where rigid hierarchies and bureaucratic procedures often constrain innovation and responsiveness, OCB functions as a social lubricant that facilitates adaptive and collective performance (Kim & Beehr, 2023). Consequently, identifying the antecedents that promote OCB has become a strategic research priority in contemporary organizational studies. The development of OCB is frequently linked to employees' perceptions of organizational treatment and workplace atmosphere. Perceived organizational support (POS) reflects the extent to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger et al., 2020). Elevated POS enhances emotional attachment and fosters reciprocation through extra-role behaviors, aligning with the central premise of social exchange theory (SET). When employees perceive genuine organizational care, they are more inclined to reciprocate through loyalty, initiative, and cooperative behaviors that benefit the collective (Kurtessis et al., 2017). Beyond support, the social environment within an organization—often conceptualized as a collaborative climate—plays a pivotal role in shaping the OCB. A collaborative climate embodies open communication, mutual trust, and shared responsibility, encouraging employees to collaborate

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beyond formal tasks (Zhou and Hoever, 2022). In public institutions, particularly in developing nations, such collaborative dynamics are essential for overcoming bureaucratic inertia and fostering innovation. Collaboration promotes psychological safety, knowledge sharing, and mutual respect, all of which are conducive to the emergence of OCB (Yoon et al., 2023). However, research in both Western and Asian contexts suggests that the relationship between organizational support, collaboration, and OCB may not be direct but is mediated by affective factors such as affective commitment (Meyer & Allen, 1991). Affective commitment represents an employee's emotional attachment to and identification with the organization. It transforms external perceptions of support into internal motivation for discretionary behaviors (Meyer et al., 2022). In essence, affective commitment functions as a psychological bridge linking supportive and collaborative work environments to OCB (Neves & Eisenberger, 2014). Employees who are emotionally bonded to their organization tend to internalize its goals and display a greater willingness to engage in altruistic acts that enhance organizational functioning.

Despite the conceptual richness of these constructs, several research gaps remain. First, while numerous studies in Western contexts have validated the POS–OCB link (Kurtessis et al., 2017), fewer have examined how this mechanism operates within public organizations in emerging economies, where hierarchical structures and cultural collectivism may alter behavioral dynamics (Afsar et al., 2022). Second, collaborative climate has received limited empirical attention in the public sector compared to private or knowledge-intensive industries (Zhou and Hoever, 2022). The contextual specificity of developing countries, such as Indonesia, where bureaucratic structures, communal values, and resource limitations coexist, creates a unique social environment for testing these relationships. Third, the mediating role of affective commitment in linking organizational support and collaboration to OCB remains underexplored in public sector institutions, especially in Southeast Asia (Kim & Beehr, 2023). Indonesia, the largest developing democracy in Southeast Asia, offers an ideal context for this investigation. The nation's public sector is undergoing a transformation driven by digital governance and citizen-oriented services; however, it continues to face challenges related to low engagement and limited voluntary participation among civil servants (Suhartini et al., 2023). Public agencies such as regional transportation terminals, health departments, and education offices depend heavily on employees' discretionary efforts to maintain service quality in the face of resource constraints. Enhancing OCB in such settings requires structural support and emotional commitment. Understanding how perceived support and collaboration can nurture such behaviors carries significant theoretical and practical implications.

Theoretically, this study is anchored in social exchange theory (SET) and affective event theory (AET). SET posits that organizational relationships are founded on reciprocal exchanges of resources and socioemotional support (Blau, 1964). When employees perceive substantial organizational support, they feel compelled to reciprocate it through positive work behaviors. AET complements this by highlighting the significance of affective experiences in shaping work attitudes and behavior (Weiss & Cropanzano, 1996). Collectively, these frameworks suggest that affective commitment is not merely an attitudinal response but serves as a mediating emotional mechanism that translates positive organizational conditions into voluntary citizenship-oriented action. This theoretical integration addresses the need for more nuanced models linking emotion, exchange, and extra-role behavior in public organizations (Yoon et al., 2023). Building upon these foundations, this study posits that affective commitment mediates the influence of perceived organizational support and collaborative climate on organizational citizenship behavior (OCB) among civil servants in Indonesia's public sector. By focusing on both structural (support) and relational (collaboration) dimensions, this study provides a more comprehensive understanding of how organizational environments foster positive employee behavior. Furthermore, it contributes to contextualizing global organizational theories within the unique socio-cultural fabric of Indonesia, where communal loyalty, and hierarchy interact to shape workplace behavior (Suhartini et al., 2023).

In summary, this study aims to address three interconnected objectives: (1) to analyze the direct effects of perceived organizational support and collaborative climate on organizational citizenship behavior (OCB); (2) to investigate the role of affective commitment as a mediating mechanism between these antecedents and OCB; and (3) to advance theoretical integration between social exchange theory and affective event theory in explaining public sector citizenship behavior. The anticipated contribution lies in extending the understanding of OCB within collectivist and bureaucratic cultures, emphasizing the significance of emotional attachment in transforming organizational support and collaboration into productive, prosocial conduct. Practically, this study provides evidence-based insights for public administrators seeking to design strategies that enhance employee engagement and voluntary contributions in service-oriented organizations.

