Faculty of Economics and Business

The Relationship between Affective Commitment, Perceived Organizational Support and Organizational Citizenship Behavior in Private Enterprises

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The Relationship between Affective Commitment, Perceived Organizational Support and Organizational Citizenship Behavior in Private Enterprises

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DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Malaysia Sarawak. Except where due acknowledgements have been made, the work is that of the author alone. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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ABSTRACT

Organisational citizenship behavior (OCB) continues to be a significant and fascinating phenomenon for organisations in the face of swift changes within dynamic business environment. This study examines the factors influencing (OCB) among employees in private high-tech enterprises in Guangzhou, China. Despite being considered a mature concept, not much is known about the associations of perceived organizational support (POS), affective commitment (AC), and OCB in dynamic fast-paced working environment. Therefore, this study aims to investigate the impact of POS and AC on OCB. It also investigates the effect of POS on AC, and the mediating role of AC between POS and OCB. Employing a quantitative research approach, data were collected from a sample of 398 employees. Data analysis, conducted using SPSS version 27, yielded several key findings. First, both POS and AC positively influence OCB; second, POS has a positive effect on AC; and third, AC partially mediates the relationship between POS and OCB. These findings underscore that strengthening POS and fostering AC among employees enhances job satisfaction and motivation but also reduces turnover rates. This aids in talent attraction and retention, boosting organizational competitiveness, and fostering OCB. These insights offer valuable guidance for human resource practitioners and policymakers in designing effective workplace policies. The study concludes that OCB development remains critical to modern private enterprises' growth. Future research is encouraged to explore additional dimensions of OCB and their complex interactions with AC, to expand the sample to other major provinces in China, to conduct qualitative studies focusing on OCB among younger employees, and to employ longitudinal methods for deeper insights.

Keywords: Organizational citizenship behavior, perceived organizational support, affective commitment, private enterprise

Hubungan Antara Komitmen Afektif, Perjamuan Organisasi yang Dirasakan Dan Tingkah Laku Kewarganegaraan Organisasi Dalam Perusahaan Swasta

ABSTRAK

Tingkah laku kewarganegaraan organisasi (OCB) merupakan suatu fenomena yang penting dan memiliki tarikan di dalam organisasi yang berhadapan dengan perubahan pantas dalam persekitaran perniagaan yang dinamik. Kajian ini menyelidiki faktor-faktor yang mempengaruhi OCB dalam kalangan pekerja di syarikat teknologi tinggi swasta di Guangzhou, China. Walaupun OCB dianggap sebagai satu konsep yang matang, masih banyak yang tidak diketahui mengenai hubungan antara sokongan organisasi yang dirasakan (POS), komitmen afektif (AC), dan OCB dalam suasana kerja yang pantas dan dinamik. Maka, kajian ini bertujuan untuk meneliti kesan POS dan AC terhadap OCB, kesan POS terhadap AC, serta peranan mediasi AC antara POS dan OCB. Menggunakan pendekatan penyelidikan kuantitatif, data dikumpul daripada sampel 398 pekerja di syarikat teknologi tinggi swasta di Guangzhou. Analisis data menggunakan SPSS versi 27 menunjukkan beberapa penemuan penting. Pertama, POS dan AC kedua-duanya mempunyai pengaruh positif terhadap OCB; kedua, POS mempunyai kesan positif terhadap AC; dan ketiga, AC sebahagiannya memediasi hubungan antara POS dan OCB. Penemuan ini menekankan bahawa memperkukuh POS dan memupuk AC dalam kalangan pekerja bukan sahaja meningkatkan kepuasan kerja dan motivasi, tetapi juga mengurangkan kadar keluar masuk pekerja, membantu dalam menarik dan mengekalkan bakat, meningkatkan daya saing organisasi, dan memupuk OCB. Penemuan ini memberikan panduan berharga kepada pengamal sumber manusia dan pembuat dasar dalam merancang dasar tempat kerja yang berkesan. Kajian ini menyimpulkan bahawa pembangunan OCB adalah penting untuk pertumbuhan syarikat swasta moden. Kajian masa depan disarankan untuk meneroka

dimensi tambahan OCB dan interaksinya yang kompleks dengan AC, memperluaskan sampel ke wilayah utama lain di China, menjalankan kajian kualitatif yang memfokuskan kepada OCB dalam kalangan pekerja muda, dan menggunakan kaedah longitudinal untuk mendapatkan pemahaman yang lebih mendalam.

Kata kunci: *Tingkah laku kewarganegaraan organisasi, sokongan organisasi yang dirasakan, komitmen afektif, syarikat swasta*

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LIST OF ABBREVIATIONS

AC	Affective commitment
OC	Organizational commitment
OCB	Organizational citizenship behavior
PCT	Psychological contract theory
POS	Perceived organizational support
SET	Social exchange theory

CHAPTER 1

INTRODUCTION

1.1 Introduction

In the current era of rapid economic advancement, organizational citizenship behavior (OCB) has become a prominent focus in organizational behavior research. OCB refers to voluntary actions beyond formal job requirements that enhance a company's performance, foster a positive work culture, reduce conflicts, and stimulate innovation (Bismala, 2019). Behaviors such as helping colleagues or suggesting improvements contribute to an organization's positive reputation and cost savings. Management's attention to OCB is crucial, as leaders set examples that encourage employees to engage in these behaviors, thus influencing performance management, team dynamics, and employee engagement (Ng et al., 2021). By emphasizing OCB, managers help cultivate a thriving work environment, ultimately enhancing the organization's success. Numerous studies have shown that perceived organizational support (POS) and affective commitment (AC) can influence employees' OCB, whether as direct factors (Nabilla & Riyanto, 2020; Purwanto et al., 2021; Teresi et al., 2019) or as mediating variables (Cheema et al., 2019; Dahiya, 2022; Freire & Gonçalves, 2021). Further research suggests that strong OCB is supported by high work motivation, which positively influences work behaviors (Widarko & Anwarodin, 2022).

This research investigates the correlation between perceived organizational support, affective commitment, and organizational citizenship behavior. Additionally, it seeks to determine whether affective commitment mediates the relationship between perceived organizational support and organizational citizenship behavior. This chapter begins with an

introduction and background to the study. It is followed by the problem statement, general and specific objectives, and the significance of the study. It also defines the variables under examination and outlines the scope of the study.

1.2 Background of the Study

According to data released at the press conference on the construction and reform of the Guangzhou industrial worker team, as of 2021, there were approximately 11.63 million employees in Guangzhou, of which around 4.4 million industrial workers. The total number of skilled professionals reached 3.53 million, including 1.24 million highly skilled. This makes up 35.07% of the total and positions Guangzhou as one of the highest-ranked cities in China in terms of qualified workforce. By 2022, Guangdong boasted 15.71 million private enterprises (including self-employed businesses), ranking first nationwide with a 7.0% increase over 2021, laying a solid foundation for stable and high-quality economic growth in the province (Xu, 2023).

According to the report on the supply and demand analysis of the human resources market in Guangzhou for the first quarter of 2023 (Guangzhou Human Resources and Social Security Bureau, 2023), the total registered supply and demand was 4.49 million, including 2.07 million job seekers and 2.41 million job openings, with a job vacancy-to-job seeker ratio of 1.16. The report additionally highlights a minimal job scarcity in the manufacturing sector due to a decline in average wages. Furthermore, uncertainty persists regarding labor supply and demand recovery at both macro and micro levels.

High-tech enterprises, as primary drivers of technological advancement, serve as crucial nodes in integrating innovation, industry, and capital chains, significantly enhancing cities' core competitiveness. Guangzhou has over 12,300 high-tech enterprises, with 22

companies included in the 2023 Hurun Global Unicorn List - The fastest growth rate in China and the fourth-highest total nationwide (Fang, 2023). Additionally, Guangzhou has 153 domestic listed companies, with 116 being high-tech enterprises, accounting for nearly 76% of listed companies.

In the context of economic recovery and a fragile job market, it is especially imperative to focus on OCB among private enterprise employees. Understanding employees' current behaviors and the factors influencing them can help promote OCB within enterprises. Following an analysis of 594 knowledge workers across 107 high-tech enterprises in China, Jia et al. (2019) found that perceived organizational support (POS) significantly influences employees' OCB. Many studies in China also show that employees' OCB is impacted by affective commitment (Donglong et al., 2020; Li & Xie, 2020; Zhang et al., 2023).

Research on OCB is extensive worldwide. Some studies reveal that POS influences OCB; workers who feel fully supported by their organization tend to develop a sense of obligation, enhancing their display of OCB (Pandra & Ward, 2021). Nabilla and Riyanto (2020) surveyed 72 respondents from outsourcing companies and concluded that POS significantly impacts OCB. Purwanto et al. (2021) demonstrated that affective commitment among company members has a significant positive effect on OCB. Azila-Gbettor et al. (2020) found that students' self-esteem positively predicted their OCB and commitment to their university. Purba et al. (2015), using data from a cement factory in Indonesia, showed that affective commitment partially mediates the relationship between extroversion and OCB at both the individual (OCB-I) and organizational levels (OCB-O), as well as the relationship between emotional stability and OCB-O. These studies underscore that AC can act as a mediator in various contexts.

In summary, the current literature and data underscore the importance of OCB as a crucial factor in enhancing organizational cohesion and performance, particularly within high-growth areas like Guangzhou. With a substantial workforce and a high concentration of skilled professionals, private enterprises in Guangzhou are uniquely positioned to leverage employee commitment and support. This will increase productivity and innovation. Given the mixed findings from prior studies on the relationships between POS, AC, and OCB, this study aims to provide a more nuanced understanding of these dynamics. This is within Guangzhou's private enterprises. By examining how POS and AC influence OCB, this research seeks to offer actionable insights that contribute to both academic discourse and practical strategies for workforce development. This is in high-tech and other rapidly growing industries in China.

