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Work-Life Balance as a Moderator and Affective Commitment as a Mediator on Organizational Citizenship Behavior in the Government Library of DKI Jakarta

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Abstract: This study aims to determine the effect of perceived support, organizational citizenship behavior, individual organizational fit, work-life balance as a moderator, and affective commitment as a mediator on organizational citizenship behavior of librarians in government agency libraries in DKI Jakarta. This study uses quantitative research. The research sample comprised 200 librarians from government agency libraries in DKI Jakarta. The results of the study indicate that there is an influence of perceived support, organizational citizenship behavior, individual organizational fit, work-life balance, and affective commitment on organizational citizenship behavior. individual organizational fit, work-life balance as a moderator, and affective commitment as a mediator on citizenship behavior. This research is expected to increase knowledge, especially regarding the perception of organizational support and individual individual-organizational fit to organizational citizenship behavior with affective commitment as a mediator and work-life balance as a moderator. This study expands the understanding of corporate citizenship behavior by incorporating a wider range of exogenous variables and introducing work-life balance as a moderating factor, a topic that has been little addressed in prior research.

Keywords: *Perceived Organizational Support, Affective Commitment, Individual-Organization Fit, Work-Life Balance, Organizational Citizenship Behavior*

Introduction

Globalization has precipitated swift transformations in the corporate landscape, necessitating firms to exhibit greater adaptability, resilience, and agility in altering their strategic orientation. In such circumstances, the role of human resources (HR) inside a business must serve as a dependable collaborator for management. The HR personnel must possess competence and demonstrate a high degree of performance in executing their assigned obligations (Memon et al., 2022). Human resources will coordinate and oversee the organization's resources to facilitate the achievement of institutional objectives. The efficient and strategic utilization of labor is essential for enhancing employee performance, necessitating a company policy to optimize workforce productivity in alignment with organizational goals. This occurs across all sectors of businesses and institutions, including libraries within government bodies.

Researchers make direct observations of issues frequently encountered by librarians in government agency libraries, in addition to analyzing published literature. Nevertheless, observations cannot be conducted in all governmental agencies in Indonesia. This study concentrates on the PKO of librarians at government agency libraries inside DKI Jakarta. The researcher resides in Jakarta and has selected the DKI Jakarta study area due to its status as the governmental hub, where agency libraries cater to more extensive and intricate information requirements than those in other regions. Librarians in DKI Jakarta engage directly with multiple ministries, state entities, and a broader, more varied community. This compels librarians in Jakarta to confront increasingly intricate bureaucratic obstacles, so research in this domain will yield profound insights into their management of elevated bureaucratic demands and alterations in HR-related policies. Librarians in DKI Jakarta encounter issues regarding organizational support due to bureaucratic simplification policies, as revealed through open interviews. Numerous regional libraries have experienced a deterioration in organizational structure, resulting in diminished funding and a probable decrease in focus on librarian development. The National Library's monitoring and evaluation reveal a necessity to enhance PKO for regional libraries.

The primary function of librarians is to facilitate public services, education, and governmental operations. PKO has the potential to enhance service quality and user satisfaction. Furthermore, librarians encounter constrained resources and significant work-related stress. This study analyzes how PKO assists in surmounting these hurdles. As the governmental hub, DKI Jakarta exhibits distinctive characteristics that render the behavior of PKO in government libraries particularly pertinent for the enhancement of public services. Many government agencies are situated in Jakarta, resulting in libraries here encountering more bureaucratic procedures and regulations compared to those in other regions. This influences the operational methods and user interactions of librarians. Furthermore, being a hub of public services, libraries in Jakarta must deliver exceptional service. This may intensify the demands on librarians to fulfill their primary responsibilities while also exhibiting supplementary behaviors, such as PKO, which are crucial for enhancing the overall quality of service.

The findings from the researcher's interview demonstrate that librarians at government libraries frequently perceive their additional efforts, such as assisting colleagues or offering enhanced services to users, as unacknowledged or undervalued by management. This may diminish their motivation to engage in PKO. Librarians frequently encounter restricted job advancement prospects, characterized by insufficient access to training or promotional chances. When librarians perceive a lack of compensation or recognition for their extra efforts, their incentive to exhibit voluntary PKO behavior may diminish.