## LITERATURE REVIEW

### Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is a discretionary form of work behavior that is not directly recognized by formal reward systems but contributes to overall organizational effectiveness (Organ 1988). Over the past three decades, OCB has become a cornerstone concept in organizational psychology and human resource management. Contemporary research highlights OCB as a multidimensional construct encompassing altruism, conscientiousness, civic virtue, courtesy and sportsmanship (Podsakoff et al., 2023). These behaviors enable organizations to function more efficiently by enhancing coordination, reducing friction, and promoting collective efficacy among employees.

In the public sector, OCB plays a vital role in sustaining institutional legitimacy and service excellence, particularly under conditions of limited resources and bureaucratic rigidity (Kim and Beehr, 2023). Unlike profit-driven organizations, public institutions depend heavily on employees' intrinsic motivation and prosocial orientations. Consequently, OCB is increasingly viewed as a behavioral indicator of organizational sustainability and public trust (Suhartini et al., 2023). Scholars have found that OCB is significantly associated with job satisfaction, organizational commitment, and leadership support, indicating that both affective and contextual factors are central to its emergence (Meyer et al. 2022).

### Perceived Organizational Support (POS)

The concept of perceived organizational support (POS) originates from social exchange theory (SET), which posits that social behavior in organizations is shaped by reciprocal exchanges of tangible and intangible resources (Blau, 1964). POS refers to employees' perception that their organization values their contribution and cares about their well-being (Eisenberger et al., 2020). When employees perceive that organizational support is genuine, they develop a sense of obligation and emotional attachment that fosters reciprocity in the form of extra-role behaviors, such as OCB (Kurtessis et al., 2017). Recent empirical studies have confirmed that POS significantly influences OCB through the mechanisms of trust, empowerment, and affective commitment (Kim & Beehr, 2023; Alshaikh et al., 2024). For example, in high-uncertainty environments, such as the public sector, employees with strong perceived support demonstrate greater loyalty and willingness to go beyond job descriptions (Afsar et al., 2022). Furthermore, POS mitigates burnout and enhances resilience, both of which indirectly sustain OCB. The logic underlying this relationship aligns with the reciprocity principle in SET: employees respond to perceived fairness and care with actions that reinforce organizational success (Eisenberger et al., 2020). Thus, POS functions not only as an antecedent of commitment but also as a contextual driver of pro-organizational behavior, particularly when formal incentives are limited. Therefore, this study predicts a direct positive relationship between POS and OCB in the Indonesian public sector, where emotional reciprocity plays a crucial motivational role.

**H1:** Perceived organizational support has a positive and significant effect on organizational citizenship behavior.

### Collaborative Climate

A collaborative climate represents the degree to which an organization fosters cooperation, open communication, and mutual trust among its members (Zhou and Hoever, 2022). This reflects the collective perception that teamwork, idea sharing, and mutual support are encouraged and rewarded. Theoretically, this construct draws from social capital theory, which emphasizes that shared norms and relationships serve as critical resources for cooperation and innovation (Nahapiet and Ghoshal, 1998). In recent years, collaboration has been increasingly recognized as a cultural and structural enabler of OCB (Yoon et al., 2023). When employees experience psychological safety and trust, they are more likely to engage in altruistic and cooperative behaviors that exceed the formal requirements. Collaborative climates reduce interdepartmental barriers and enhance empathy among coworkers, leading to an environment conducive to prosocial behavior. Research has shown that teams with strong collaboration exhibit higher levels of information sharing, task interdependence, and mutual aid, all of which are behavioral expressions of OCB (Lee & Choi, 2022). Collaborative climates are particularly valuable within public organizations. Bureaucratic structures often limit horizontal communication, making collaboration a critical cultural correction. In such contexts, cultivating collaboration is not merely a matter of efficiency but an ethical imperative that supports transparency, accountability, and shared responsibility (Suhartini et al., 2023). Based on this rationale, this study hypothesizes that a collaborative climate directly enhances OCB among civil servants.

**H2:** Collaborative climate has a positive and significant effect on organizational citizenship behavior.

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## Affective Commitment

Affective commitment refers to an employee's emotional attachment, identification, and involvement with an organization (Meyer & Allen, 1991). It represents a psychological bond that motivates individuals to act in the organization's best interests. In contrast to continuance or normative commitment, affective commitment arises from emotional alignment rather than obligation or economic necessity. Employees with high affective commitment are more likely to engage in voluntary actions that benefit their organization, reflecting genuine enthusiasm and identification with the organization (Meyer et al., 2022). Several empirical studies have confirmed that affective commitment serves as a key mediating mechanism linking organizational support and citizenship behavior (Neves & Eisenberger, 2014; Kim & Beehr, 2023). For instance, when employees perceive fair treatment and mutual respect, they internalize organizational values and translate these affective bonds into OCB (Afsar et al., 2022). Similarly, collaborative environments stimulate emotional connections by fostering trust, empathy, and shared goals (Zhou & Hoever, 2022). Therefore, affective commitment functions as a psychological transducer that transforms supportive and collaborative conditions into sustained prosocial conduct. Based on this theoretical reasoning, the following hypotheses are proposed.