1.3 Problem Statement

In the fields of organizational psychology and human resource management, research on employee behavior has gradually expanded beyond a traditional focus on task performance to encompass a broader scope, including studies on OCB (Shao et al., 2019). The conceptual background of OCB can be traced to a re-examination and expansion of employee behavior scope, aiming to capture contributions beyond formal job requirements (Ocampo et al., 2018). To address modern organizational demands for diverse employee contributions, and influenced by the increasingly global business environment, organizations are placing an increased emphasis on active participation and innovative contributions from employees (Sun et al., 2022). In this context, the present study examines the significance of OCB and its impact mechanisms on both organizations and employees.

In Chinese private enterprises, OCB development faces numerous practical challenges. Firstly, many enterprises overemphasize performance rewards in their incentive mechanisms, often neglecting job fairness and supportive incentives, which negatively impacts employees' emotional commitment (Shen, 2021). Additionally, career development planning is often inadequate in private enterprises, causing employees to feel that their growth opportunities are limited. This reduces their emotional commitment and diminishes positive OCB behaviors (Qiao & Yang, 2021).

In a highly competitive market environment, work stress is generally high in private enterprises, and employees may feel exhausted and anxious due to heavy workloads. This pressure can create a negative perception of organizational support, adversely impacting their OCB (Li, 2023; Wang et al., 2023). Resource shortages are also prevalent in many organizations, especially in terms of limited investment in training, career development, and employee benefits. Such resource constraints contribute to employees feeling unsupported, which diminishes their trust and loyalty toward the organization (Chen, 2024).

Moreover, leaders in many companies tend to focus excessively on performance metrics and organizational goals, often overlooking the emotional support and care employees need (Wang et al., 2023). This lack of support fosters an environment where employees struggle to perceive the organization's significance, thereby reducing their perceived organizational support. Consequently, this decline in POS negatively impacts their OCB performance (Zhang et al., 2020).

With the increase in in-depth research on OCB, numerous influencing factors have been identified, including leadership style (Wasim & Rehman, 2022), organizational culture (Siswadi et al., 2023), individual characteristics (Sari & Ali, 2022), a perception of fairness

(Rehman et al., 2023), incentive measures (Rawabdeh et al., 2019), job satisfaction, work pressure (Pandra & Wardi, 2021), perceived organizational support (Luyiga, 2019), affective commitment (Maria et al., 2020), among others. Given the constraints of research scope and time, this study focuses on examining the association between POS, AC, and OCB. Due to the varying findings in multiple studies regarding the influence of perceived organizational support and commitment on OCB, further validation of their relationship is warranted. This is within the scope of this research.

The findings across multiple studies reveal inconsistencies regarding POS impact on OCB. This suggests that factors such as cultural context may play a role. Research indicates that POS can enhance employees' OCB, as employees who perceive strong organizational support often develop a sense of obligation to reciprocate through increased OCB (Pandra & Ward, 2021). However, conflicting evidence also exists: Ansori and Wulansari (2021) found that POS positively influences OCB as an external motivator, while Jehanzeb (2020), in a study involving 331 bank employees in Pakistan, reported no significant relationship between POS, employee development, and OCB. These discrepancies underscore the need for further research into the relationship between POS, AC, and OCB. This is particularly relevant to the specific cultural and organizational context of private enterprises in Guangzhou, China.

AC's effect on OCB remains a debate topic in the literature. For instance, Kuncoro and Wibowo (2019) found that AC significantly influences OCB, while Bimantara et al. (2022) further suggest that stronger affective commitment enhances perceived organizational support, fostering OCB. Their research indicates a significant positive impact of AC on OCB, a conclusion also supported by Prayitno et al. (2020). Pramesty et al (2021)

present contrary findings. They report a negative and non-significant relationship between organizational commitment and OCB, highlighting that while normative and continuance commitments significantly influence OCB, affective commitment does not. Given these inconsistencies, further investigation of the relationship between AC and OCB within the Chinese context is warranted to clarify these dynamics.

Maria et al. research findings (2020) contradict the assumption that organizational commitment will positively and significantly influence employees' OCB. However, the research results of Khaskheli et al. (2020) are just the opposite. Khaskheli et al. (2020) found that when AC is a mediating variable, it can mediate OCB. It can be seen from this that the relationship between AC and OCB produces different results in a variety of regions and different research object situations. Therefore, it is necessary to further confirm in the context of this study whether AC will play an important role between POS and OCB.

While numerous studies have confirmed the positive effects of perceived organizational support and affective commitment on organizational citizenship behavior, it is worth noting that some studies have reached divergent conclusions (Ansori & Wulansari, 2021; Elmi et al., 2020; Jehanzeb, 2020; Maria et al., 2020; Pandra & Wardi, 2021). Because further exploration is still needed to determine the influencing factors of OCB regarding the impact of POS and AC on OCB. Although many studies have shown that AC as a mediating role can affect the relationship between other variables and OCB. However, there is relatively scarce research on the relationship between POS and OCB using AC as an intermediary role. Further verification of AC's mediating role can provide relevant knowledge and ideas to support organizational development. This can encourage employees to participate in effective OCB behavior.

Building on the identified gaps in existing literature, this study seeks to explore the factors influencing OCB among employees in private enterprises in Guangzhou. Specifically, it analyzes the relationships between POS, AC, and OCB. It focuses on whether AC serves as a mediator in this relationship. By investigating these dynamics, the research endeavors to uncover the complex influences of POS and AC on OCB. This will enhance our understanding of OCB's role in modern workplaces. Furthermore, testing the research model within China can resolve the mixed findings related to academic motivation observed in previous studies. Discrepancies in the literature often arise from cultural and contextual differences. This localized investigation can provide insights into how POS and AC interact to affect OCB. Consequently, the application of this research model contributes to the empirical understanding of academic motivation in a Chinese setting. It enriches the broader discourse on organizational research by offering contextually relevant findings that may inform future studies and management practices.

1.4 General Research Objective

This study examines the relationship between perceived organizational support, affective commitment, and organization citizenship behavior. It assesses whether affective commitment serves as a mediator between perceived organizational support and OCB.

1.5 Specific Research Objectives

Research Objective 1: To determine the relationships between perceived organizational support and organizational citizenship behavior of private enterprises' employees in Guangzhou, China.

Research Objective 2: To examine the relationships between affective commitment and organizational citizenship behavior of private enterprise employees in Guangzhou, China.

Research Objective 3: To determine the relationships between perceived organizational support and affective commitment of private enterprise employees in Guangzhou, China.

Research Objective 4: To verify whether affective commitment will mediate the relationships between perceived organizational support and organizational citizenship behavior of private enterprises' employees in Guangzhou, China.

1.6 Research Questions

Research Question 1: What is the relationship between perceived organizational support and organizational citizenship behavior of private enterprises' employees in Guangzhou, China?

Research Question 2: What is the relationship between affective commitment and organizational citizenship behavior of private enterprises' employees in Guangzhou, China?

Research Question 3: What is the relationship between perceived organizational support and affective commitment of private enterprises' employees in Guangzhou, China?

Research Question 4: Will affective commitment mediate the relationship between perceived organizational support and organizational citizenship behavior of private enterprises' employees in Guangzhou, China?

1.7 Significance of the Study

1.7.1 Theoretical Significance

This study expands our understanding of the relationship between POS and OCB. This study further verifies the impact of POS on OCB by analyzing a sample of employees in private enterprises in Guangzhou. This contribution fills the research gap in the relevant

literature on Chinese private enterprises. It provides empirical evidence for the relationship between POS and OCB in different cultural contexts.

In addition, this study deepens the understanding of the relationship between AC and OCB. By exploring the role of AC on OCB, the study enriches the understanding of AC influence mechanisms in organizational behavior. This paper provides insightful insights into how AC motivates prosocial behavior. This helps the academic community understand the role of AC in promoting positive employee behavior.

This study also explores the relationship between POS and AC. It further analyzes how POS affects employees' AC. It provides the academic community with empirical support for how POS promotes employees' emotional attachment to the organization. This finding supplements the theoretical basis for social exchange theory relationships and reveals the key role of POS in employee commitment.

In addition, this study verifies AC's mediating effect. The study found that affective commitment plays an important role in POS and OCB. This contribution is of significant significance to organizational behavior theory. By verifying the mediating effect of AC, this paper reveals the indirect impact path of POS on OCB. It also provides a theoretical basis for future empirical research, indicating that organizations can enhance OCB performance by improving employees' AC.

In short, this study not only enriches the existing organizational behavior theory by analyzing the relationship and mechanism of action between POS, AC and OCB in the context of private enterprises in Guangzhou, but also provides important theoretical support for practitioners in improving employee citizenship behavior and commitment.

1.7.2 Practical Significance

This study provides senior managers of Guangzhou private enterprises with specific strategies to improve employees' OCB. By confirming the positive impact of POS on AC and OCB, managers can realize that enhancing employees' POS improves their AC and OCB. Therefore, management can enhance employees' loyalty and willingness to contribute by strengthening employee support mechanisms (such as higher benefits, training opportunities, and employee recognition systems), thereby promoting collaboration and a positive work atmosphere within the enterprise.

In addition, this study reveals AC's mediating role between POS and OCB. Managers can use this finding to place further emphasis on the construction of employees' AC. By creating a sense of belonging and identity, enterprises can strengthen employees' emotional connection with the organization, improving their voluntary behavioral performance. This not only improves employees' job satisfaction and overall enterprise performance, but also reduces employee turnover. This reduces company labor costs and enhancing its competitiveness. Thus, the research findings provide managers with practical guidance and a basis for implementing strategies to motivate employees and build corporate cohesion within their organizations.

1.8 Operational Definition

Operational definitions in research transform abstract concepts into measurable forms, to promote research accuracy, repeatability, and analytical ability. These definitions serve as the foundation for clear and effective research methods and results. For variables used in this study, the following operational definitions are adopted.

Perceived Organizational Support (POS): The level of support employees perceives from their organization, assessed through employees' ratings of fair treatment, the availability of resources, and development opportunities provided by the organization.

Organizational Citizenship Behavior (OCB): The extent of employees' voluntary and cooperative behaviors that exceed formal requirements, measured by their frequency of participation in activities supporting team and organizational goals.