Librarians in government libraries in DKI Jakarta frequently face substantial administrative and operational responsibilities, although they lack sufficient organizational support in terms of extra personnel or resources. This condition hinders their ability to undertake supplementary responsibilities beyond official employment, a hallmark of PKO. From the conceptual perspective, Perceived Organizational Support (POS) is identified as one of the exogenous variables. The relationship between PDO and PKO is corroborated by prior research (Chernyak-Hai et al., 2023; Chiang & Hsieh, 2012). When the organization prioritizes the needs and concerns of employees, it fosters a sense of organizational support among them. Consequently, employees' impressions of the organization may improve, resulting in a heightened willingness to exert greater effort and fostering proactive behaviors within the workforce.

Librarians in DKI Jakarta, particularly at the regional level, experience a decrease in emotional engagement as a result of organizational structural changes that diminish opportunities for professional advancement. Periodic assessments by the National Library underscore the necessity of enhancing engagement and support for library personnel to sustain their commitment. Librarians in DKI Jakarta may find it challenging to reconcile work and home life due to an increased burden from bureaucratic simplicity and a reduction in human resources. Alterations in organizational frameworks may amplify obligations without corresponding enhancements in resources or sufficient assistance.

Individual company Fit (IOC) refers to the alignment and integration of an individual's values with those of the company. The IOC significantly impacts IOC (Ashfaq, 2021; Kaur & Kang, 2021; Ruiz-Palomino & Martínez-Cañas, 2014). According to

current research, KIO can influence PKO directly (Kaur & Kang, 2021; Ruiz-Palomino & Martínez-Cañas, 2014) or indirectly via the mediators of job engagement (Ashfaq, 2021) and job satisfaction (Kaur & Kang, 2021). The impact of KIO on PKO surpasses that of Individual Job Fit (IWC) (Kaur & Kang, 2021); hence, KIO is designated as one of the exogenous variables for this study.

Research by Hermanto et al. (2024) demonstrates that Quality of Work Life (QWL) and Organizational Commitment (OC) exert a favorable and significant influence on OOP. OOP is established when there is a Work-Life Balance, which serves as a moderating variable in this study. One facet of object-oriented programming in Hermanto et al.'s (2024) study is knowledge acquisition. Kim's (2012) study revealed that KT did not exert a direct influence on OOP, but rather mediated its effects through KA. Wang et al. (2021) discovered that KA serves as a partial mediator in the association between PBP and OOP. KA inside an organization denotes employees' emotional commitment to the entity, which might affect their conduct following their intrinsic values and psychological dispositions (Wang et al., 2021).

The KA variable, identified as a factor affecting PKO, is corroborated by prior research (Chernyak-Hai et al., 2023; Hermanto et al., 2024; H. Kim, 2012; Wang et al., 2021). Furthermore, employing the KA variable as a mediator has elucidated the process by which various external organizational-level variables affect PKO (Chernyak-Hai et al., 2023; H. Kim, 2012; Wang et al., 2021).

The identification of the moderating variable is predicated on the research gap identified in the study by Chang et al. (2019), which asserts that work-life balance significantly moderates the link between organizational commitment and the intention to remain employed. Conversely, the study by Christian et al. (2023) highlighted that Work-Life Balance does not serve as a sufficiently robust moderator within the context of distribution centers. Moreover, the identification of mediating variables is grounded in the MARS Model (McShane & Von Glinow, 2018), wherein motivation serves as a crucial factor that propels individuals to attain organizational objectives. Affective commitment within this research framework demonstrates an internal drive that compels librarians to engage in actions beyond their formal responsibilities, as evidenced by organizational citizenship behavior.

This study's innovation lies in the simultaneous application of five variables from the HR literature within a theoretical model. The theoretical model posits that PDO and KIO affect PKO, with KA serving as a mediator and work-life balance acting as a moderator. This theoretical model is anticipated to enhance and augment research and evaluations in the domain of human resources.

The researcher aims to calculate and analyze the impact of perceptions of organizational support and individual organizational fit on organizational citizenship behavior, with affective commitment serving as a mediator and work-life balance as a moderator, specifically among librarians in government libraries in DKI Jakarta.