**H3:** Perceived organizational support has a positive and significant effect on affective commitment.

**H4:** Collaborative climate has a positive and significant effect on affective commitment.

## The Mediating Role of Affective Commitment

Integrating social exchange theory (SET) and affective event theory (AET) provides a comprehensive framework for understanding how affective commitment mediates the relationship between organizational antecedents and citizenship behavior. SET emphasizes the reciprocal nature of social interactions; when employees receive organizational support, they feel an obligation to reciprocate with positive behaviors (Blau, 1964). In contrast, AET focuses on how affective experiences within the workplace shape attitudes and behaviors (Weiss & Cropanzano, 1996). Together, these theories suggest that the link between structural support and behavioral outcomes is emotion-mediated. When employees perceive that their organization provides adequate resources, recognition, and psychological safety, these experiences evoke positive emotions that strengthen their affective commitment (Meyer et al., 2022). Affective commitment serves as a motivational bridge that translates these emotions into citizenship-oriented behaviors. Similarly, a collaborative climate enhances interpersonal trust and belonging, reinforcing emotional connections and consequently increasing OCB (Yoon et al., 2023).

Empirical evidence supports this mediation mechanism. For instance, Afsar et al. (2022) demonstrated that affective commitment mediates the relationship between supportive leadership and OCB in Pakistani public institutions. Similarly, Alshaikh et al. (2024) found that employees who feel emotionally connected to their organizations are more likely to engage in voluntary, constructive actions that benefit their teams. In Indonesia, where collectivist values emphasize harmony and loyalty, this mediation mechanism may be more pronounced (Suhartini et al., 2023). Accordingly, this study proposes that affective commitment mediates the effects of both perceived organizational support and collaborative climate on OCB, integrating emotional and relational dimensions within the social exchange framework.

**H5:** Affective commitment mediates the relationship between perceived organizational support, collaborative climate, and organizational citizenship behavior.

Theoretically, this study advances the integration of social exchange theory and affective event theory to explain discretionary behavior in public organizations. By emphasizing emotional mechanisms within exchange relationships, this study enriches the understanding of how structural and relational factors coalesce to shape OCB. It extends prior models, which predominantly focus on private sector settings, to a collectivist, bureaucratic, and service-oriented context. Practically, this study provides actionable insights for public sector leaders in Indonesia and similar emerging economies. Enhancing perceived organizational support through recognition, fair treatment, and welfare programs can strengthen affective commitment and, in turn, promote prosocial behaviors essential for effective governance. Additionally, developing a collaborative climate through transparent communication and interdepartmental synergy can generate mutual trust that reinforces civic responsibility and ethical citizenship behaviors among employees.

## METHOD

### Research Design

This study employed a quantitative explanatory research design to examine the causal relationships among perceived organizational support (POS), collaborative climate (CC), affective commitment (AC), and organizational

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citizenship behavior (OCB) in Indonesia's public sector. An explanatory approach was chosen to test the hypothesized structural relationships and evaluate the mediating role of affective commitment. The study design aligns with the principles of positivist epistemology, emphasizing objectivity, replicability and statistical inference (Hair et al., 2021). Data were collected through a structured survey distributed to civil servants working at a Type A public transportation terminal in East Kalimantan, Indonesia. This setting represents a relevant case of bureaucratic organizations undergoing transformation toward collaborative and service-oriented governance. Employees in such environments face operational complexity and hierarchical constraints that make discretionary behaviors, such as OCB, crucial for organizational effectiveness (Kim & Beehr, 2023). The study followed a cross-sectional design that allowed for the assessment of existing relationships among variables at a single point in time. This design is widely adopted in behavioral and organizational research to identify patterns of association and mediation effects (Podsakoff et al. 2023).

## Population and Sample

The study population consisted of all civil servants employed at the selected public transportation terminal, totaling 178 employees across various administrative and operational units of the terminal. Using the Slovin formula at a 5 percent margin of error, the required minimum sample size was 123 respondents. However, to ensure statistical robustness, 168 valid responses were collected and analyzed, meeting the recommended minimum sample size for Structural Equation Modeling–Partial Least Squares (SEM-PLS), which requires at least ten times the largest number of structural paths directed at a latent construct (Hair et al., 2021). The sampling technique applied was purposive sampling, ensuring the inclusion of employees with a minimum of one year of tenure, familiarity with the organizational procedures, and direct involvement in operational or administrative activities. These inclusion criteria ensured that the respondents possessed adequate experience and understanding of organizational dynamics related to support, collaboration, and citizenship behavior. Data were collected through self-administered questionnaires distributed both physically and digitally to minimize response bias. Demographically, the respondents represented a diverse composition in terms of gender, age, education, and tenure, reflecting the heterogeneity typical of Indonesian public sector employees. This diversity increased the external validity of the findings and strengthened the generalizability within similar bureaucratic environments.