Affective Commitment (AC): The degree of emotional attachment and loyalty employees feel toward the organization, quantified by their reported sense of belonging and identification with organizational values and goals.

1.9 Scope of Study

The variables in this study focus on perceived organizational support, affective commitment, and organizational citizenship behavior. This study examines the relationships between POS, AC, and OCB. It assesses whether affective commitment serves as a mediator between POS and OCB. Understanding these variables is essential, as they collectively influence employee engagement and overall organization effectiveness. Additionally, this exploration aims to contribute to existing literature by providing insights into how these factors interact within private enterprises.

The study specifically targets employees within the marketing department of private high-tech enterprises located in Guangzhou, China. The respondents will consist of individuals employed in various roles within this department. These roles include positions such as market planning, market promotion, market analysis, and market management. This focus on the marketing department is intentional. Employees in this area are often at the

forefront of organizational interactions and customer engagement, making their perceptions of support and commitment particularly relevant. Furthermore, by concentrating on these specific job functions, the research seeks to ensure that the findings are representative of the marketing department workforce. This workforce may experience unique pressures and demands compared to others.

Guangzhou's geographical focus is significant due to its role as a central hub for private sector development and innovation. This strengthens the regional economy through private enterprises. The city's vibrant business environment, coupled with supportive government policies, makes it an ideal setting for this study. This research is therefore limited to Guangzhou, where private enterprises are crucial for driving economic growth and enhancing market vitality. The concentration of high-tech industries in the city provides an exceptional context for studying employee behavior and organizational dynamics, particularly within the market sector. Moreover, the findings from this study may offer valuable implications for management practices and policy-making in similar urban settings.

1.10 Organisation of Thesis

The thesis consists of five chapters and organized in the following sequence. Chapter 1 served as an introduction to the study, offering background information and context for the research. The problem statement highlighted the issues to be addressed, while the research objectives and questions delineated the study's focus. The chapter underlined the importance of the study and presented operational definitions and the scope of the research.

Chapter 2 conducted a comprehensive literature review, exploring concepts like OCB, POS, and AC. It delved into the relationships between these variables and identified

gaps in the existing literature. The chapter established a theoretical framework based on Social Exchange Theory, providing a foundation for the research.

Chapter 3 outlined the research methodology, discussing the research design, sampling approach, data collection methods, and research instrument. It explained the pilot testing and data analysis procedures, ensuring rigor in the study's execution. This chapter served as a roadmap for empirical investigation.

Chapter 4 analyzed the collected data, and the two main contents analyzed were the characteristics of population information and the verification of hypotheses. To understand the participants' understanding of the relationship between POS, AC, and OCB, based on data distribution and characteristics. It identified patterns from them and conducted specific analyses of data characteristics in conjunction with previous literature.

In Chapter 5, the authors summarized the entire research. It summarized the research findings and elaborated on their research significance. The study inevitably had corresponding limitations, and this chapter also provided future methods for improving research shortcomings

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This study explores the relationship between perceived organizational support, affective commitment, and organizational citizenship behavior. In addition, literature reviews related to perceived organizational support, affective commitment, and organizational citizenship behavior, along with the underlying theories, are conducted. Through an extensive review of this literature, the current research background and previous research results are critically discussed, compared, and analyzed. This is done to incorporate different views and form the research hypotheses and research framework for this study.

2.2 Conceptualising Organizational Citizenship Behaviour

In the conceptualization of organizational citizenship behavior, the various concept and dimensions of OCB shall be discussed in the following subsections.

2.2.1 The Various Concepts of OCB

Previously, there had been considerable emphasis on Organizational Citizenship Behavior (OCB) and variations in its definition and comprehension were observed among researchers. The exploration of organizational citizenship behavior dates back to the 1970s and has attracted attention over three decades. Employee behaviors bear significant implications for workplace efficacy, as they are closely intertwined with overall organizational performance.

Table 2.1: Conceptualisation of OCB

No.	Conceptualisation of OCB	Source
i	Unrestricted individual behavior that is not directly acknowledged by the reward system, indicating that it surpasses the expected role of an employee.	Rubiyandono (2019)
ii	The behavior of employees who voluntarily exceed their job responsibilities and make positive contributions to the organization.	Eliyahu and Somech (2023)
iii	The behavior of employees who voluntarily engage at work, surpassing their basic responsibilities and demonstrating support and beneficial behavior towards the organization.	Kayaalp et al. (2022)
iv	Additionally, it includes the extra effort demonstrated by employees in their work, which contributes not only to the normal operation of the organization but also to its long-term success.	Tremblay et al. (2022)
v	Finally, it refers to behaviors voluntarily exhibited by employees that are beneficial to the organization but fall outside the scope of formal responsibilities.	Khan and Khan (2022)

Organ (1988) defines OCB as voluntary actions undertaken by individuals that are not explicitly rewarded by the informal incentive system and that collectively contribute to the overall performance of the organization. With the development and changes of the times, researchers have also given different definitions of OCB. They have defined OCB as unrestricted individual behavior (Rubiyandono, 2019), contributions that exceed responsibility (Eliyahu & Somech, 2023), beneficial behavior (Kayaalp et al., 2022), and behaviors voluntarily exhibited by employees (Khan & Khan, 2022) that contribute to long-

term success (Tremblay et al., 2022). The following table lists the definitions of OCB by different researchers in recent years; see Table 2.1.

OCB is measured by the extent to which employees engage in activities that contribute to team cohesion and organizational objectives. This reflects a commitment to actions that surpass formal role requirements. In this study, OCB is defined as a set of voluntary and constructive actions that extend beyond formal job responsibilities. These actions aim to foster a cooperative and supportive workplace environment. This conceptualization encompasses behaviors directed toward both individuals and the organization. It highlights their combined significance in promoting organizational effectiveness and sustaining long-term performance.

2.2.2 The Dimensions of OCB

OCB has become a mature concept, and in the process of further development, the main divisions have been identified by the following scholars: Borman and Motowidlo (1997) outlined seven OCB dimensions, such as providing assistance and promoting colleague collaboration, promoting positive interpersonal and team relationships, demonstrating unwavering dedication, adhering to the organization's policies, voluntarily taking on additional responsibilities, work dedication, and supporting the organization's goals. Podsakoff et al. (2000) also proposed seven OCB dimensions, including voluntary assistance, personal initiative, sportsmanship, organizational compliance, civic qualities, self-development, and organizational loyalty. Organ (1988) proposed five OCB dimensions, including altruism, politeness, sportsmanship, responsibility, and civic qualities.

Williams and Anderson (1991) proposed an alternative framework for categorizing OCB structures, distinguishing between two types based on the behavior's target. They delineated Organizational Citizenship Behavior - Individual (OCBI), focusing on actions directed towards fellow individuals in the workplace, and Organizational Citizenship Behavior - Organization (OCBO), aimed at benefitting the entire organization. Altruism and courtesy are examples of OCBI as they target other employees. In contrast, conscientiousness, civic virtue, and sportsmanship align with OCBO as they aim to benefit the organization as a whole. These dimensions have been widely adopted in organizational behavior research

2.2.3 The Recent Studies of OCB

In recent years, OCB research has yielded significant findings. These findings deepen our understanding of OCB, but also highlight its significance to organizations. Research shows that factors affecting OCB are diverse, including leadership style, work environment, organizational culture, and employee personality (Purwana et al., 2020; Widarko & Anwarodin, 2022; Yusnita et al., 2021). Additionally, Perceived Organizational Support (POS) has been widely confirmed to have a positive relationship with OCB (Ridwan et al., 2020; Safitri & Riyanto, 2020). The higher the employee's perception of organizational support, the more likely the employee will exhibit OCB.

The mediating role of affective commitment between POS and OCB has been extensively explored (Alshaabani et al., 2021). High levels of affective commitment make employees more likely to demonstrate behaviors beyond their formal duties, such as helping coworkers and actively participating in team activities (Raza et al., 2021). This suggests that,

when aiming to improve employees' OCB, organizations should pay attention to cultivating and enhancing emotional commitment.

At the same time, studies have found a significant positive correlation between job satisfaction and OCB (Soelton et al., 2020). Satisfied employees are more inclined to display OCB; therefore, organizations need to create a positive work environment to improve employee job satisfaction and, consequently, promote OCB.

Moreover, employees from different cultural backgrounds display OCB differently. For example, employees in collectivistic cultural contexts are more likely to exhibit OCB than those in individualistic cultures (Baeza et al., 2022). With the rise of remote working and digital transformation, research has also begun to focus on how technology support affects OCB (Gan et al., 2024).

In summary, OCB plays a crucial role in improving organizational performance, enhancing team collaboration, and increasing employee satisfaction and retention rates (Ridwan et al., 2020). Organizations should prioritize OCB cultivation and motivate employees through effective leadership, supportive environments, and cultural development. By doing so, they can achieve higher overall performance and foster a healthier organizational climate.

2.3 The Conceptualizing of Organizational Support

In the subsequent sections, this study delves into a comprehensive examination of Perceived Organizational Support (POS). Firstly, this section provides a clear definition of POS to establish a foundational understanding of the concept. Following this, the section explores POS's developmental trajectory and practical applications. It sheds light on its

evolution within organizational research and its significance in various contexts. Lastly, this section dissects the dimensions of POS, offering insight into the multifaceted aspects that contribute to individuals' perceptions of organizational support. Through this structured approach, we aim to provide a thorough analysis of POS, from conceptualization to operationalization and measurement.

2.3.1 Definition of Perceived Organizational Support (POS)

The origins of perceived organizational support (POS) can be traced back to the organizational support theory proposed by Rhodes and Eisenberger (2002). This theory suggests that employees perceive that their organization values their contributions and cares about their well-being. This perception plays a crucial role in determining whether the organization recognizes increased work effort and addresses social and emotional needs. Different researchers have provided various definitions of POS.

