

The Relationship between Perceived Organizational Support and Organizational Citizenship Behavior: The Role of Affective Commitment

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Abstract

In light of the rapid changes made in the global economic environment in recent years, organizational citizenship behaviour (OCB) has become a significant focus of organizational behaviour research. This study aimed to explore the impact of perceived organizational support (POS) on OCB among private enterprise employees in Guangzhou, China, and to assess the mediating role of affective commitment (AC). Using quantitative approach, data were collected through a self-administered questionnaire, developed based on established

measures and relevant literature, from a sample of 398 employees. Data were analyzed using SPSS version 27, incorporating descriptive statistics, reliability analysis, correlation analysis, and regression-based mediation testing. The results indicate that POS has a significant positive influence on OCB, and AC also positively impacts OCB. Furthermore, AC partially mediates the relationship between POS and OCB. These findings underscore the critical role of POS and AC in fostering OCB and provide empirical insights into the mechanisms underlying this relationship in the context of high-tech private enterprises in Guangzhou, China. The study offers a robust contribution to the literature on organizational behavior, particularly in the rapidly evolving private enterprise sector.

Keywords: Perceived organizational support, Affective commitment, Organizational citizenship behaviour, Private enterprise

1. Introduction

In recent years, private enterprises in Guangzhou, one of China's most economically dynamic cities, have experienced rapid growth and transformation (Chen & Zhu, 2021). These enterprises play a crucial role in driving economic development, fostering innovation, and generating employment opportunities (Ye et al., 2021). However, compared to state-owned enterprises, they are often smaller in scale and face unique challenges related to employee engagement, organizational behavior, and overall effectiveness (Ling & Amponstira, 2021; Liu et al., 2022; Lu et al., 2024). Among the various factors influencing organizational success, Organizational Citizenship Behavior (OCB)—defined as voluntary, extra-role behaviors that employees engage in beyond their formal job descriptions—has gained increasing recognition for its importance in fostering a productive, collaborative, and high-performance work environment. Research has shown that OCB is instrumental in enhancing organizational performance, promoting innovation, and boosting competitiveness (Alshaabani et al., 2021). However, as Choong and Ng (2022) highlight, a critical challenge remains: how to effectively encourage employee participation and foster higher levels of OCB within the organization.

A crucial factor influencing OCB is Perceived Organizational Support (POS), which refers to employees' perceptions that their organization values their contributions and cares about their well-being (Ansori & Wulansari, 2021). Extensive research has demonstrated that higher levels of POS are positively associated with favorable work attitudes and behaviors (Alnaimi & Rjoub, 2021; Oubibi et al., 2022). Employees who perceive strong organizational support are more inclined to engage in OCB, as they develop a sense of obligation and emotional attachment to the organization (Alshaabani et al., 2021). In the context of private enterprises in Guangzhou, understanding the impact of POS on OCB is of particular significance, as the organizational culture in these firms typically emphasizes resourcefulness, innovation, and the proactive engagement of employees (Gullifor et al., 2023; Wasim & Rehman, 2022).

Another key factor influencing OCB is Affective Commitment (AC), which refers to the emotional attachment employees feel toward their organization (Atrizka et al., 2020). Research has shown that affective commitment plays a mediating role in the relationship between various organizational factors, such as Perceived Organizational Support (POS), and

employee behaviors (Elamin, 2024; Saifulina et al., 2021). Employees with high levels of affective commitment are more likely to engage in discretionary behaviors that benefit the organization (Purwanto et al., 2021). This emotional attachment cultivates a sense of ownership and loyalty, motivating employees to exceed their basic job responsibilities. In the competitive and demanding work environment of Guangzhou's private sector, understanding the mediating role of affective commitment between POS and OCB is crucial. Such insights can help private enterprises develop strategies to foster a more engaged and proactive workforce.