## Measurement Instruments

All constructs in this study were assessed using multi-item scales adapted from established instruments in the organizational behavior literature. Each indicator was measured using a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The wording of the items was refined through translation and expert validation to ensure cultural relevance and clarity. Perceived Organizational Support (POS): This construct was measured using an adapted version of the scale developed by Eisenberger et al. (2020), which focuses on employees' perceptions of organizational care, recognition, and concern for their well-being. An example item is: “My organization values my contributions and cares about my satisfaction.” Collaborative Climate (CC): Items were adapted from Zhou and Hoever (2022) and Yoon et al. (2023), emphasizing mutual trust, shared responsibility, and openness in communication. An example item is: “Employees in my organization willingly cooperate to solve problems together.” Affective Commitment (AC): This was measured using the affective commitment subscale from Meyer and Allen (1991), refined by Meyer et al. (2022). An example item is: “I feel emotionally attached to this organization.” Organizational Citizenship Behavior (OCB): Items were derived from Podsakoff et al. 's (2023) multidimensional scale, capturing altruism, conscientiousness, civic virtue, and courtesy. An example item is: “I voluntarily help my colleagues with work-related problems.” Each construct was operationalized through four to six indicators to ensure internal consistency and reliability. Prior to data collection, the instrument was reviewed by three academic experts and two practitioners from the public sector to ensure its face validity and contextual appropriateness. A pilot test with 30 respondents yielded satisfactory preliminary reliability, with all Cronbach's alpha coefficients exceeding 0.70, indicating good internal consistency.

## Data Analysis Procedure

The collected data were analyzed using structural equation modeling-partial least squares (SEM-PLS) with SmartPLS 4 software. This method was chosen because it accommodates complex models, does not require multivariate normality, and is suitable for predictive modeling with relatively small sample sizes (Hair et al., 2021). The analysis followed a two-step approach: evaluation of the measurement model (outer model) and the structural model (inner model).

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## Measurement Model Evaluation

The reliability and validity of the constructs were assessed using various measures. Indicator reliability was established with outer loadings surpassing the recommended threshold of 0.70. Internal consistency reliability was confirmed by Composite Reliability (CR) values exceeding 0.70. Convergent validity was verified using Average Variance Extracted (AVE) values greater than 0.50. Discriminant validity was confirmed using the Fornell–Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio, both of which were below 0.85.

## Structural Model Evaluation

The inner model was evaluated by analyzing several key metrics: path coefficients ( $\beta$ ) and their statistical significance were determined using bootstrapping with 5,000 resamples. The coefficient of determination ( $R^2$ ) was used to assess the model's explanatory power. The predictive relevance ( $Q^2$ ) was examined using the blindfolding procedure. Additionally, effect size ( $f^2$ ) was calculated to evaluate the strength of each exogenous construct's influence on endogenous variables. The mediation analysis tested the indirect effects of POS and CC on OCB through AC using bootstrap confidence intervals. Mediation was confirmed when both direct and indirect paths were significant, supporting partial mediation (Hair et al., 2021).

## Validity and Reliability Testing

The statistical results demonstrated that all the measurement items met the validity and reliability criteria. Outer loadings for all indicators exceeded 0.70, while the AVE values ranged between 0.55 and 0.73, confirming convergent validity. Discriminant validity was established when the square root of the AVE of each construct exceeded its correlations with the other constructs. Cronbach's alpha and composite reliability values ranged from 0.82 to 0.93, exceeding the minimum threshold of 0.70 for all the items. These findings indicate that the measurement model possesses adequate psychometric properties and can be reliably used to assess the hypothesized relationships among variables.

## RESULTS AND DISCUSSION

### Demographic Profile

The respondents comprised 168 civil servants employed at a Type A public transportation terminal in East Kalimantan, Indonesia. They represent diverse demographic characteristics in terms of gender, age, education level, and tenure. This heterogeneity enhances the generalizability of the findings and captures the behavioral diversity typical of Indonesia's public sector.

**Table 1. Demographic Characteristics of Respondents (N = 168)**

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	102	60.7
	Female	66	39.3
Age	21–30 years	28	16.7
	31–40 years	57	33.9
	41–50 years	54	32.1
	>50 years	29	17.3
Education	High school	22	13.1
	Diploma	31	18.5
	Bachelor's degree	84	50.0
	Master's degree	31	18.5
Tenure	<5 years	25	14.9
	5–10 years	56	33.3
	>10 years	87	51.8

The demographic data show that the majority of respondents were middle-aged employees with long tenure and undergraduate education, which reflects a mature and experienced workforce—key attributes that influence affective commitment and OCB tendencies.