Table 2.2: Conceptualisation of POS

No.	Conceptualisation of POS	Source
i	The extent to which employees perceive that the organization provides resources, information, training, and support to help them complete work tasks and meet their career development and life needs.	Dose et al. (2019)
ii	Employees perceive a positive work environment created by the organization, including support for decision-making, career development, and interpersonal relationships.	Malik and Malik (2023)

Table 2.2 continued

No.	Conceptualisation of POS	Source
i	The level of trust that employees have in the organization, including their belief that the organization cares about their interests, provides reasonable rewards and recognition, and actively engages in organizational affairs.	Liu et al. (2020)
ii	The degree to which employees perceive the resources, information, and support provided by the organization to meet their work needs and career development goals.	Chen and Eyoun (2021)
iii	The various resources and conditions that employees perceive the organization provides to promote their positive behaviors at work.	Wen et al. (2019)
iv	The social, emotional, and professional support that employees perceive is provided by the organization to help them cope with work pressure and achieve personal and organizational goals.	Giao et al. (2020)

POS is measured by the extent to which employees perceive that the organization values their contributions and well-being. This is done by reflecting their evaluation of organizational resources, information, and development opportunities. In this study, POS is defined as employees' understanding of the degree of support provided by the organization. This includes the availability of resources, fair treatment, and opportunities for career development.

2.3.2 Development and Application of POS

Drawing from organizational support theory, it is anticipated that POS will strengthen employees' sense of commitment, contribute to the achievement of the organization's objectives, nurture their affiliation with the organization, and reinforce their

expectation of receiving rewards for enhanced performance (Shore & Shore, 1995). When employees believe they will directly benefit from organizational changes, their POS level tends to increase. Conversely, if the benefits are indirectly associated with the organization, changes and advancements in external aspects may be undervalued or underestimated (Rhoades & Eisenberger, 2002).

Recently, researchers such as Eisenberger have conducted extensive studies on POS, expanding our understanding of this concept. Eisenberger et al. (2019) examined changes in POS a crucial component of social exchange relationships (SER) over the past three decades and discovered that POS has increased, albeit to a moderately positive extent. Additionally, Eisenberger et al. (2020) found a slight rise in the average level of POS in the United States over the past thirty years.

2.3.3 Dimensions of POS

Different researchers have divided perceived organizational support into various dimensions and found that the impact of each dimension varies. In 2020, Eisenberger et al. identified working conditions - especially those viewed as voluntary choices by employees - as significant factors. Zheng and Wu (2018) categorize perceived organizational support into two dimensions: emotional and instrumental support. Tjoa and Arief (2021) also divided POS into justice support, supervisory support, and employee welfare. Piotrowski et al. (2021) differentiated POS into two dimensions: supervisor and colleague support.

Table 2.3: The Various Dimensions of POS

Dimensions of POS	Researchers
Justice support, support from supervisors or supervisors, and employee welfare	Tjoa and Arief (2021）
Supervisor support and colleague support	Piotrowski et al. (2021)
Working conditions	Eisenberger et al. (2020)
Emotional support, and instrumental support	Zheng and Wu (2018)

Since Zheng and Wu's (2018) research is based in China, and the region studied in this research is also in China, this study utilizes their classification of perceived organizational support. It explores the correlation between POS and OCB. Additionally, the relationship between POS and OCB will be discussed in the following chapter.

2.3.4 The Recent Studies of 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). When employees feel supported by their organization, they are more likely to demonstrate behaviors that go beyond their basic responsibilities, such as proactively helping colleagues and actively participating in team activities, which is critical for improving teamwork and the overall work atmosphere (Thompson et al., 2022).

Additionally, POS is closely related to employees' mental health. Research has found that perceived organizational support can reduce job stress and burnout while increasing employee productivity and well-being (Xu & Yang, 2021). This finding suggests that organizations should focus on creating a supportive work environment in their human resource management practices. This will enhance employees' sense of belonging and satisfaction by addressing their needs and providing the necessary resources.

Finally, 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). Therefore, organizational managers should focus on enhancing employees' perceptions of organizational support and increasing their sense of participation and belonging. This is done through training, feedback mechanisms, and support policies, achieving higher company effectiveness and sustainable development

2.4 The Conceptualizing of Affective Commitment

2.4.1 The Concept of 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). Employee commitment is imperative as it fosters a sense of bond between employees and the organization. This leads to increased job satisfaction, higher motivation, and a willingness to work above and beyond to achieve organizational outcomes (Ribeiro et al., 2018). This emotional attachment enhances employee retention, engagement, and overall organizational performance (Basit, 2019).

Affective commitment undergoes a developmental process influenced by early employment experiences, work relationships, and job satisfaction (Yousef, 2000). It further evolves through perceived organizational support, career advancement opportunities, crisis management, and investments in personal and professional development (Singh & Gupta, 2015). Recognition and rewards also play a crucial role in strengthening this emotional bond. Ultimately, affective commitment is shaped by a dynamic interplay of individual experiences and organization practices, reflecting a deep emotional connection that grows over time (Allen & Meyer, 1990). Organizations that foster positive work cultures, supportive relationships, and avenues for growth contribute to sustained affective commitment. This enhances employee loyalty and organizational success.

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). Affective commitment is essential for creating a positive work environment, enhancing employee satisfaction, and ultimately driving long-term organizational performance.

2.4.2 The Recent Studies of Affective Commitment (AC) in Enterprises

Recent studies on AC in enterprises have shed light on its significance in organizational settings. Researchers have explored various aspects of AC, examining its

antecedents (Hoa et al., 2020), outcomes (Ribeiro et al., 2021), and moderators (Dominguez et al., 2020). For instance, recent investigations have analyzed the role of leadership styles (Budur, 2022), organizational climate (Sarhan et al., 2020), and work characteristics (Darma et al., 2020) in influencing employees' affective commitment to their organizations. These studies provide valuable insights into the factors that foster or hinder AC development among employees.

Furthermore, 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). By elucidating the linkages between AC and these critical organizational variables, scholars have contributed to a deeper understanding of how affective commitment impacts overall organization effectiveness and success. Additionally, recent studies have examined the moderating effects of individual and contextual factors on the relationship between AC and its outcomes, offering nuanced insights into the boundary conditions under which affective commitment exerts its effects (Rana & Singh, 2022).

Overall, recent research on affective commitment in enterprises has enhanced our understanding of this crucial organizational construct. This has implications for both employees and organizations.

2.5 Underpinning Theories

In investigating the relationships between POS, AC, and OCB, three underpinning theories will be discussed in the following subsections. These theories are social exchange theory, organizational commitment theory, and psychological contract theory。

2.5.1 Social Exchange Theory

The social exchange perspective was originally introduced by Homans (1958) and Blau (1964) in psychology, and by Kelley (1959) in sociology, and later extended to management (Cropanzano & Mitchell, 2005). Social Exchange Theory (SET) encompasses various forms of social exchange, including the exchange of tangible and intangible, as well as material and non-material goods among individuals (Emerson, 1976). SET emphasizes the interdependence among individuals in relationships (Lee & Cadogan, 2009). Fundamentally, SET posits that individuals engage in and maintain relationships with the expectation of rewards (Blau, 1964). Moreover, social communication has expanded from individual interactions to include communication among entities, companies, and groups (Lee & Cadogan, 2009).

In recent years, social exchange theory has gained popularity. Jeong and Oh (2017) developed a foundational model of SET. They assert that the primary objective of SET research is to elucidate and predict individuals' enduring and immediate commitments toward their relationships. Research utilizing SET has been conducted in areas such as organizational relations, crisis management, customer behaviors, perceived organizational support, Affective Commitment (AC), and employee Organizational Citizenship Behavior (OCB) (Cortez & Johnston, 2020; Maan et al., 2020; Talukder, 2019; Wang et al., 2019; Zhu et al., 2023). This indicates that employing SET as the guiding theory for this study is both feasible and appropriate.

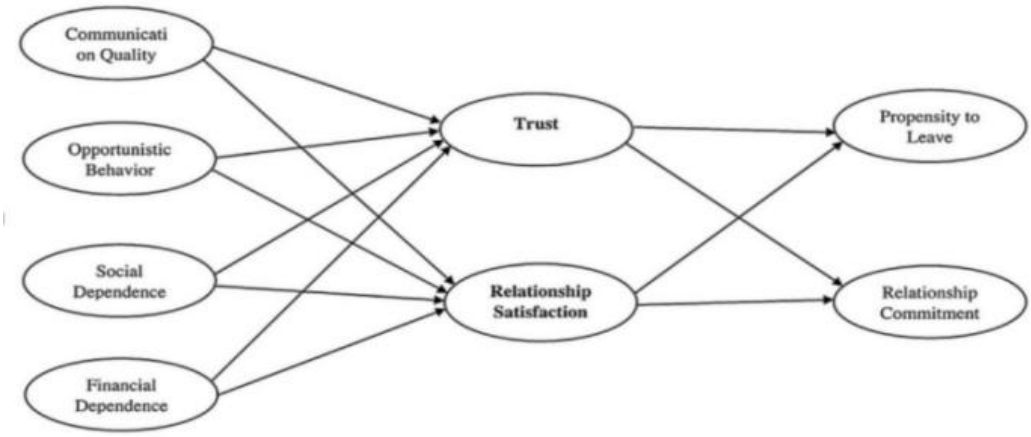

Figure 2.1: Model of SET and An Extension
(Source: Jeong & Oh, 2017)

Despite its strengths, SET has certain limitations. One criticism is that it often assumes human behavior is rational, suggesting that individuals calculate costs and benefits in ways that may not reflect the complexity of emotional and psychological factors (Cook & Hahn, 2021). Furthermore, the emphasis on reciprocity may overlook situations where individuals engage in Organizational Citizenship Behaviors (OCBs) without direct rewards, highlighting the need to consider intrinsic motivations and altruistic behaviors (Kim et al., 2020). Cultural differences can also affect perceptions of reciprocity and support, making SET less generalizable across different organizational contexts (Kilroy et al., 2023). Therefore, while SET provides a valuable framework for understanding the dynamic relationship between perceived organizational support and OCBs, it is essential to integrate other theories that account for emotional and cultural dimensions.