Given these considerations, the present study seeks to examine the relationships between POS, AC and OCB. Although previous research has explored the direct relationship between POS and OCB, there is limited investigation into how affective commitment may mediate this relationship, particularly in the context of private enterprises in Guangzhou. Furthermore, some studies have found that the effects of POS and AC on OCB are either weak or negligible (Ansori & Wulansari, 2021; Mohamed & Anisa, 2012), suggesting ongoing debates within the literature. This research aims to address this gap by providing a deeper understanding of how organizational support, affective commitment, and voluntary behaviors interact in this specific organizational context.

2. Literature Review

2.1 *Organizational Citizenship Behaviour (OCB)*

In the fields of organizational psychology and human resource management, research on employee behaviour has expanded beyond the traditional focus on task performance to include a broader spectrum, incorporating studies on OCB (Aguinis et al., 2022). Academic exploration of OCB can be traced back to a reexamination and expansion of employee behaviour (Ocampo et al., 2018). To meet the needs of modern organizations for diverse contributions from employees, and influenced by the global business environment, enterprises are increasingly emphasizing active participation and innovative contributions from employees within organizations (Sun et al., 2022). OCB encompasses voluntary actions beyond formal job requirements that enhance organizational performance, foster a positive work culture, reduce conflicts, and stimulate innovation (Bismala, 2019). The attention of the management of private enterprises to OCB is crucial as they set examples, encouraging employees to engage in such behaviour, thereby influencing performance management, team dynamics, and employee engagement (Ng et al., 2021). Managers' emphasis on OCB helps build a thriving work environment, leading to improved organizational success.

2.2 *Perceived Organizational Support (POS)*

In recent years, research on POS has revealed its critical role in organizational behavior and profound impact on employee and organizational performance. Studies show that POS can significantly improve employees' job satisfaction and emotional commitment, thereby promoting their OCB (Berdiyana & Witjaksono, 2022). POS is considered a significant factor in improving overall business performance (Ridwan et al., 2022). A high level of POS can enhance employee performance and retention rates, foster a positive company culture and

atmosphere, and promote innovation and flexibility (Kusi et al., 2021). POS can enhance employees' organizational commitment, motivating them to actively support both colleagues and the organization (Ridwan et al., 2020). Therefore, organizational managers should focus on enhancing employees' perceptions of organizational support and increasing their sense of participation and belonging.

2.3 Affective Commitment (AC)

Affective commitment pertains to an employee's emotional connection, identification, and loyalty to an organization, influencing their willingness to stay, contribute, and perform at a higher level (Mowday et al., 1979). Affective commitment is crucial for organizational success, fostering a deep emotional connection between employees and the company (Yandi & Havidz, 2022). This connection leads to heightened job satisfaction, increased motivation, and a willingness to exceed above and beyond (Ampofo & Karatepe, 2022). Employees with a strong emotional attachment to the organization are more likely to remain with it, reducing turnover costs (Yandi & Havidz, 2022). This commitment also contributes to positive organizational citizenship behavior, resilience in challenging times, enhanced team collaboration, and improved employer branding (Kaur et al., 2020). Contemporary research has focused on the implications of affective commitment for organizational goals such as employee performance, turnover intentions, and corporate citizenship behaviors (Atrizka et al., 2020; Ribeiro et al., 2022).

2.4 The Relationships between POS, AC and OCB

Employees' perceptions of organizational support can enhance their affective commitment to the organization (Astutu & Udin, 2020). In collectivist cultures, employee commitment may be more significantly influenced by team dynamics and social interactions than solely by the relationship between individuals and organizations (Soomro et al., 2024). In reality, employee commitment is multidimensional, and different dimensions are interconnected (Jeon & Choi, 2020). OC Theory suggests that affective commitment enhances employees' positive behaviors within the organization; employees who feel emotionally attached are more likely to exhibit OCB (Ridwan et al., 2020). Safitri and Riyanto (2020) confirm that perceived organizational support (POS) is the most influential factor affecting employee OCB. Their research demonstrates that when employees perceive a higher level of support from their organization, their engagement in OCB significantly increases. A high level of POS reflects the organization's concern for employees and support for the work environment, typically resulting in deeper emotional connections, increased job satisfaction, and stronger employee loyalty (Yuliani et al., 2020). PCT provides a compelling framework for understanding AC's mediating role in the relationship between POS and OCB. PCT posits that employees' commitment to the organization is influenced by their perceptions of the psychological contract, which encompasses the unwritten expectations and obligations they perceive between themselves and the organization (Moquin, 2020).