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**6. Measurement Model**

The measurement model evaluation focused on indicator reliability, internal consistency, convergent validity, and discriminant validity.

**Table 2. Reliability and Validity Statistics**

Construct	No. of Items	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Perceived Organizational Support (POS)	5	0.89	0.92	0.67
Collaborative Climate (CC)	5	0.88	0.91	0.65
Affective Commitment (AC)	4	0.90	0.93	0.71
Organizational Citizenship Behavior (OCB)	6	0.91	0.94	0.69

All constructs exceeded the recommended thresholds: outer loadings > 0.70, CR > 0.70, and AVE > 0.50, confirming their convergent validity. Discriminant validity was verified using the Fornell–Larcker criterion, which states that the square root of the AVE for each construct is greater than its correlations with other constructs.

**Table 3. Fornell–Larcker Criterion**

Construct	POS	CC	AC	OCB
POS	0.82			
CC	0.63	0.81		
AC	0.68	0.61	0.84	
OCB	0.66	0.64	0.72	0.83

All diagonal values (square roots of the AVE) are higher than the off-diagonal correlations, confirming that each latent construct is empirically distinct. Thus, the measurement model demonstrated strong reliability and discriminant validity.

**Structural Model**

The structural model assessment evaluated the magnitude and significance of the hypothesized relationships. Path coefficients, t-values, and p-values were obtained through bootstrapping with 5,000 resample. Model strength was assessed using the R<sup>2</sup>, Q<sup>2</sup>, and f<sup>2</sup> statistics.

**Table 4. Structural Model Evaluation**

Endogenous Variable	Predictor	Path Coefficient (β)	t-value	p-value	f <sup>2</sup>	R <sup>2</sup>	Q <sup>2</sup>
Affective Commitment	POS	0.46	6.38	0.000	0.25	0.58	0.36
	CC	0.41	5.92	0.000	0.21		
OCB	POS	0.24	3.71	0.000	0.12	0.67	0.41
	CC	0.28	4.11	0.000	0.14		
	AC	0.42	7.24	0.000	0.30		

The R<sup>2</sup> value of 0.58 for affective commitment indicates that POS and CC jointly explain 58 percent of its variance. Meanwhile, the R<sup>2</sup> value of 0.67 for OCB suggests that 67 percent of the variation in OCB is explained by POS, CC, and AC. The Q<sup>2</sup> values (0.36 and 0.41) confirm predictive relevance, while the f<sup>2</sup> values indicate medium to large effects, particularly for the path from AC to OCB (f<sup>2</sup> = 0.30). The overall Standardized Root Mean Square Residual (SRMR) value was 0.062, below the recommended threshold of 0.08, demonstrating a satisfactory model fit.

**Hypotheses Testing**

The results of the hypothesis testing are summarized in Table 5. All hypothesized paths were supported at the 0.05 significance level.

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**Table 5. Hypotheses Testing Results**

Hypothesis	Path	$\beta$	t-value	p-value	Result
H1	POS → OCB	0.24	3.71	0.000	Supported
H2	CC → OCB	0.28	4.11	0.000	Supported
H3	POS → AC	0.46	6.38	0.000	Supported
H4	CC → AC	0.41	5.92	0.000	Supported
H5	AC → OCB	0.42	7.24	0.000	Supported

The results demonstrate that both perceived organizational support and collaborative climate significantly enhance OCB. Furthermore, both antecedents increase affective commitment, which in turn has the strongest influence on OCB. This confirms that employees’ emotional attachment to and identification with their organization are critical in translating perceived support and collaboration into proactive and voluntary behaviors.

**Mediation Analysis**

To assess the mediating role of affective commitment, indirect effects were analyzed using bootstrapping. The results confirmed that affective commitment partially mediated the relationship between perceived organizational support and OCB, as well as between collaborative climate and OCB.

**Table 6. Mediation Analysis (Bootstrapping Results)**

Path	Direct Effect ( $\beta$ )	Indirect Effect via AC ( $\beta$ )	t-value	p-value	Mediation Type
POS → AC → OCB	0.24	0.19	4.02	0.000	Partial
CC → AC → OCB	0.28	0.17	3.74	0.000	Partial

Both indirect effects were significant ( $p < 0.05$ ), confirming that affective commitment serves as a partial mediator. The partial nature of the mediation indicates that while emotional attachment explains a significant portion of the influence, perceived support and collaboration exert direct effects on OCB. This reinforces the integration of social exchange theory (SET) and affective event theory (AET), where perceived support and collaboration generate affective experiences that translate into discretionary behaviors. Positive socio-emotional exchanges create a sense of obligation and belonging, prompting employees to engage in actions that benefit the organization (Meyer et al. 2022; Yoon et al. 2023). The findings validate all the proposed hypotheses and confirm the robustness of the conceptual model. Perceived organizational support and collaborative climate emerged as crucial antecedents of both affective commitment and OCB. Affective commitment functions as a key psychological bridge that transforms supportive and collaborative experiences into voluntary prosocial conduct. Employees who perceive genuine organizational appreciation and experience cooperative work environments develop strong emotional bonds with their institutions. This bond motivates them to go beyond formal responsibilities and contribute to improved public service delivery and organizational sustainability. The model’s explanatory power ( $R^2 = 0.67$  for OCB) demonstrates that the interaction of structural and affective variables offers a powerful mechanism for promoting citizenship behavior in the workplace. These findings underscore the need for public sector leaders to enhance support systems, recognition practices, and team-based collaboration to nurture affective engagement and collective responsibility among employees.