SET explains the foundations of relationships and interactions between individuals, emphasizing reciprocity. This study posits that individuals engage in and maintain relationships based on the expectation of receiving rewards, with SET offering a theoretical

basis for these dynamics. The theory describes how perceived organizational support relates to OCBs among employees. When employees perceive organizational support, they are more inclined to engage in OCBs, as such support fosters a sense of reciprocity and the expectation of mutual benefit. Thus, due to its focus on reciprocity and expectations in interpersonal relationships, SET effectively explains how employees respond to organizational support by exhibiting OCBs.

SET asserts that social interactions between individuals are grounded in reciprocity and exchange. This theory is commonly employed to understand relationships between employees and employers within organizations. In this study, SET provides a theoretical foundation for elucidating the connections between perceived organizational support (POS), Affective Commitment (AC), and OCB.

SET says when employees perceive support and care from their organization, they feel valued and reciprocate with positive behaviors. For instance, employees may demonstrate increased OCBs, such as assisting colleagues and adhering to company norms, in response to organizational support. Therefore, this study employs SET to explain the relationship between POS and OCB. Employees' perceptions of organizational support can enhance their affective commitment to the organization (Astuty & Udin, 2020). This relationship can be viewed as a reciprocal social exchange process: when employees feel supported, they are more likely to respond with heightened AC, fostering increased loyalty to the organization.

AC is the emotional bond between employees and organizations. From the perspective of SET, when employees perceive organizational support, their affective commitment is strengthened, leading them to reciprocate through increased OCB.

Consequently, exploring the relationship between AC and OCB can illuminate, with SET, why employees voluntarily repay the organization. This is after developing an emotional connection.

This study also investigates AC as a mediating variable in the relationship between POS and OCB. When employees feel supported by the organization, their AC increases, which leads to greater OCB. Here, AC serves as a bridge, reflecting employees' positive behaviors in return for organizational support.

Through the lens of social exchange theory, this study aims to reveal the interaction mechanisms between employees and organizations: when organizations provide support, employees reciprocate through enhanced affective commitment and positive behaviors. Investigating these relationships can deepen our understanding of OCB and offer practical guidance for organizations seeking to enhance employee commitment and positive behaviors.

2.5.2 Organizational Commitment Theory

Organizational Commitment (OC) Theory aims to explain the degree of emotional attachment and loyalty employees feel toward their organization (Brunetto et al., 2012). Grounded in Meyer and Allen's three-dimensional model, this theory categorizes commitment into three types: affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1996). Affective commitment reflects employees' emotional attachment and identification with the organization, motivating them to stay because they genuinely like it. In contrast, continuance commitment pertains to employees remaining with the organization due to perceived costs associated with leaving. This includes a lack of alternative job opportunities or investments in their current roles. Lastly, normative

commitment is based on a sense of moral obligation or social responsibility, wherein employees feel they should remain with the organization (Meyer et al., 1990). This theoretical framework highlights the significant impact of employees' emotional investment and engagement on organizational performance and employee behavior. This makes it a crucial concept in organizational behavior and human resource management.

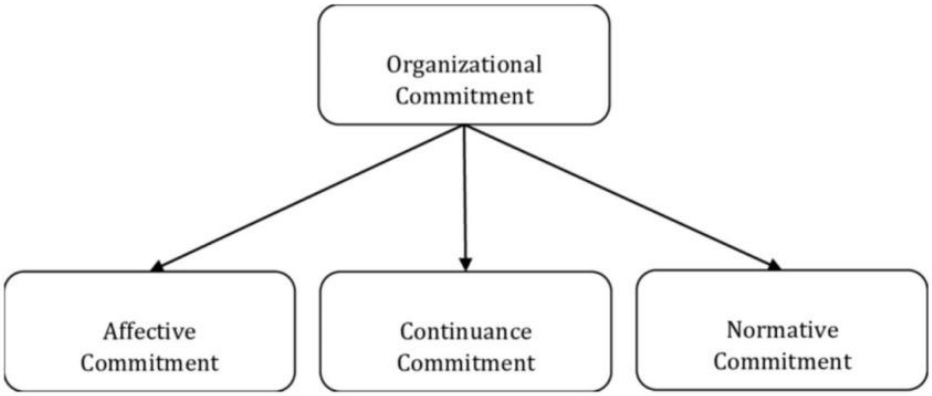

Figure 2.2: Organizational Commitment Theory Model
(Source: Allen & Meyer, 1996)

Organizational commitment theory dates back to the 1960s, with Meyer and Allen formalizing it into a three-dimensional model in 1991. This model emphasizes how different types of commitment uniquely influence employee behavior and organizational performance (Jehanzeb & Mohanty, 2018). While OC Theory offers an effective framework for understanding employee behavior, it also has limitations. For instance, the three-dimensional model may oversimplify employee commitment (Stephens, 2023). In reality, employee commitment is multidimensional, and different dimensions are interconnected (Jeon & Choi, 2020). For example, the relationship between affective commitment and continuance commitment may vary with changes in the external environment. This is a nuance not fully captured in the original model.

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). This cultural consideration necessitates caution when applying OC Theory across different regions and contexts, indicating it may require adjustments or expansions. Thus, in the context of private enterprises in China, OC Theory can enhance understanding of employee motivations and behaviors. This can lead to more targeted management strategies aimed at improving organizational performance.

The application of OC Theory aids organizations in better comprehending employee loyalty, satisfaction, and the willingness to exert extra effort. These factors are critical for long-term growth and effectiveness. This study focuses specifically on affective commitment, as it is most closely related to employees' voluntary positive behaviors, such as OCB. Affective commitment stems from a genuine emotional connection to the organization and typically fosters higher work engagement and positive behaviors. In contrast, continuance and normative commitments are often more externally driven and may not promote positive behavioral performance in the same manner. Therefore, investigating affective commitment provides insights into how employees' emotional attachment to the organization motivates them to exceed expectations in their roles.

OC Theory underscores the importance of employees' emotional bonds, sense of obligation, and responsibility toward their organization. It asserts that these emotional connections significantly influence behavioral tendencies. This study utilizes OC Theory to examine the relationships between POS, AC, and OCB. This provides a theoretical foundation for understanding their interconnections.

According to OC Theory, employees' commitment to the organization is a fundamental driver of positive behaviors (Massoud & Jameel, 2020). When employees perceive organizational support, they are more likely to develop a sense of belonging and emotional attachment, leading to higher levels of OCB. Hence, POS can enhance employees' organizational commitment, motivating them to actively support both colleagues and the organization (Ridwan et al., 2020).

Affective commitment, as a core dimension of organizational commitment, refers to employees' emotional attachment and loyalty to the organization (Agyeiwaah et al., 2022). Employees with high AC are more inclined to demonstrate OCB, such as assisting colleagues and actively engaging in their work. This is an expression of commitment. This study investigates the relationship between AC and OCB. It posits that higher levels of affective commitment among employees correspond to a more proactive display of OCB.

Furthermore, this study posits that affective commitment serves as a mediating variable between POS and OCB. 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). Thus, when employees perceive organizational support, their affective commitment strengthens, encouraging them to reciprocate with OCB, with AC acting as a mediating factor.

In summary, OC Theory provides a comprehensive framework for this study, facilitating an in-depth understanding of the relationships between POS, AC, and OCB. This theory emphasizes the significance of employees' emotional connections in shaping organizational behavior. It offers robust explanations of behavioral motivations and contributions to the organization, while also providing practical management strategies.

2.5.3 Psychological Contract Theory

The psychological contract refers to informal and implicit reciprocal expectations and commitments between employees and the organization. It encompasses aspects such as employees' roles, responsibilities, authority, and rewards within the organizational context (Rousseau, 1987). Unlike formal contracts, which are explicitly written, the psychological contract is based on implicit mutual trust and understanding, shaped by employees' expectations of the organization and their contributions (Savarimuthu & Rachael, 2017).

Psychological contract theory (PCT) had its origins in the late 1960s and early 1970s. Since then, researchers have recognized the significant influence of informal interactions between employees and the organization on employee satisfaction, commitment, and performance (Ampofo, 2021; Herrera & De Las, 2021; Liu et al., 2020). Pioneered by scholars such as Rousseau (1989), PCT has undergone multiple refinements to elucidate modern work environments. It provides insights into employee behavior, commitment, and satisfaction (Wibowo, 2022), while also illuminating the impact of psychological contracts on job performance, OCB, and turnover intentions (Batra & Kaur, 2021). When organizations fulfill employees' psychological contract expectations, it fosters active employee engagement and enhances overall organizational effectiveness.

PCT offers a valuable framework for understanding informal interactions between employees and organizations. However, it also has certain limitations. Firstly, PCT primarily focuses on employees' expectations and implicit commitments to organizations, often overlooking the impact of complex organizational environments and cultural factors on the formation of psychological contracts (Kutaula et al., 2020). Additionally, psychological contracts are dynamic; employees' expectations may evolve in response to changes in the

business landscape (Woodrow & Guest, 2020). Despite this, existing research has rarely examined the stability and variability of psychological contracts. This neglects to fully consider how these contracts influence employees' work performance and organizational commitment. This is in the context of rapidly changing market conditions and technological advancements.

Figure 2.3: Psychological Contract Theory

In this study, PCT serves as the theoretical foundation for analyzing the effects of employees' POS and AC on OCB. By exploring informal expectations and commitments between employees and organizations, this research aims to uncover how these factors shape employees' behavioral responses and interactions within an organization. The use of point of sale can be viewed as a means for organizations to fulfill psychological contracts, thereby enhancing affective commitment. Through empirical research, this study will investigate the relationship between employees' perceptions of psychological contracts and their work behaviors. It will provide organizational managers with targeted strategies and recommendations to bolster employees' commitment and encourage positive behaviors.