2.4.1 The Relationship between POS and OCB

Research on the relationship between POS and OCB has been extensively developed through

several key studies. Eisenberger et al. (1986), Eisenberger et al. (2001), and Rhoades and Eisenberger (2002) highlighted that POS strengthens employees' sense of belonging and obligation, thereby leading to higher work engagement, organizational commitment and fostering OCB. Organ (1997) provided foundational insights into OCB itself, offering theoretical support for understanding how POS motivates such behaviors.

However, there is still controversy over the relationship between POS and OCB. A study by Priskila et al. (2021) confirms that higher POS levels significantly increase employees' engagement in OCB. These findings align with previous research by Pandra and Wardi (2021) and Purwanto et al. (2022), which also identifies a positive and significant relationship between POS and OCB. This underscores the importance of creating a supportive organizational environment to encourage and foster OCB among employees. However, some studies have found that POS impacts employee OCB negligibly (Ansori & Wulansari, 2021; Jehanzeb & Mohanty, 2020). These discrepancies indicate that the relationship between POS and OCB may vary across different contexts, highlighting the need for further investigation. Therefore, this study proposes the following hypothesis:

Hypothesis 1: Perceived organizational support has a positive significant influence on organizational citizenship behaviour.

2.4.2 The Relationship between AC and OCB

The study by Prayitno et al. (2020) demonstrates that AC positively impacts OCB, a finding supported by Nuzula and Nurmayya (2020). Although numerous studies confirm the significant influence of AC on OCB, there are also contrasting findings. For instance, Mohamed and Anisa (2012) find that while normative commitment and sustained commitment significantly impact OCB, AC does not. Rita et al. (2018) show that The relationship between organizational commitment and OCB is insignificant. Given these inconsistencies, further verification of the relationship between AC and OCB is necessary. Therefore, this study proposes the following hypothesis:

Hypothesis 2: Affective commitment has a positive significant influence on organizational citizenship behaviour.

2.4.3 The Relationship between POS and AC

The relationship between AC and OCB has been widely explored in the literature. Meyer and Allen's (1991) three-dimensional model of organizational commitment, which includes affective commitment, provides a key theoretical framework. Their subsequent research (Allen & Meyer, 1996) confirmed a positive relationship between affective commitment and OCB, showing that employees with higher affective commitment are more likely to engage in voluntary behaviors that benefit the organization. Podsakoff et al. (2000) further emphasized that affective commitment is a critical driver of OCB, especially when employees feel valued by the organization. Ilies et al. (2009) expanded this understanding by exploring the dynamic interaction between AC and OCB, revealing a bidirectional relationship in which higher affective commitment leads to more OCB, and OCB in turn enhances affective commitment. These studies highlight the significant and complex relationship between affective

commitment and OCB.

A study by Richards et al. (2019) involving 297 physics educators demonstrates a significant relationship between AC and POS, a finding corroborated by Hoa et al. (2020) and Yuliani et al. (2021). Employees with a strong sense of commitment to their organization tend to experience higher job satisfaction and increased contentment with their work environment (Bashir & Gani, 2020). This satisfaction fosters a positive work atmosphere and boosts employee morale. Furthermore, the relationship between POS and AC can create a positive cycle. Sungu et al. (2019) suggests that POS enhances AC, which improves job performance and satisfaction. When employees perceive organizational support, they develop stronger AC, leading to increased work engagement and loyalty, which in turn elevates their perceived level of organizational support (Alshaabani et al., 2021). Based on the established relationship between POS and AC, this study proposes the following research hypotheses:

Hypothesis 3: Perceived organizational support has a positive significant influence on affective commitment.