**DISCUSSION**

This study aimed to examine the direct and indirect relationships among perceived organizational support (POS), collaborative climate (CC), affective commitment (AC), and organizational citizenship behavior (OCB) in Indonesia’s public sector. The results confirmed all five hypotheses (H1–H5), indicating that perceived support and collaboration significantly influenced OCB, both directly and indirectly, through affective commitment. This section interprets these findings in light of existing theories, prior research, and the sociocultural context of Indonesian public organizations.

**The Influence of Perceived Organizational Support on Organizational Citizenship Behavior (H1)**

The finding that perceived organizational support exerts a positive and significant effect on organizational citizenship behavior (OCB) reinforces the central premise of Social Exchange Theory (SET) as proposed by Blau (1964). According to this theory, when employees perceive that their organization values their contributions and

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cares about their well-being, they reciprocate with positive behaviors that extend beyond formal requirements. This reciprocity manifests as altruism, conscientiousness, and civic virtue, which are the core dimensions of OCB (Podsakoff et al., 2023). This result aligns with recent empirical evidence from both public and private organizations. For instance, Kim and Beehr (2023) found that perceived organizational support significantly increased employees' extra-role behaviors in Korean public agencies, emphasizing that emotional reciprocity is a universal mechanism of workplace involvement. Similarly, Afsar et al. (2022) reported that employees who experience genuine support from management are more likely to exhibit voluntary prosocial actions because they internalize organizational goals as their own. From a theoretical standpoint, this study extends SET by demonstrating that the reciprocity norm operates effectively even within bureaucratic structures, such as government institutions. In such contexts, formal rewards are often constrained by rigid regulations, making socio-emotional support a critical alternative mechanism for motivating OCB. Public employees, whose intrinsic motivation is often anchored in service values, respond strongly to their superiors' recognition and trust. Hence, organizational support is both a symbolic and functional driver of citizenship behavior in government settings.

## The Influence of Collaborative Climate on Organizational Citizenship Behavior (H2)

The positive effect of a collaborative climate on OCB underscores the growing recognition that social dynamics within teams are vital determinants of prosocial organizational behavior. A collaborative climate is characterized by mutual trust, open communication, and shared goals—conditions that foster collective responsibility and knowledge-sharing (Zhou & Hoever, 2022). This finding aligns with Yoon et al. (2023), who observed that collaborative environments promote interpersonal help and cooperative effort, particularly in public organizations where tasks are interdependent. When employees perceive teamwork and cooperation as valued norms, they are more likely to demonstrate discretionary behaviors that enhance organizational effectiveness. Similarly, Lee and Choi (2022) found that collaboration mitigates hierarchical barriers and stimulates innovation-oriented OCB in public sector teams. In the context of Indonesian bureaucracy, collaboration plays a significant role. Hierarchical distances and departmental silos often hinder horizontal communication. A collaborative climate helps counter these tendencies by cultivating a sense of shared purpose and solidarity among civil servants. This finding confirms that collaboration is not merely an operational necessity but a cultural mechanism that strengthens social cohesion and drives collective citizenship behavior in public institutions.

## The Influence of Perceived Organizational Support on Affective Commitment (H3)

The study found that perceived organizational support significantly enhances affective commitment, supporting Meyer and Allen's (1991) Affective Commitment Model. Employees who perceive high organizational support feel emotionally attached to the organization, experience mutual trust, and develop a desire to remain a part of it. This emotional attachment serves as a psychological contract that binds employees beyond the transactional relationships. Recent studies have corroborated the link between organizational support and affective attachment. Meyer et al. (2022) demonstrated that organizational care and recognition elicit feelings of gratitude and belonging that translate into stronger emotional commitment. Similarly, Alshaikh et al. (2024) found that in public institutions, perceived support mitigates job stress and enhances affective bonds, which sustain organizational resilience.

This study contributes to the theory by reaffirming that affective commitment functions as the emotional embodiment of perceived support. While Social Exchange Theory explains the behavioral reciprocity of support, the Affective Commitment Model elucidates the emotional transformation process that converts support into loyalty. In Indonesia's public sector, where collectivism and interpersonal harmony are valued, this emotional mechanism becomes especially salient. Recognition, empathy, and fairness from leaders are interpreted as moral obligations that invoke reciprocal dedication and loyalty among followers.