2.6 Conceptual Framework

The present study investigates the relationship between perceived organizational support, affective commitment, and employees' organizational citizenship behavior. In this framework, POS and AC are considered independent variables, while AC is further examined as a potential mediator between POS and employees' OCB. Building on the gaps identified in the literature and aligning with the research objectives, this study establishes a comprehensive research framework. The framework is illustrated in Figure 2.4 below:

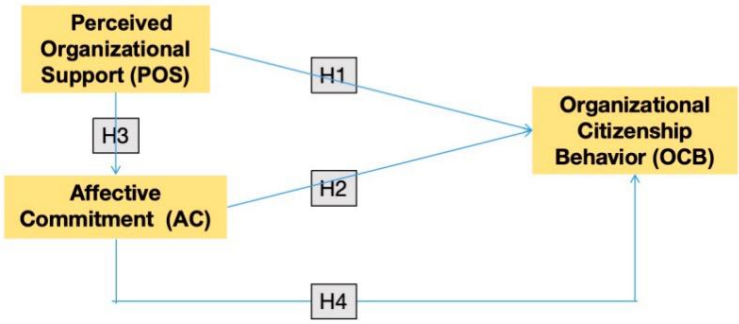

Figure 2.4: Conceptual Framework

2.7 Development of Hypotheses

This study proposes three hypotheses. Firstly, hypothesis one suggests a positive significant relationship between POS and OCB. Secondly, hypothesis two suggests a positive significant correlation between AC and OCB. As a final thought, let us assume that AC mediates the relationship between POS and OCB.

2.7.1 Development of Hypotheses

In this study, POS is defined as the extent to which employees feel supported by their organization. This is assessed through their perceptions of fair treatment, resource availability, and access to developmental opportunities offered by the organization. OCB refers to voluntary and cooperative actions that are beyond formal job requirements. It is

quantified by the frequency with which employees engage in activities that contribute to team and organizational objectives.

SET provides a robust framework for understanding the relationship between POS and OCB. According to SET, employees who perceive high levels of organizational support are more inclined to feel a sense of obligation to reciprocate through discretionary behaviors that benefit the organization, such as OCB (Blau, 1964). When organizations demonstrate fair treatment and provide essential resources along with opportunities for growth, they create an environment where employees feel valued and motivated to extend beyond their formal job responsibilities (Eisenberger et al., 1986). This reciprocal exchange not only strengthens organizational cohesion but also encourages OCB as a way for employees to acknowledge the support they have received.

Safitri and Riyanto (2020) confirm that perceived organizational support 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. These findings highlight the importance of establishing a supportive organizational environment to foster and incentivize employees to exhibit OCB.

Additionally, research by Ridwan et al. (2020) reveals a positive and significant impact of perceived organizational support on OCB. Essentially, when employees feel more supported by their organization, their engagement in OCB behaviors rises. These results are consistent with earlier studies by Pandra and Wardi (2021) and Purwanto et al. (2022), which also established a positive and significant relationship between POS and OCB. The perception of increased organizational support enhances employees' motivation to contribute more, thereby promoting OCB.

However, several studies have yielded varying findings regarding the relationship between POS and OCB. For instance, Ansori and Wulansari (2021) found a minimal effect of POS on OCB, while Jehanzeb (2020) reported an insignificant relationship between POS, employee development, and OCB. This ongoing controversy underscores the variability of outcomes based on different contexts. Therefore, this study proposes the following hypothesis:

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

2.7.2 The Relationship Between AC and OCB

AC describes the emotional attachment and loyalty employees feel toward their organization. This is evidenced by their reported sense of belonging and identification with the organization's values and goals. OCB encompasses voluntary and cooperative behaviors that exceed formal job requirements. It is measured by the frequency with which employees engage in activities that support team and organizational objectives.

Meyer and Allen (1991) link AC to an employee's willingness to remain with and contribute positively to their organization. Social Identity Theory (Tajfel & Turner, 1986) posits that individuals who strongly identify with their organization are more inclined to adopt behaviors that reflect favorably on it, including OCB. Employees with a high level of affective commitment tend to perceive organizational success as personally meaningful. This motivates them to engage in discretionary efforts that complement their formal roles and foster a supportive work environment. This intrinsic motivation drives them to assist colleagues, participate actively in team activities, and demonstrate loyalty to the organization through OCB behaviors.

Generally, affective commitment and OCB are positively correlated. A high level of affective commitment indicates that employees have a strong emotional connection and loyalty to the organization. This is closely associated with their willingness to engage in spontaneous OCB that extends beyond formal responsibilities (Atrizka et al., 2020). This commitment not only motivates employees to be more engaged in their work and willing to contribute to the organization's success but also encourages them to help colleagues, actively participate in team activities, and provide greater support for the organization (Bimantara et al., 2022).

The study by Prayitno et al. (2020) demonstrate that affective commitment positively impacts OCB. In their study of 304 technical employees from three Chinese IT companies, a direct correlation between affective commitment and organizational citizenship behavior (OCB-O) was found. Similarly, research by Nuzula and Nurmaya (2020) on employees in an Indonesian telecommunications company indicated that affective commitment has a positive and significant effect on OCB.

However, despite numerous studies affirming the significant impact of AC on OCB, there are also contrasting findings regarding this relationship. Mohamed and Anisa (2012) reported that normative commitment and sustained commitment significantly influence OCB, while affective commitment does not have a significant impact. Given this inconsistency in research results, further investigation of the relationship between AC and OCB is warranted. Therefore, this study proposes the following hypothesis:

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

2.7.3 The Relationship Between POS and AC

POS refers to employees' perception of the support they receive from their organization. This includes fair treatment, resource availability, and developmental opportunities. AC represents employees' emotional attachment and loyalty to the organization, assessed by their sense of belonging and alignment with the organization's values and goals.

SET provides a theoretical foundation for understanding the positive relationship between POS and AC. According to SET, employees respond to organization support with increased loyalty and commitment (Cook & Hahn, 2021). When organizations offer resources, fair treatment, and opportunities for development, employees perceive a supportive environment that fosters a sense of obligation and loyalty. This perceived support enhances affective commitment, as employees feel valued and motivated to reciprocate with increased dedication and engagement. SET posits that as employees feel more supported, their emotional attachment and alignment with the organization's values grow, further reinforcing their affective commitment.

There is a strong positive correlation between affective commitment and POS. 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). This relationship manifests itself in employees' work engagement and positive behavior, which contributes to a constructive work atmosphere and helps maintain organizational stability (Astuty & Udin, 2020). Overall, effective organizational support plays a crucial role in promoting employee affective

commitment formation and maintenance, positively impacting organization overall performance.

Research conducted by Richards et al. (2019) involving 297 physics educators revealed a positive relationship between affective commitment and POS. Similarly, the study by Yuliani et al. (2021) confirmed that the relationship between POS and affective commitment is both significant and positive. Paramartha et al. (2019) examined teachers at BPK PENABUR Senior High School in Jakarta, Indonesia, and found that POS significantly influences affective commitment. The findings of Astuty and Udin (2020) also support this conclusion.

Employees who experience a strong sense of commitment to the organization tend to have higher job satisfaction and increased contentment with their work environment (Mahmood Aziz et al., 2021). This satisfaction fosters a positive workplace atmosphere and enhances employee morale. The interaction between POS and AC can create a positive cycle: Sungu et al. (2019) found that employee perception of organizational support enhances affective commitment, which improves job performance and satisfaction. As employees perceive organizational support, they develop affective commitment, leading to increased work engagement and loyalty, which, in turn, increases their internal perception of level of organizational support (Alshaabani et al., 2021). Based on the established relationship between perceived organizational support and affective commitment, this study proposes the following research hypotheses:

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

2.7.4 The Mediating Role of AC

AC refers to the degree of emotional attachment and loyalty employees feel toward their organization. This is assessed through self-reported measures of belonging, emotional connection, and alignment with organizational values and goals.

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). When employees perceive high levels of organizational support, they are more likely to believe that the organization is fulfilling its part of this psychological contract, thereby fostering a deeper emotional attachment to the organization (Bahadır et al., 2024). This emotional attachment, or AC, drives employees to engage in voluntary, cooperative behaviors that contribute to the organization's well-being. This extends well beyond their formal role requirements.

Moreover, studies have demonstrated that AC serves as an intermediary variable, exerting a positive influence on OCB. Liu (2009) found that affective commitment acted as a partial mediator in the relationship between parent company POS and organizational-directed OCB. It also served as a complete mediator between subsidiary POS and organizational-directed OCB. AC's mediating role has been validated by multiple studies. For instance, Khaola and Rambe (2021) identified perceived justice and affective commitment as significant continuous mediators between transformational leadership and OCB. Similarly, Khaskheli et al. (2020) reported that affective commitment partially contributes to the relationship between employees' perceptions of corporate social

responsibility and OCB. Additionally, Purba et al. (2015) found that affective commitment partially mediates the relationship between personality traits, such as extroversion and emotional stability, and both OCB-I and OCB-O.

While existing research suggests that POS has a direct and positive impact on employees' OCB (Pandra & Wardi, 2021; Purwanto et al., 2022), some studies highlight inconsistencies in this relationship (Ansori & Wulansari, 2021; Jehanzeb, 2020). Consequently, some researchers argue that POS's effect on employees' OCB is often indirect, operating through AC influence (Alshaabani et al., 2021). In light of this perspective, the current study investigates the role of AC as a mediating variable between POS and OCB among employees in private enterprises. Based on this premise, the study proposes the following hypothesis:

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

2.8 Gaps in the Literature

While prior studies have examined the relationships between POS, AC, and OCB, significant inconsistencies persist in the findings. Some research indicates that POS has a direct positive impact on OCB (Pandra & Wardi, 2021; Purwanto et al., 2022), whereas others report no significant relationship, suggesting that POS's influence on OCB may vary across different contexts (Ansori & Wulansari, 2021; Jehanzeb, 2020). These inconsistencies could be attributed to varying cultural and organizational settings. These settings may shape the mechanisms through which POS influences OCB in distinct ways. Similarly, AC's impact on OCB remains inconclusive. Some studies suggest that AC significantly enhances OCB (Prayitno et al., 2020; Nuzula & Nurmaya, 2020), while others report no significant

effect (Mohamed & Anisa, 2012). This variability indicates that AC's role in promoting OCB may be context-dependent, highlighting the need for further investigation into this relationship across diverse cultural and organizational environments.