Literature Review

a) *Organizational Citizenship Behavior*

Organ (1988), the originator of the term Organizational Citizenship Behavior (OCB), defined OCB as voluntary and discretionary actions undertaken by employees that extend beyond formal job responsibilities and are not explicitly acknowledged by the organization's reward system, despite their substantial contribution to the overall success and functioning of the organization. Purwanto (2020) defines organizational citizenship behavior (OCB) as actions within an organization that do not receive direct incentives from the official reward system. According to Coyle-Shapiro et al. (2004), Organizational Citizenship Behavior (OBC) refers to an employee's voluntary actions to perform additional tasks within a workgroup that are not formally mandated by the organization, reflecting the employee's desire to assist the organization.

b) *Perceived Organizational Support*

Perceived Organizational Support (POS) was initially defined by Eisenberger et al. (1986) as the employees' conviction that the organization prioritizes their welfare and appreciates their contributions. Rhoades and Eisenberger (2002) further elucidate this idea by asserting that PDO is intricately linked to the perception that the organization addresses the socio-emotional needs of its employees. The concept by Wayne et al. (1997) is crucial in fostering employee commitment, particularly in establishing a reciprocal relationship between employees and the firm. Cropanzano and Mitchell (2005) define PDO as about organizational justice and employees' views of fair treatment. Kurtessis et al. (2017) define PDO as the conviction that the organization will consistently offer assistance for professional advancement and personal well-being. The concept from 1999 elucidates that PDO represents an equilibrium between subpar and exceptional performance amidst uncertainty. According to Caesens et al. (2014), PDO is defined as self-belief in enhancing personal performance through increased emotional engagement with the company. Akgunduz et al. (2018) define it as a self-belief that enhances employee creativity, particularly when organizational support is focused on innovation. According to Ullah et al. (2020), PDO is an intrinsic conviction that motivates employees' proactive engagement in decision-making, hence enhancing organizational efficacy.

c) *Individual-Organization Fit*

Huang et al. (2020) define Individual Organization Fit (IOC) as the congruence between employee values and personality and the culture and values of the organization. This study demonstrates that this fit significantly enhances work engagement and satisfaction while diminishing turnover intentions. Zhang et al. (2020) define IOC as the congruence between an individual's personality, values, and objectives and the organization in which they are employed, which enhances psychological well-being and elevates employee performance. Su & Guo (2020) characterize Person-Organization Fit as the extent of alignment between an individual's values and the organization's norms and culture, influencing organizational outcomes such as employee engagement, job satisfaction, and productivity. Tziner et al. (2020) asserted that IOC denotes the degree of alignment between an employee's preferences, values, and personality with the organization's values and culture, influencing job satisfaction and stress levels. Boon and Biron (2020) characterize Person-Organization Fit as the alignment of an individual's objectives, values, and standards with those of the organization, which affects organizational commitment and work behavior. Person-organization fit (PAF) is defined as the extent of alignment between an individual's values, personality, goals, and preferences and the organization's culture, values, and conventions.

d) *Affective Commitment*

Affective Commitment (AC) was initially defined by Meyer and Allen (1991) as an employee's emotional attachment to their organization, motivating them to remain engaged with it. Mathieu and Zajac (1990) assert that AC also signifies the congruence between employees' own values and organizational values. Meyer and Allen's (1996) definition underscores that AC constitutes a type of commitment rooted in emotional attachment, as opposed to just normative or continuance commitment. Additionally, in the research conducted by Meyer et al. (2002), AC is recognized as the dimension of organizational commitment that most significantly impacts employee behavior in voluntary participation. Herscovitch & Meyer (2002) define AC as a profound identification with the organization's goals and values. Meyer and Herscovitch (2001) define AC as encompassing not only moral responsibility but also emotional connections and a commitment to advancing corporate objectives. Cohen (2007) further highlighted that knowledge acquisition is intricately linked to employee loyalty to the firm. Hull (2012) defines AC as fostering a symbiotic relationship between employees and the organization, motivated by a sense of belonging. Klein et al. (2012) defined AC as encompassing affective relationships that motivate employees to remain inside the organization and to act as catalysts for good change.

e) *Work-Life Balance*

Work-life balance refers to an employee's capacity to manage work, domestic obligations, and additional commitments. Work-life balance is the attainment of a satisfying experience across all facets of life. A balanced allocation of personal resources, including energy, time, and commitment, is essential for attaining fulfillment in all aspects of life. Excessive workplace demands, commitments, and pressures, along with prolonged working hours and inequitable resource distribution, can adversely affect quality of life and result in detrimental physical and mental health outcomes. Consequently, the employee mindset that should be prioritized in organizational management is work-life balance (Chang et al., 2019). Frone (2000) posits that the aspects of CBO can also be examined through the lens of time management. He stated that equilibrium is attained when individuals can allocate time between professional obligations and personal lives without incurring excessive stress. Voydanoff (2005) established the dimension of resources and demands, positing that balance is achieved when individuals possess adequate resources, such as social support or employment flexibility, to manage the demands of work and personal life. The primary elements of the CWC, as articulated by Fisher et al. (2009), encompass interference and enhancement between professional and personal life. The CWC encompasses role conflict, delineation between professional and home life, flexibility, time management, and the interplay of resources and demands. These aspects influence how individuals navigate their multiple responsibilities and attain well-being in both professional and personal spheres.