2.4.4 The Mediating Role of AC

Further research has shown that when AC is used as a mediating variable, it continues to exert a positive influence on OCB. Liu (2009) found that AC partially mediated the relationship between perceived organizational support (POS) from the parent company and organizational-directed OCB, while acting as a full mediator in the relationship between subsidiary POS and organizational-directed OCB. Similarly, Gupta et al. (2016) confirmed that AC serves as a positive mediator between POS and OCB. The study also shows that AC mediates the relationship between POS and employee OCB (Alshaabani et al., 2021). These studies provide a solid foundation for further investigating the mediating role of AC in organizational contexts.

Other studies have demonstrated that AC not only mediates the relationship between POS and OCB, but also plays a mediating role in the association between OCB and other variables. For instance, Khaola and Rambe (2021) show that perceived justice and AC are significant mediators between transformational leadership and OCB. Similarly, Khaskheli et al. (2020) highlight that AC partially mediates the relationship between employees' perceptions of corporate social responsibility and OCB. This study investigates the role of AC as an intermediary variable between POS and OCB among private enterprise employees. Based on these insights, the study proposes the following hypothesis:

Hypothesis 4: Affective commitment mediates the relationship between perceived organizational support and organizational citizenship behaviour.

3. Research Methodology

3.1 Conceptual Framework

Based on the above discussion of previous and relevant research, the following model was developed to illustrate the relationships between the research variables. In this study, POS and AC were examined as variables influencing OCB. Additionally, the study explored the

relationship between POS and AC, along with the mediating role of AC in the relationship between POS and OCB.

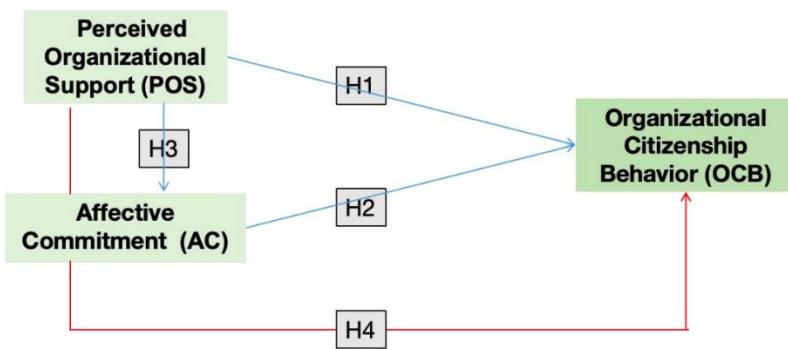


Figure 1. Conceptual Model

3.2 Population and Sample

This survey focuses on in-service employees of well-known high-tech private enterprises in Guangzhou, a region recognized for its dynamic contributions to China's technological and economic development. Guangzhou's private high-tech enterprises are industry leaders in innovation, research, and development (R&D), as well as in the implementation of cutting-edge technologies (Xu et al., 2024). These enterprises play a critical role in key sectors such as electronic information and biopharmaceuticals, driving significant revenue and profit growth and undertaking large-scale, high-impact projects that attract substantial domestic and international investments (Wang et al., 2024). The decision to focus on these enterprises is justified by their economic significance and their status as representative examples of modern private high-tech industries in China. By studying these organizations, this research captures insights into the unique dynamics of organizational behavior in a high-performance, innovation-driven environment, enhancing the generalizability and relevance of the findings.

This study employed convenience sampling, a non-probability sampling method, allowing participants to be selected based on their availability and accessibility. This method is particularly advantageous for its efficiency and cost-effectiveness in collecting data (Stratton, 2021), especially when recruiting participants with limited time or resources. Krejcie and Morgan's (1970) sampling table recommends 384 samples when the population exceeds one million. To ensure adequate data collection, this study distributed 500 survey questionnaires to in-service employees of private high-tech enterprises. Three hundred and ninety eight valid questionnaires were received, resulting in a response rate of 79.6%, which is considered relatively high.