Moreover, although prior research has proposed a potential mediating role for AC in the relationship between POS and OCB, empirical evidence regarding this mediation effect is mixed. While some studies support the notion of AC as a mediator between POS and OCB (e.g., Liu, 2009; Khaskheli et al., 2020), the strength and significance of this mediation appear to vary across different contexts. Therefore, it is essential to further explore the mediating role of AC within specific settings, particularly in the context of private enterprises in Guangzhou. This is to better understand the interaction mechanisms between POS, AC, and OCB.

In summary, this study focuses on the unique cultural and organizational context of private enterprises in Guangzhou. It investigates the relationship between POS, AC, and OCB. This approach aims to address existing gaps in the literature and clarify the complex relationships between these variables.

2.9 Chapter Summary

This chapter reviews the origin, development, and relationship between the three variables of POS, AC, and OCB. Literature research indicates that there is controversy regarding the relationship between POS, AC, and OCB. Further verification is still needed regarding AC's mediating role. Based on social theory and research objectives, the study has formed a corresponding research framework and made corresponding hypotheses. The following chapter outlines the research methodology employed in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter offers a comprehensive overview of the research methodology employed in this study. Utilizing quantitative research methods, the study incorporates empirical research and survey techniques throughout the research process. The chapter outlines the research design, data collection process, sampling techniques, and data analysis methods. A well-structured research methodology is essential as it provides systematic approaches and clear steps for both data collection and analysis, making it a crucial component of the overall research framework.

3.2 Research Design

Research design plays a crucial role in guiding researchers to select the most appropriate methods, ensuring that both data collection and analysis effectively address the research questions (Abutabenjeh & Jaradat, 2018). It serves as the foundation of research and significantly influences the quality and outcomes of the study. A well-structured research design enhances the logical coherence and persuasiveness of the research, while also aiding researchers in formulating clear steps and frameworks (Newman & Gough, 2020).

Explanatory research is a widely adopted approach that allows researchers to examine the relationships among various variables, offering insights into the underlying mechanisms at play (Vowels, 2024). This design is particularly beneficial as it promotes a deeper understanding of causal relationships and interactions between different factors. By

employing a comprehensive research framework, this study provides an in-depth analysis of the influencing factors of OCB. It explores the connections between perceived organizational support, affective commitment, and OCB. Given the research questions, objectives, and characteristics of this study, an explanatory research design is appropriate.

As part of its research steps and questions, this study uses an explanatory research design. To examine the influencing factors of OCB, a survey will be conducted to gather relevant data using well-defined research instruments. Figure 3.1 below illustrates the research steps:

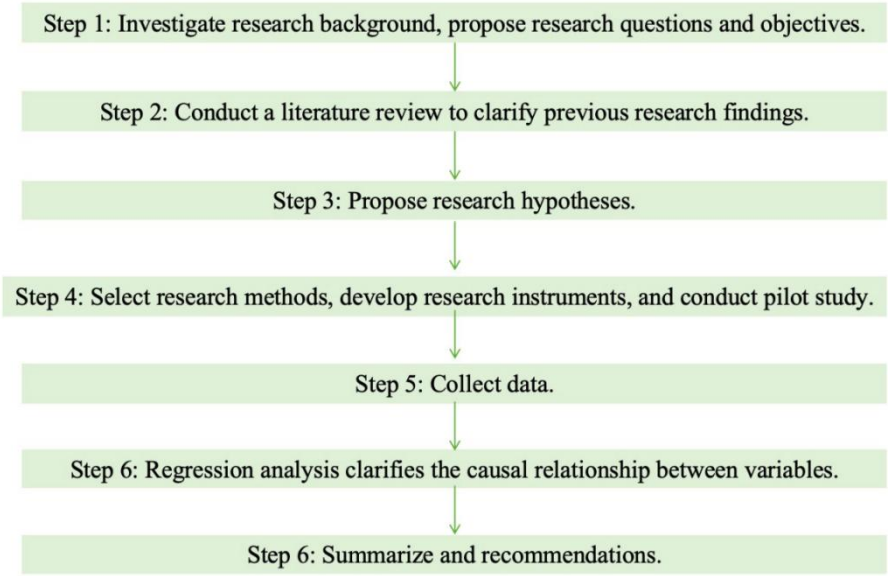

Figure 3.1: Research Flowchart

3.3 Research Paradigm

Positivism is a research paradigm that emphasizes the analysis and validation of phenomena through objective and quantifiable empirical data, focusing on exploring causal relationships (Maksimovic & Evtimov, 2023). This approach prioritizes objectivity and

repeatability, often employing experiments, surveys, and statistical methods to ensure findings accuracy and generalizability (Park et al., 2020). Positivism's advantages lie in its scientific rigor and reliability, as it minimizes subjective bias, rigorously tests hypotheses, and generates conclusions that are both compelling and verifiable (McCloskey, 2022). Positivism strengthens research findings' relevance to real-world issues.

This study adopts positivism as its research paradigm for several key reasons:

Firstly, positivism's focus on objectivity and causality aligns seamlessly with the study's objectives. These objectives aim to elucidate the associations and influences among Perceived Organizational Support (POS), Affective Commitment (AC), and Organizational Citizenship Behavior (OCB). This research aims to identify causal relationships among these variables, and positivism's objective research methods provide a reliable foundation for exploring such connections.

Secondly, the positivist paradigm facilitates hypothesis testing through measurable data. By collecting and analyzing quantitative data, this study can establish specific relationships among variables and assess their statistical significance. Utilizing objective tools such as questionnaires and statistical analysis, the study investigates the connections between POS, AC, and OCB. This ensures accuracy and applicability of the findings, consistent with positivism's core commitment to data-driven objectivity.

Positivism emphasizes the validation of hypotheses through empirical data. The hypothesis proposed in this study posits AC as a mediating variable between POS and OCB. This necessitates the application of statistical analysis methods to assess both the existence and extent of this mediating effect. By providing a structured framework for hypothesis

testing, the positivist approach enhances the reliability of the conclusions drawn. This renders the study's findings robust and grounded in data.

3.4 Research Population and Sample

3.4.1 Research Population

An enterprise typically refers to an organization, company, or business entity engaged in commercial, industrial, or service activities aimed at profitability or achieving specific business goals (Binder & Clegg, 2006). Enterprises vary significantly in size and form, from small family-owned businesses to multinational corporations. Their scope and nature can be diverse, including sectors such as manufacturing, sales, services, innovation, and technology development.

This survey targets in-service employees of private high-tech enterprises in Guangzhou. According to statistics from Guangzhou Daily (2023), as of February, there were nearly 16 million individual and private enterprises in Guangzhou, accounting for approximately one-tenth of the total in China. These enterprises contribute over 50% of the province's GDP, 60% of tax revenue, 70% of innovation achievements, and 80% of creation of jobs, serving as a continuous impetus for Guangdong's high-quality development. As the capital of Guangdong Province, Guangzhou plays a crucial role in the market, creating new employment opportunities and driving innovative achievements (He, 2023). The Guangzhou Municipal People's Government (2023) has highlighted that the private economy and small and medium-sized enterprises are vital engines of economic growth, making the selection of private enterprises in Guangzhou a more representative focus for this research.

Private high-tech enterprises in Guangzhou have demonstrated exceptional performance in technology, the economy, and research and development. These enterprises undertake national and provincial science and technology projects, establish industry standards, and some have gained recognition as “unicorns”. In 2022, their collective revenue exceeded 120 billion yuan, with profits doubling and high levels of R&D investment across various fields, including electronic information and biopharmaceuticals (Fang, 2023). These companies attract investment from venture capital institutions and benefit from technology credits and financial support. Some are publicly traded, promoting multi-level capital markets.

The selection of Guangzhou employees as research subjects is primarily due to the city’s significant role in China’s economy and its vibrant business environment. As reported by the Guangzhou Municipal Government, private enterprises and small and medium-sized enterprises are instrumental in driving the city’s economic development, representing a substantial portion of the national landscape. Guangzhou is not only the capital of Guangdong Province but also the economic center of South China. It is characterized by high corporate activity and innovation capabilities. This context provides a representative sample of corporate employees, facilitating a better understanding of work attitudes and behaviors in a rapidly developing economy.

The focus on high-tech companies is particularly relevant, as these organizations typically possess strong innovation capabilities and invest heavily in research and development, playing a crucial role in economic transformation and upgrading. Employees in high-tech firms face elevated technical demands and professional challenges, making the study of their organizational citizenship behavior and job satisfaction particularly valuable.

Such companies often succeed due to employee enthusiasm and engagement. Therefore, examining the organizational behavior of employees in these firms will yield insights into improving employee performance and satisfaction. This is in a highly competitive and rapidly evolving market environment.

3.4.2 Sampling Design

This study employed a non-probability sampling method, convenience sampling, as part of its sampling technique. Non-probability sampling offered additional flexibility in sample selection, allowing researchers to tailor their approach to align with research objectives and specific needs (Rozalia, 2007). Additionally, the no-probability sampling has often been more time- and cost-efficient than probability sampling methods. Convenience sampling enabled researchers to select participants based on their availability and accessibility, making it a fast and cost-effective data collection method (Stratton, 2021). This approach was particularly advantageous when recruiting participants with limited time or resources, rendering convenience sampling well-suited to this study.

To facilitate a comprehensive analysis of participants' backgrounds and organizational needs, this study gathered demographic information. This included gender, age, job title, department, and work experience. Gender was classified as male or female to explore potential gender-based differences. Age was categorized into five groups—18-24, 25-34, 35-44, 45-54, and 55 and over - to identify distinctive characteristics and needs across different age cohorts.

Position levels were analyzed, including executives, middle management, department managers, and general employees. This was done to gain insights into hierarchical roles' varying requirements. The focus was specifically on employees within

marketing departments of private high-tech enterprises, including roles such as market planning, promotion, analysis, and management.