Research Methods

The duration of this research, conducted by researchers, spanned from the issuing of the research permit approximately between August and November 2024, encompassing data gathering, processing, thesis presentation, and the guidance procedure. The research was conducted at the Library of Government Institutions in DKI Jakarta. The research population comprises all participants sharing the same features and qualities as those recruited for the study (Amin et al., 2023). The workforce of Librarians throughout 52 Government Institution Libraries in DKI Jakarta comprises 393 individuals.

The sample constitutes a subset of the population that possesses these characteristics. A sample size of 100–200 respondents is recommended for the interpretation of Structural Equation Models (SEM), as an excessively large sample may hinder the development of a robust model (Hair et al. 2016). According to Hair (2016), the required sample size is determined by the number of indicators, which should be multiplied by a factor of 5 to 10. Therefore, for 33 indications, the minimum

sample size ranges from 165 (33 x 5) to 330 (33 x 10) samples (Hair et al. 2016).

Methods of Data Analysis

The objective of the data analysis approach is to evaluate and derive conclusions from a set of acquired data. This study will utilize SPSS version 24 and Structural Equation Modeling (SEM) software to process and analyze research data. SEM software enables the identification of both direct and indirect causal relationships among observed variables or constructs, as well as the components that contribute to the production of the construct itself. To enhance the informativeness, completeness, and accuracy of the causal relationship between variables or constructs. Inferential statistical analysis is employed to evaluate the hypothesis and generate an appropriate model (fit). The employed data analysis method is the Structural Equation Model (SEM) utilizing the Variance Based SEM approach, also referred to as Partial Least Squares (PLS). The PLS software employed for data analysis is SmartPls 5.0.

Results

1. Characterization of Respondent Attributes

The researcher administered 200 questionnaires to librarians at government libraries in DKI Jakarta. The respondents' profiles in this study were categorized by gender, age, highest level of education, and duration of service. The subsequent outcomes of the respondent profile analysis are as follows:

Table 1. Profile of Respondents Categorized by Gender, Age, Status, and Highest Level of Education

Respondent Identity	Category	Total	Percentage (%)
Gender	Male	65	32.5
	Female	135	67.5
Age	25-30 Years	148	74
	31-40 Years	52	26
Status	Married	110	55
	Not Married	90	45
Education	Diploma	49	24.5
	Bachelor	151	75.5

Source: Primary Data processed, 2024

Table 1 indicates that there are 65 male respondents, constituting 32.5%, in contrast to 135 female respondents, representing 67.5%. The results for respondents aged 25 to 30 years comprised 148 individuals, representing 74%. There were 52 respondents aged 31 to 40 years, constituting 26% of the total. The results indicated that 110 respondents were married, constituting 55% of the total. Ninety respondents, including 45%, were unmarried. The statistics indicate that 49 respondents with a Diploma as their highest level of schooling represent 24.5% of the total. There were 151 respondents whose highest level of education was a Bachelor's degree, constituting 75.5% of the total.

2. Instrument Test Results

a. Validity Test

(1) Organizational Citizenship Behavior

The organizational citizenship behavior variable is measured using five indicators consisting of altruism, full consideration, sporty attitude, polite attitude, and attitude of placing public interest above personal interest the following are the results of the validity test for each indicator of the organizational citizenship behavior variable presented in the following table.