3.3 Research Instrument

To facilitate data collection from the research sample, the research instrument (questionnaire) employed a five-point Likert scale, following established methodologies from prior research.

The questionnaire is divided into two sections. The first section collects demographic information from participants, including gender, age, and position. The second section measures variables pertinent to the study. The number of questionnaires and the sources cited are shown in Table 1.

To ensure the questionnaire effectively captures the research variables within the specific context of this study, adaptations were made to the items of the POS scale. These modifications were based on the original scale by Eisenberger et al. (1986) but tailored to fit the working environment and cultural context of high-tech private enterprises in Guangzhou. The POS scale developed by Eisenberger et al. has been widely validated in previous studies (Kumar et al., 2022; Ma et al., 2023; Sethi et al., 2023). Five items from the original scale were retained, with minor linguistic adjustments to better align with the organizational context. For example, the original phrase "the company" was replaced with "the company I work for" to enhance relevance. One such item reads: "The company I work for appreciates my extra work." These modifications ensure both contextual relevance and measurement accuracy.

Meyer and Allen (1991) proposed a three-dimensional model of organizational commitment, comprising affective commitment, continuance commitment, and normative commitment. This model has been extensively validated and widely adopted in subsequent research on organizational commitment (Prastiti, 2021; Serhan et al., 2022). The eight-item scale for measuring affective commitment (AC) was adapted from the original instrument developed by Meyer and Allen, with modifications to improve its relevance to the organizational context of high-tech private enterprises in Guangzhou, while maintaining the theoretical integrity of the constructs. Specifically, terms such as "my company" were revised to "the company I work for" to better reflect the perspective of the target participants. Additionally, reverse-coded items were retained to ensure scale balance and reduce potential response bias, thereby enhancing the reliability and validity of the measurement.

The OCB questionnaire utilized in this study incorporates items from Mathembu (2012) and Kang et al. (2020) to comprehensively capture the core dimensions of OCB while aligning with the specific requirements of the research context. The items from Mathembu (2012) emphasize altruistic behaviors (e.g., "helping colleagues in need"), personal initiative (e.g., "exceeding job requirements"), and teamwork (e.g., "respecting colleagues"), reflecting a proactive work attitude and a sense of collective responsibility. Meanwhile, Kang et al. (2020) contribute items that address voluntary participation in non-mandatory but valuable activities (e.g., "participating in non-mandatory activities important to the team") and the avoidance of disruptive behaviors (e.g., "avoiding causing trouble for colleagues"). These validated items effectively reflect the multidimensional nature of OCB and are well-suited to the organizational context of Guangzhou's high-tech private enterprises.

Table 1. Research measurements

Variable	Number of items	Measurement
OCB	7	Mathembu (2012); Kang et al. (2020)
POS	5	Eisenberger et al. (1986)
AC	8	Meyer and Allen (1991)

3.4 Research Validity and Reliability

Previous studies have affirmed the reliability and validity of the research instruments employed in this study. Nevertheless, given regional and cultural differences, we conducted an additional pilot study to ensure accuracy. Given that the questionnaire was initially in English, and the participants were Chinese, it was administered in both Chinese and English to facilitate better comprehension. Professionals reviewed the translation process to mitigate potential errors.

A pilot test was conducted with 30 employees from a private high-tech enterprise in Guangzhou to assess the reliability and validity of the questionnaire. The analysis of reliability and validity (see Table 3.4) revealed that the Cronbach's Alpha coefficients for OCB, POS, AC all exceeded 0.9, indicating strong internal reliability.