## 7.4 The Influence of Collaborative Climate on Affective Commitment (H4)

Collaborative climate also has a strong positive effect on affective commitment. This finding supports the notion that social connectedness and shared purpose strengthen employees' emotional identification with their organizations. As Yoon et al. (2023) emphasized, collaboration fosters a sense of belonging and psychological safety, which are critical precursors to affective commitment. When employees experience open dialogue, trust, and team cohesion, they are more likely to internalize the organization's values and goals. Empirical evidence from cross-cultural studies supports this conclusion. Zhou and Hoever (2022) found that collaborative team cultures in Asian organizations enhance emotional bonding, as employees perceive teamwork as a moral and social obligation rather than a mere functional requirement. Likewise, Afsar et al. (2022) observed that team-based collaboration promotes

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affective commitment through mutual respect and collective efficacy. In the Indonesian context, where “gotong royong” (mutual cooperation) is deeply ingrained, collaboration has cultural and emotional significance. Civil servants often perceive collective success as a shared moral responsibility, making collaborative environments fertile ground for affective commitment. Thus, this finding not only validates prior international studies but also situates collaboration as an indigenous pathway to commitment within collectivist work culture.

## The Mediating Role of Affective Commitment (H5)

The mediating analysis revealed that affective commitment partially mediates the relationship between perceived organizational support, collaborative climate, and OCB. This result confirms that emotional attachment is a psychological bridge linking supportive and collaborative environments to voluntary prosocial behavior. From a theoretical perspective, mediation supports the integration of Social Exchange Theory (SET) and Affective Event Theory (AET). While SET explains how organizational support generates a sense of obligation, AET clarifies how affective experiences arising from positive workplace interactions transform this obligation into genuine prosocial motivation (Weiss and Cropanzano, 1996). This dual theoretical lens reveals that OCB is not solely an exchange-based behavior but also an emotional outcome derived from positive experiences. Empirically, this result aligns with recent studies. Afsar et al. (2022) demonstrated that affective commitment mediates the link between leadership support and OCB in public institutions, while Kim and Beehr (2023) found that affective commitment explains how organizational care translates into discretionary performance. By confirming partial mediation, this study indicates that while affective commitment plays a pivotal role, direct influences of support and collaboration remain substantial. In theoretical terms, this mediation finding refines our understanding of OCB’s motivational structure of OCB. This demonstrates that citizenship behavior in the public sector arises from both rational exchanges and affective attachment. In practice, the combination of perceived fairness, recognition, and emotional connectedness forms the psychological foundation for voluntary service behaviors that transcend bureaucratic formalities.

## Theoretical Implications

This study makes several contributions to organizational behavior theory. First, it extends the Social Exchange Theory by empirically confirming its applicability in collectivist and bureaucratic environments. While SET originated in Western contexts emphasizing individual reciprocity, this study shows that the same logic holds in collectivist cultures, where reciprocity takes the form of communal obligation rather than personal gain. Second, integrating Affective Commitment Affective Commitment Theory advances our understanding of how affective states operate as mediating mechanisms within exchange relationships. The findings indicate that employees’ emotional responses to organizational treatment are as crucial as cognitive evaluations in driving the OCB. Thus, affective commitment serves as an emotional manifestation of social exchange, transforming support and collaboration into moral motivation. Third, this study enriches Affective Event Theory by demonstrating that affective experiences in collaborative and supportive climates evoke sustained emotional attachment rather than transient moods. This insight bridges the affective and behavioral dimensions of organizational functioning, suggesting that enduring emotions rather than momentary feelings sustain citizenship behavior.

## Managerial Implications

For professionals in the public sector, the findings offer practical insights for fostering Organizational Citizenship Behavior (OCB) through structural and affective strategies. **Enhancing Perceived Organizational Support:** Managers should develop recognition systems that extend beyond material rewards to highlight appreciation, empathy, and fairness. Simple actions, such as transparent communication, involving employees in decision-making processes, and acknowledging achievements, can enhance perceived organizational support and motivate prosocial behavior. **Building Collaborative Climates:** Leaders in the public sector should promote team-based structures that facilitate cross-departmental coordination and problem-solving. The implementation of regular inter-unit forums, shared performance goals, and peer mentoring can cultivate trust and mutual accountability among nurses. **Strengthening Affective Commitment:** Emotional commitment can be nurtured by aligning organizational values with employees’ intrinsic motivation. Providing psychological safety, equitable treatment, and meaningful work experiences deepens emotional attachment and enhances OCB. **Institutionalizing Supportive Leadership:** Leadership development programs should focus on relational competence, as leaders who exhibit empathy, fairness, and openness can serve as emotional anchors for civil servants, thereby reducing disengagement and encouraging discretionary efforts. Through these strategies, public organizations can transform hierarchical bureaucracies into emotionally intelligent institutions in which support and collaboration naturally foster OCB.