Table 2. Results of the Validity Test of the Organizational Citizenship Behavior

Indicators	Statement	R-count	R-table	Note
Altruism	I help others with heavy burdens.	0.723	0.300	Valid
	I want to help others who have problems in their work	0.786	0.300	Valid
Consideration	I spend a lot of time on things that are not important (R)	0.743	0.300	Valid

Indicators	Statement	R-count	R-table	Note
	I tend to exaggerate things (exaggerate) (R)	0.739	0.300	Valid
Sportsmanlike attitude	I spend a lot of time on things that are not important (R)	0.687	0.300	Valid
	I tend to exaggerate things (exaggerate) (R).	0.708	0.300	Valid
Polite attitude	I pay attention to the impact of my actions on coworkers	0.733	0.300	Valid
	I do not violate the rights of others	0.782	0.300	Valid
Attitude of putting public interest above personal interest	I attend meetings that are not mandatory but important	0.727	0.300	Valid
	I always follow changes in the organization	0.739	0.300	Valid

Source: Primary Data processed, 2024

Based on Table 2, the R-count value for each statement item of the organizational citizenship behavior variable is above 0.300. This shows that the comparison between the R-count and R-table for each statement item of the organizational citizenship behavior variable is valid at $\alpha 0.05 = 0.300$ (Sugiyono, 2019). This means that all statement items of the organizational citizenship behavior variable can be analyzed.

(2) Affective Commitment

The affective commitment variable is measured using two indicators consisting of the desire to be part of the organization and emotional closeness. Where each indicator consists of several statement items. The following are the results of the validity test for each indicator of the affective commitment variable presented in the following table.

Table 3. Results of the Validity Test of the Affective Commitment

Indicators	Statement	R-count	R-table	Note
Desire to be part of an organization	I would be happy to work in my organization until I retire	0.777	0.300	Valid
	Working in my organization is very meaningful to me	0.750	0.300	Valid
	I enjoy telling others about working in my organization	0.773	0.300	Valid
Emotional closeness	I truly feel that the organization's problems are my problems too	0.767	0.300	Valid
	I feel close to my work organization	0.738	0.300	Valid
	I have a sense of ownership towards my organization	0.734	0.300	Valid

Source: Primary Data processed, 2024

Based on Table 3, the R-count value for each statement item of the affective commitment variable is above 0.300. This shows that the comparison between the R-count and R-table for each statement item of the affective commitment variable is valid at $\alpha 0.05 = 0.300$ (Sugiyono, 2019: 208). This means that all statement items of the affective commitment variable can be analyzed.

(3) Career and Personal Life Balance

The career and personal life balance variable is measured using four indicators consisting of personal life interference with work, work interference with personal life, the extent to which work can improve the quality of life, and the extent to which personal life can improve the quality of work. Each indicator consists of several statement items. The following are the results of the validity test for each indicator of the career and personal life balance variable presented in the following table.

Table 4. Results of the Validity Test for the Career and Personal Life Balance

Indicators	Statement	R-count	R-table	Note
Interference of personal life with work	My personal life is not good because of my work	0.795	0.300	Valid
	I miss out on personal activities because of work	0.798	0.300	Valid
Interference of work with personal life	I try to do many things at work and other things outside of work	0.746	0.300	Valid
	My job makes my life difficult	0.854	0.300	Valid
To what extent can work improve the quality of life	My mood is better because of my job	0.753	0.300	Valid
	I find my job difficult because of personal problems	0.780	0.300	Valid
To what extent can personal life improve the quality of work	My personal life drains my energy at work	0.807	0.300	Valid
	My job is not good because of my personal life	0.825	0.300	Valid

Source: Primary Data processed, 2024

Based on Table 4, the R-count value for each statement item of the career and personal life balance variable is above 0.300. This shows that the comparison between the R-count and R-table for each statement item of the career and personal life balance variable is valid at $\alpha 0.05 = 0.300$ (Sugiyono, 2019). This means that all statement items of the career and personal life Balance variable can be analyzed.

(4) Perceived Organizational Support

The organizational support variable for Individuals is measured using two indicators, consisting of the organization paying attention to personal goals and values and the organization wanting to provide assistance, where each indicator consists of several statement items. The following are the results of the validity test for each indicator of the organizational support variable for individuals presented in the following table.

Table 5. Results of the Validity Test for the Perceived Organizational Support

Indicators	Statement	R-count	R-table	Note
Organizations pay attention to personal goals and values	My organization cares deeply about my well-being	0.709	0.300	Valid
	My organization will forgive mistakes I make unintentionally	0.754	0.300	Valid
	My organization listens to my opinions	0.759	0.300	Valid
Organizations want to provide assistance	If given the opportunity, my organization will take advantage of me (R).	0.702	0.300	Valid
	My organization will help me if I have a problem	0.742	0.300	Valid
	My organization will help me if I need special help	0.715	0.300	Valid

Source: Primary Data processed, 2024

Based on Table 5, the R-count value for each statement item of the perceived organizational support variable is above 0.300. This shows that the comparison between the R-count and R-table for each statement item of the perceived organizational support variable is valid at $\alpha 0.05 = 0.300$ (Sugiyono, 2013: 208). This means that all statement items of the perceived

organizational support variable can be analyzed.