Table 2. Cronbach's alpha test

Variables	Cronbach's Alpha
OCB	0.978
POS	0.985
AC	0.980

4. Results

4.1 Sample Characteristics

The data analysis offers a detailed profile of the surveyed population (see Table 3), showing a near-equitable gender distribution, with 47.2% males and 52.8% females. The majority of respondents were in the 35-44 age bracket (32.2%), closely followed by those aged 45-55 years (27.9%), indicating a predominantly middle-aged demographic. In terms of marital status, the majority were married (73.4%), while single individuals represented 10.6% of the sample, and divorced individuals accounted for 11.1%. The educational background of the respondents is notably high, with 64.1% holding Masters or PhD degrees, 18.6% possessing associate degrees, and 17.3% having bachelor's degrees. These findings suggest the surveyed population is both well-educated, providing a robust demographic context for the study.

Table 3. Demographic Information

Variables	Frequency	Percentage (%)
Gender		
Male	188	47.2
Female	210	52.8
Age		
18-24 years old	89	22.4
25-34 years old	40	10.1
35-44 years old	128	32.2
45-55 years old	111	27.9
Over 55 years old	30	7.5
Marital Status		
Single	42	10.6
Married	292	73.4
Divorced	44	11.1
Widowed	20	5.0
Others	0	0.0
Education		
High school and below	74	18.6
Associate degree	69	17.3
Bachelor's degree	255	64.1

4.2 Hypothesis Testing

SPSS version 27 was used to test the relationship between POS, AC, and OCB. As presented in Table 4, POS was found to have a positive significant impact on OCB. Specifically, POS explains 88.6% of the variance in OCB, with a beta coefficient of 0.941, which is significant ($p < 0.001$). Consequently, Hypothesis 1 is supported. Moreover, AC was shown to have a positive and statistically significant effect on OCB, with role clarity accounting for 90.5% of the variance in OCB and a significant beta coefficient of 0.951 ($p < 0.001$). Thus, Hypothesis 2 is strongly supported. Finally, POS was found to positively and significantly impact AC, explaining 88.7% of the variance in AC, with a significant beta coefficient of 0.942 ($p < 0.001$). Therefore, Hypothesis 3 is strongly supported.

Table 4. Multiple regression tests for H1, H2 and H3

Variable	R	R^2	T	F	Standardized Coefficients	Sig.	Hypothesis Result
					Beta		
POS→OCB	0.941	0.886	55.493	3,079.491	0.941	0.001	H1 supported
AC→OCB	0.951	0.905	61.416	55.493	0.951	0.001	H2 supported
POS→AC	0.942	0.887	55.771	3,110.415	0.942	0.001	H3 supported

In this portion of the research, multiple regression analyses were conducted in three steps to assess whether AC mediates the relationship between POS and OCB. First, in Table 4, the effect of POS on OCB was evaluated, yielding a beta coefficient of 0.941, with a significance level of $p < .001$. Second, the effect of POS on AC was assessed, resulting in a beta coefficient of 0.942 with a significance level of $p < .001$. In the final step, both POS and AC

were included in the regression model to examine their joint impact on OCB. According to Baron and Kenny (1984), the effect of the POS on the OCB should decrease or become non-significant when the mediator (AC) is introduced.

The results of the third step, as shown in Table 5, indicate that when AC is included in the analysis, the significant effect of POS on OCB diminishes ($\beta = 0.401$, $p < .01$). Conversely, AC demonstrates a strong and significant impact on OCB ($\beta = 0.573$, $p < .01$). These findings support Hypothesis 4 (H4). Furthermore, the variance inflation factor (VIF) values for both regression models were below 10, and the condition index (CI) values were less than 30, indicating that multicollinearity among the independent variables is not a concern.

Table 5. Contributions of POS and AC to OCB

		Dependent Variable					Collinearity	
		Organizational Identification						
Independent variable	POS	β	R	R^2	F	Sig	VIF	CI
	AC	0.573	0.961	0.923	2,373.454	< 0.010	8.855	1.000

5. Discussions and Managerial Implications

This study confirms the significant influence of POS and AC on OCB, with AC partially mediating the relationship between POS and OCB. Specifically, the findings demonstrate that employees' perceptions of organizational support positively impact OCB, which aligns with previous studies (Pandra & Wardi, 2021; Purwanto et al., 2022; Priskila et al., 2021). Furthermore, AC was found to have a positive effect on OCB, supporting the conclusions of Bimantara et al. (2022), Nuzula and Nurmaya (2020), and Prayitno et al. (2020). In contrast, Atrizka et al. (2020) argue that higher levels of AC reflect strong emotional bonds and loyalty to the organization, which are closely linked to voluntary behaviors and OCB beyond formal job requirements.