### **Cultural Dynamics in the Indonesian Public Sector**

The Indonesian cultural context offers unique insights into the mechanisms that drive OCB. Rooted in collectivist values, Indonesian workplaces prioritize harmony (*rukun*), mutual aid (*gotong royong*), and respect for the hierarchy (*unggah-ungguh*). These cultural orientations reinforce the centrality of affective and relational dimensions in shaping behaviors. In this context, employees often perceive organizational support not merely as a transactional exchange but as an expression of moral responsibility and communal care. Similarly, collaboration is viewed as an ethical norm rather than a managerial technique. When leaders demonstrate compassion and fairness, employees interpret these actions as moral cues that prompt affective commitment and loyalty. Moreover, the cultural emphasis on hierarchy means that emotional bonds between subordinates and superiors are crucial for mobilizing voluntary behaviors. Leaders who model humility and relational warmth can create a familial atmosphere (*kekeluargaan*) and transform formal structures into emotionally cohesive communities. Consequently, OCB in the Indonesian public sector is best understood as a culturally embedded form of collective reciprocity, where voluntary acts arise from shared identity and emotional solidarity rather than individual utility.

In summary, this study validates an integrated model of organizational support, collaboration, affective commitment, and citizenship behavior. This confirms that supportive and collaborative climates foster affective attachment, which, in turn, encourages employees to engage in discretionary behaviors that sustain organizational effectiveness. Theoretically, it extends the Social Exchange Theory by embedding it within an affective and cultural framework, demonstrating that reciprocity in collectivist cultures is relational and emotional. Practically, this study provides evidence-based guidance for public administrators to design emotionally intelligent organizations. By recognizing the interplay between structure, emotion, and culture, Indonesian public institutions can move beyond bureaucratic formalism toward an ethos of collaboration, empathy, and shared responsibility—conditions that naturally give rise to organizational citizenship behavior and long-term institutional excellence.

### **CONCLUSION**

This study investigated the direct and mediating effects of perceived organizational support (POS) and collaborative climate (CC) on organizational citizenship behavior (OCB) through affective commitment (AC) among civil servants in Indonesia's public sector. Using a quantitative approach with the structural equation modeling-partial least squares (SEM-PLS) technique, the findings confirmed that all hypothesized relationships were significant. Perceived organizational support and collaborative climate directly enhanced both affective commitment and OCB, while affective commitment served as a crucial mediator linking supportive and collaborative work environments to discretionary employee behavior. These findings validate the integrated framework of Social Exchange Theory (SET) and Affective Event Theory (AET), demonstrating that OCB is driven not only by rational reciprocity but also by emotional attachment formed through positive workplace interactions. The study concludes that employees who feel valued, trusted, and emotionally connected to their organization are more likely to engage in voluntary prosocial actions that sustain collective performance. Within the bureaucratic context of Indonesia's public institutions, organizational support and collaboration serve as emotional anchors that transform compliance-based systems into a commitment-driven culture.

### **Theoretical Implications**

Theoretically, this study contributes to the advancement of Social Exchange Theory by illustrating that reciprocity operates effectively within collectivist and hierarchical structures. The integration of Affective Commitment Theory enriches this framework by positioning emotional attachment as a central mechanism in the exchange process. This study also extends Affective Event Theory by revealing that affective commitment is not a transient emotional response but a sustained psychological state that translates supportive and collaborative experiences into enduring citizenship behavior. This theoretical synthesis provides a deeper understanding of how structure, affect, and culture interact to produce positive organizational outcomes in public institutions such as the military.

### **Practical Implications**

For public sector leaders, the findings emphasize the need to institutionalize emotionally intelligent management practices. Strengthening perceived organizational support through fair treatment, recognition, and participative leadership enhances affective commitment and fosters OCB. Similarly, cultivating a collaborative climate through cross-departmental teamwork, transparent communication, and trust-building initiatives promotes collective responsibility and innovation in the organization. Managers should also recognize the cultural dimensions

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of Indonesian bureaucracy, where empathy, harmony, and relational warmth strongly influence employees behavior. Integrating these cultural values into leadership development, performance evaluation, and organizational communication can transform hierarchical systems into collaborative and trust-based communities.

## Limitations and Future Research

Although this study offers robust empirical evidence, it is limited by its cross-sectional design and focus on a single institutional context. Future research could employ longitudinal approaches to examine changes in affective commitment and OCB over time or adopt mixed-method designs to capture deeper emotional and cultural dynamics. Comparative studies across different regions or organizational types can further refine the generalizability of these findings.

## Highlights

1. Organizational support and collaboration foster affective commitment and OCB.
2. Affective commitment acts as a key mediator in enhancing employees' extra-role behaviors.
3. A collaborative climate has the strongest effect on emotional attachment to the organization.
4. Emotional infrastructure is crucial for effective public transportation.
5. The results support a relational and psychological model of public-sector HR.

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