(5) Individual-Organizational Fit

The individual-organizational fit variable is measured using two indicators, consisting of personal fit, and organizational culture fit, where each indicator consists of several statement items. The following are the results of the validity test for each indicator of the individual-organizational fit variable presented in the following table.

Table 6. Results of the Validity Test for the Individual-organizational fit

Indicators	Statement	R-count	R-table	Note
Personal Fit	Something I value in life is very much in line with what the organization values	0.707	0.300	Valid
Organizational Culture Fit	My organization's values and culture are very much in line with what I value in life	0.744	0.300	Valid
	My values are in line with the organization's values and culture	0.605	0.300	Valid

Source: Primary Data processed, 2024

Based on Table 6, the R-count value for each statement item of the individual-organizational fit variable is above 0.300. This shows that the comparison between the R-count and R-table for each statement item of the organizational commitment variable is valid at $\alpha 0.05 = 0.300$ (Sugiyono, 2019). This means that all statement items of the individual-organizational fit variable can be analyzed.

b. Reliability Test

Table 7. Results of the Reliability Test

Variables	Number of Instruments	Alpha Cronbach	R-Table	Result
Organizational Citizenship Behavior	10	0.815	0.600	Reliable
Affective Commitment	6	0.736	0.600	Reliable
Work-Life Balance	8	0.771	0.600	Reliable
Perceived organizational support	6	0.861	0.600	Reliable
Organizational Fit	3	0.787	0.600	Reliable

Source: Primary Data processed, 2024

Based on Table 7, Cronbach's Alpha value for the research variables, namely organizational citizenship behavior, affective commitment, career-life balance, perceived organizational support, and organizational fit has a value above Cronbach's Alpha of 0.600. This shows that the comparison between Cronbach's Alpha and the critical value at $\alpha 0.05 = 0.600$ (Sugiyono, 2019). This means that all research variables can be analyzed.

3. Structural Model

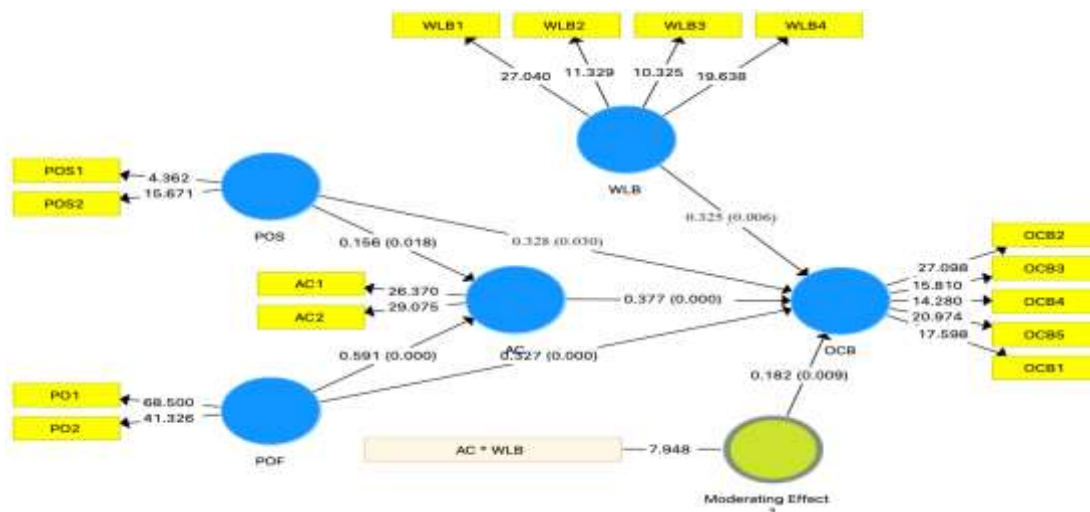


Figure 1. Research Result

Hypothesis Testing Results

The next step is hypothesis testing with path coefficient estimation that can be evaluated based on the T-statistics value. Path coefficient estimation shows the estimated value that describes the relationship between latent variables obtained by the bootstrapping procedure. The measurement item used is said to be significant if the T-statistics score/value is greater than 1.96 and the p-value is less than 0.05 at a significance level of 0.05 (5%). The parameter coefficient shows the direction of influence by looking at the positive or negative original sample as well as the magnitude of the influence of the independent variable on the dependent variable (Ghozali, 2014). The following is a path coefficient table to see the T-statistic value.