Additionally, this study corroborates that POS positively influences AC, consistent with the findings of Yuliani et al. (2020), who suggest that higher POS indicates organizational commitment to employee welfare and a supportive work environment, thereby fostering emotional bonds, job satisfaction, and loyalty. Richards et al. (2019) also support the positive association between AC and POS. Moreover, the effect of POS on OCB is often mediated by AC, as suggested by Alshaabani et al. (2021). This nuanced understanding highlights the complex interplay between POS, AC, and OCB, emphasizing the importance of understanding these dynamics for organizational insight.

The findings highlight that POS not only has a direct positive effect on OCB, but also indirectly enhances OCB through AC. These results align with prior studies by Liu (2009), Gupta et al. (2016), and Alshaabani et al. (2021). Therefore, in efforts to promote OCB, organizations should not only prioritize offering support, but also invest in fostering employees' emotional attachment to the organization. Future research could further investigate other factors that may influence these relationships, thereby providing a more comprehensive theoretical foundation for organizational strategies aimed at enhancing

employee engagement and improving overall performance.

The findings of this study are particularly relevant to high-tech private enterprises, where employee POS and AC are significantly influence OCB. These results may also be applicable to other sectors that emphasize innovation, employee engagement, and organizational culture, such as the technology, finance, and consulting industries. Additionally, while the study focuses on private sector organizations in Guangzhou, similar dynamics may be observed in multinational corporations or fast-growing startups that prioritize employee well-being and organizational commitment (Alshaabani et al., 2021; Husna, 2021). Future research could explore whether these findings extend to other contexts, such as public sector organizations or industries with different organizational structures and cultures, to further assess the generalizability of the results.

6. Limitations and Future Research

A limitation of this study is its restricted sample size, focusing only on high-tech enterprises within specific regions, which limits the generalizability of the findings. Future research should expand the sample to include diverse regions and industries for a broader understanding of OCB in high-tech marketing departments. Additionally, the exclusive use of quantitative methods may overlook nuanced aspects of employee participation and introduce subjective biases. A mixed-methods approach, incorporating qualitative techniques like interviews and observations, would provide a more comprehensive understanding. Lastly, the study's temporal scope limits its ability to capture long-term changes in OCB. Future studies could adopt a longitudinal design to explore OCB trends over time, offering deeper insights into the dynamics within high-tech marketing departments.

7. Conclusion

The findings of this study offer valuable implications for both academic research and practical applications. Academically, the study confirms the significant effects of POS and AC on OCB, enhancing our understanding of how organizational and individual factors influence OCB. Practically, the study underscores the importance of improving POS to foster employees' affective commitment, which in turn promotes OCB. Organizations can use these insights to develop strategies that boost employee engagement, strengthen emotional connections, and optimize the work environment, ultimately improving performance and organizational success.

The study's conclusions are based on thorough data analysis and sound methodology. Statistical tests confirmed that the relationships between POS, AC, and OCB were significant, with AC partially mediating the relationship between POS and OCB. These conclusions are supported by empirical evidence and avoid speculative claims, reinforcing the reliability of the results. While the findings are robust, future research should explore their external validity across diverse organizational settings, industries, and cultures to assess the generalizability of the relationships. Additionally, investigating other mediating or moderating variables could provide a deeper understanding of the factors influencing OCB in different contexts.

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Authors contributions

Yi-Ting Yang is responsible for the research, design, revision and drafting of the manuscript. Feng Tian was in charge of data collection, and Helen Sui-Hong Tan made the revision. All the authors read and approved the final draft.

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The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

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