Table 8. Path Coefficients

Direct effect	Original Sample (O)	T Statistics (O/STDEV)	P Values
POS -> AC	0,156	2,367	0,018
POS -> OCB	0,328	4,515	0,030
POF -> AC	0,591	10,727	0,000
POF -> OCB	0,327	4,318	0,000
AC -> OCB	0,377	4,875	0,000
Moderating Effect 1 -> OCB	0,182	2,636	0,009
Indirect effect			
POS -> AC -> OCB	0,059	2,174	0,030
POF -> AC -> OCB	0,223	4,304	0,000

Source: Primary Data processed, 2024

Based on the results of the path coefficient test in Table 8, can be used to prove the following research hypotheses:

1. The effect of perceived organizational support on affective commitment

The table above shows that perceived organizational support has a positive effect on affective commitment. This can be seen from the results of the parameter coefficient value, which is 0.156, while the T-statistic value is 2.367 > 1.96 and the p-value is 0.018 < 0.05, which indicates that it has a significant effect. Based on the statistical calculations, it can be concluded that perceived organizational support has a positive and significant effect on affective commitment in this research sample, so H1 is accepted (supported).

2. The effect of perceived organizational support on organizational citizenship behavior

The table above shows that perceived organizational support has a positive effect on organizational citizenship behavior. This can be seen from the results of the parameter coefficient value, which is 0.328, while the T-statistic value is 4.515 > 1.96 and the p-value is 0.030 < 0.05, which indicates that it has a significant effect. Based on the statistical calculations, it can be concluded that perceived organizational support has a positive and significant effect on organizational citizenship behavior in this research sample, so H2 is accepted (supported).

3. The effect of personal organizational fit on affective commitment

The table above shows that a person's organizational fit has a positive effect on affective commitment. This can be seen from the

results of the parameter coefficient value, which is 0.591, while the T-statistic value is $10.727 > 1.96$ and the p-value is $0.000 < 0.05$, which indicates that it has a significant effect. Based on the statistical calculations, it can be concluded that a person's organizational fit has a positive and significant effect on affective commitment in this research sample, so H3 is accepted (supported).

4. The effect of person organizational fit on organizational citizenship behavior

The table above shows that a person's organizational fit has a positive effect on organizational citizenship behavior. This can be seen in the results of the value obtained on the parameter coefficient which is 0.327, while the T-statistic value is $4.318 > 1.96$ and the p-value is $0.000 < 0.05$ which indicates that it has a significant effect. Based on the statistical calculations, it can be concluded that a person's organizational fit has a positive and significant effect on organizational citizenship behavior in this research sample so H4 is accepted (supported).

5. The effect of affective commitment on organizational Citizenship Behavior

In the table above, it can be seen that affective commitment has a positive effect on organizational citizenship behavior. This can be seen in the results of the value obtained on the parameter coefficient which is 0.377, while the T-statistic value is $4.875 > 1.96$ and the p-value is $0.000 < 0.05$ which indicates that it has a significant effect. Based on the statistical calculations, it can be concluded that affective commitment has a positive and significant effect on organizational citizenship behavior in this research sample so H5 is accepted (supported).

6. The role of work-life balance as a moderation in the influence of affective commitment on organizational citizenship behavior

The table above shows that work-life balance can moderate the influence of affective commitment on organizational citizenship behavior. This can be seen from the results of the value obtained on the parameter coefficient which is 0.182, while the T-statistic value is $2.636 > 1.96$ and the p-value is $0.009 < 0.05$ which indicates that it has a significant effect. Based on the statistical calculations, it can be concluded that work-life balance can strengthen the influence of affective commitment on organizational citizenship behavior so that H6 is accepted (supported).

7. The mediating role of affective commitment in the relationship between perceived organizational support and organizational citizenship behavior

The table above shows that affective commitment can mediate positively and significantly in the relationship between perceived organizational support and organizational citizenship behavior. The significant influence can be seen from the results of the path coefficient which shows a T-statistic value of $2.174 > 1.96$ and a p-value of $0.030 < 0.05$. Based on the statistical calculations, it can be concluded that affective commitment can mediate positively and significantly in the relationship between perceived organizational support and organizational citizenship behavior in this study sample so that H7 which states that affective commitment can mediate positively and significantly in the relationship between perceived organizational support and organizational citizenship behavior is accepted (supported).

8. The mediating role of affective commitment in the relationship between a person's organizational fit and organizational citizenship behavior

The table above shows that affective commitment can mediate positively and significantly in the relationship between a person's organizational fit and organizational citizenship behavior. Significant influence can be seen from the results of the path coefficient which shows a T-statistic value of $4.304 > 1.96$ and a p-value of $0.000 < 0.05$. Based on the statistical calculations, it can be concluded that affective commitment can mediate positively and significantly the relationship between a person's organizational fit and organizational citizenship behavior in this study sample so that H8 which states that affective commitment can mediate positively and significantly the relationship between person organizational fit and organizational citizenship behavior is accepted (supported).

Conclusion, Implications, and Recommendations

Conclusion

Based on the results of the study on the influence of perceived organizational support and individual organizational fit on organizational citizenship behavior with affective commitment as a mediator and work-life balance as a moderator, it can be concluded as follows:

1. Perceived organizational support has a positive and significant effect on affective commitment.
2. Perceived organizational support has a positive and significant effect on organizational citizenship behavior.
3. Individual organization fit has a positive and significant effect on affective commitment.

4. Individual organization fit has a positive and significant effect on organizational citizenship behavior.
5. Affective organizational commitment has a positive and significant effect on organizational citizenship behavior.
6. Work-life balance functions as a moderator of the relationship between affective commitment and organizational citizenship behavior.
7. Affective commitment functions as a mediator between perceived organizational support and organizational citizenship behavior.
8. Affective commitment functions as a mediator between individual individual-organizational fit to organizational citizenship behavior.

Implications

This research is expected to increase knowledge and add science, both in theory and practice. Can compare, add, and develop the science of human resource management that the author has studied, especially regarding the perception of organizational support and individual individual-organizational fit to organizational citizenship behavior with affective commitment as a mediator and work-life balance as a moderator. In addition, it is also expected that the results of this study can be used as a reference for further research. For the managerial side, the results of this study are expected to be used as a consideration in identifying factors that have the potential to dominantly influence the organizational citizenship behavior of each employee, especially in this case the librarians of special libraries in DKI Jakarta.

Recommendations

Based on the results of the study on the perception of organizational support and the fit of individual organizations to organizational citizenship behavior with affective commitment as a mediator and work-life balance as a moderator in librarians of Government Institution libraries in DKI Jakarta, the recommendations that can be given are as follows:

1. It needs to be considered by the Leaders of Government Institution libraries in DKI Jakarta, through various continuous improvements, especially those related to the sportsmanship indicator in the organizational citizenship behavior variable which gives the lowest value to the formation of the organizational citizenship behavior variable using the leader not discriminating against employees, providing tolerance for less than ideal conditions in the organization without raising objections. Leaders who have a high level of sportsmanship will improve a positive climate among employees. Employees will be more polite and work together with others so that they will create a more pleasant work environment. Examples of behavior include the willingness to tolerate without complaining, refraining from complaining and cursing activities, not finding fault in the organization, not complaining about everything, and not exaggerating problems out of proportion.
2. It needs to be considered by the Head of Government Institution libraries in DKI Jakarta, through various continuous improvements, especially those related to the Interference indicator of work with personal life on the career and personal life balance variable which gives the lowest value to the formation of the career and personal life balance variable by the leader always motivating employees to stay enthusiastic, providing incentives or bonuses to library employees.
3. It needs to be considered by the Head of Government Institution libraries in DKI Jakarta, through various continuous improvements, especially those related to the emotional closeness indicator on the affective commitment variable which gives the lowest value to the formation of the affective commitment variable by the leader encouraging library employees to always maintain the good name of the organization and must have a sense of belonging to the organization where library employees work.
4. It needs to be considered by the Head of Government Institution libraries in DKI Jakarta, through various continuous improvements, especially those related to the indicator of the organization wanting to assist with the variable of perceived organizational support which gives the lowest value to the formation of the variable of perceived organizational support through the leader always providing communication that the purpose of the organization is to improve the welfare of its employees and the vision and goals of the organization are always conveyed either through banners or during morning sessions.
5. It needs to be considered by the Head of Government Institution libraries in DKI Jakarta, through various continuous improvements, especially those related to the indicator of organizational culture fit on the variable of individual organization fit which gives the lowest value to the formation of the variable of individual organization fit using the leader and library employees must uphold the values and culture of the organization in their work life and uphold the culture of the organization.

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