Furthermore, work experience has been segmented into three categories: new employees (1-3 years), mid-level employees (4-6 years), and senior employees (8+ years), allowing for an examination of tenure-based differences in work history and experience accumulation. This demographic data served as a foundation for an in-depth analysis of employees' varied needs and organizational roles.

According to data released by the Guangzhou Bureau of Statistics (2023), Guangzhou had a permanent population of 18.7341 million at the end of 2022, with an urbanization rate of 86.48%. By 2023, the number of national high-tech enterprises in Guangzhou was projected to reach 13,000, with more than 5,000 high-tech enterprises certified annually for the first time. The number of national science and technology-based small and medium-sized enterprises was expected to reach 21,000, contributing to Guangzhou's position as a leader in the country in registered enterprises. Although no official data specified the exact number of employees, estimates based on the known number of enterprises suggested that the total workforce may range between 2.85 million and 7.55 million.

According to Krejcie and Morgan's sampling table, when the total population exceeds 1 million, a sample size of 384 is recommended (see Table 3.1). To ensure adequate data collection, this study distributed 500 survey questionnaires to in-service employees of private high-tech enterprises. Table 3.2 illustrates the sampling design.

Table 3.1: Krejcie and Morgan Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	26	140	103	340	181	1000	276	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is Population Size
"S" is Sample Size.

Source: Krejcie and Morgan (1970).

Table 3.2: Sampling Design

Population and Sample	
Population in Guangzhou	18.73 million
Population among high-tech enterprises	2.85 - 7.55 million
Sample	384
Target questionnaire distribution	500

3.5 Date Collection

In this study, data were collected through the Wenjuxing platform via a structured questionnaire survey targeting employees in private high-tech enterprises in Guangzhou. Respondents were selected using a non-probability sampling method, with a particular focus on employees within the marketing departments of these enterprises, as their roles were

closely aligned with the research objectives concerning innovation and organizational dynamics within the high-tech sector.

Respondents were identified based on their employment in private high-tech enterprises located in the Guangzhou area, specifically targeting individuals in relevant positions such as market planning, marketing promotion, market analysis, and market management. The study distributed the relevant questionnaires to potentially qualified respondents through industry contacts and online forums tailored for high-tech professionals in Guangzhou.

Data collection took three weeks, during which links to the questionnaires were disseminated through platforms such as WeChat and Douyin, facilitating efficient and economical outreach to employees. This approach ensured broad access and allowed respondents to participate at their convenience, thereby enhancing the response rate. Furthermore, reminders were sent regularly by the researcher to encourage participation and ensure the adequacy of the sample size. All responses were collected anonymously to safeguard the confidentiality of participants' information.

This methodological approach effectively facilitated data collection from a diverse sample of employees within Guangzhou's high-tech industry, providing valuable insights for a comprehensive understanding of their roles and experiences in the sector.

3.6 Research Instrument Development

This study used online survey questionnaires for data collection. The survey questionnaire consisted of two parts. The first part gathered demographic information about the participants, such as gender, age, and position.

Table 3.3: Measurement Scales for POS, AC and OCB

Variable	Source
Perceived Organizational Support (POS)	Adapted from Bernarto et al. (2020) and Thiruvenkadam et al. (2020)
POS1: The company I work for appreciates my extra work.	
POS2: A good performance is well appreciated by the company I work for.	
POS3: The company I work for wishes to give me the best possible job for which I am qualified.	
POS4: The company I work for really cares about my well-being.	
POS5: The company I work for cares about my general satisfaction at work.	
Affective Commitment (AC)	Adapted from Meyer and Allen (1991)
AC1: I would be very happy to spend the rest of my career with the company I work for.	
AC2: I enjoy discussing the company I work for with people outside it.	
AC3: I really feel as if the problems of the company I work for are my own.	
AC4: I think that I could easily become as attached to another company as I am to this one (R).	
AC5: I do not feel like 'part of the family' in the company I work for (R).	
AC6: I do not feel 'emotionally attached' to the company I work for (R).	
AC7. The company I work for has a great deal of personal meaning for me.	
AC8. I do not feel a strong sense of belonging to the company I work for (R).	

Table 3.3 continued

Organizational Citizenship Behavior (OCB)	
OCB1: I manage to help other workers when they are in need.	Adopted from Mathembu (2012) and Kang et al. (2020)
OCB2: I work to exceed the role requirements.	
OCB3: I work with a 'can do' attitude.	
OCB4: I treat my co-workers with respect.	
OCB5: I work with a sense of responsibility for our success.	
OCB6: I participate in activities that are not mandatory, but are considered important for the company.	
OCB7: I try to avoid creating problems for other colleagues.	

Note. (R) indicates the item is reverse scored.

The second part measured items related to variables. The POS scale was adapted from Bernarto et al. (2020), the AC scale was adapted from Meyer and Allen (1991), while the OCB scale utilized Mathembu (2012). These scales passed reliability and validity checks, confirming the questionnaire's feasibility. A 5-point Likert scale was used to measure participants' agreement with each item. The scale questions are detailed in Table 3.3.

3.7 Pilot Testing

The pilot study was necessary as it ensured the accurate direction of the research instruments and significantly impacted the accuracy of the research conclusions. Pilot studies can be conducted on a small scale, verifying the feasibility and effectiveness of research instruments. Through pilot research, it is easier to identify potential problems and make timely adjustments, avoiding unexpected errors or difficulties in large-scale

implementation. Therefore, it can reduce research risks and provide empirical evidence to demonstrate the effectiveness and benefits of research instruments. Additionally, the pilot study provided a practical foundation and experience for large-scale research instrument promotion in the future.

Previous studies supported the reliability and validity of the research instruments used in this study. However, to ensure study accuracy, another pilot study was necessary due to differences in research regions and cultural backgrounds. Since the questionnaire was in English and the participants were Chinese, it was distributed in both Chinese and English for better understanding. The questionnaire was reviewed by professionals to avoid errors during translation.

To ensure effective communication and comprehension by participants, this study employed a stepwise translation procedure. This process involved multiple systematic steps to ensure questionnaire accuracy and cultural appropriateness. First, the original English questionnaire was translated into Chinese by a bilingual expert fluent in both languages and familiar with the study context. This initial translation was designed to maintain the integrity of the content while making it accessible to Chinese-speaking participants. After the first translation, the Chinese version was back-translated into English by a second bilingual expert who had not seen the original version. This back-translation process allowed the comparison of the two English texts to identify any differences during the initial translation.

Next, both versions—the original English and the back-translated English—were reviewed by a panel of experts, including researchers and language specialists, who assessed the clarity, consistency, and conceptual fidelity of the translation. They provided feedback

on terms or phrases that may have cultural bias or were difficult for participants to understand. This led to further revisions to the Chinese questionnaire version.

In addition, the study conducted a small-scale pilot test with a representative group of participants from the target population. This pilot study assessed the comprehensibility of the questionnaire items and identified issues during the translation process. Participants were encouraged to provide feedback on any unclear terms or questions they found difficult to answer. This feedback was invaluable, leading to adjustments to several questions to better align with the participants' cultural and contextual understanding.

The researchers contacted a high-tech enterprise in Guangzhou and obtained permission to recruit 30 marketing department staff members, inviting them to complete the questionnaire for this study. The questionnaire was conducted face-to-face, and the researchers explained the study's purpose to the participants before starting. They also detailed the content and importance of the questionnaire to ensure that participants understood the questions and their relevance to the research topic. At the beginning of the questionnaire, the researchers emphasized the voluntary and anonymous nature of participation to ensure that each participant could answer without pressure. This process was designed to build trust and encourage participants to provide honest and accurate feedback.

The questionnaire distribution was scheduled for weekday mornings to maximize participation. Throughout the questionnaire-filling process, the researchers provided necessary support, answered any questions participants might have, and ensured they faced no obstacles in understanding the questions. To avoid bias, the researchers reminded participants to answer based on their personal opinions rather than the company's position or policy.

After the questionnaire was completed, the researchers thanked participants again for their time and contribution. They also introduced the application and potential impact of research results. This approach not only ensured the quality and reliability of the data but also enhanced participants' sense of identity in the research. This provided a solid foundation for subsequent analyses. Ultimately, the researchers successfully collected 30 valid questionnaires, providing comprehensive data support for the in-depth analysis and conclusions of this study.

While participants answered the questionnaire, five individuals indicated they did not understand the term "role" in the fifth question of OCB, "I strive to exceed the role requirements." The researcher explained that it referred to a position or role at work. Additionally, twelve participants were confused about the term "can do" in the sixth question of OCB, "I work with a 'can do' attitude." Therefore, the researcher adjusted the item to "I work with a positive attitude" to enhance understanding. After these adjustments and explanations, 30 valid questionnaires were collected, and after conducting a Cronbach's alpha test, the results in Table 3.5 were obtained:

Table 3.4: Reliability and Validity of the Questionnaire

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POS	7.4030	5.406	0.977	0.978
AC	7.3571	5.264	0.967	0.985
OCB	7.3792	5.301	0.973	0.980

From the analysis of reliability and validity (Table 3.4), the Cronbach's alpha coefficients for POS, AC, and OCB all exceeded 0.9. This indicates that the questionnaire's reliability and validity are strong, making it suitable for large-scale distribution.

The final questionnaire was distributed in a bilingual format, allowing participants to choose the language they felt most comfortable using. This meticulous step-by-step translation process not only enhanced the accuracy of the questionnaire but also strengthened the reliability and validity of the study, ultimately contributing to the robustness of the findings.

3.8 Data Analysis Procedures

Employing correct and rigorous data analysis procedures is critical to reliable research results. This study utilized SPSS version 27 software for data analysis. The analysis content is:

Descriptive Statistics: Descriptive statistical analyses were conducted on the demographic characteristics of the sample, including frequencies, means, and standard deviations, to understand the sample's basic distribution. Tables and charts were used to interpret these results.

Correlation Analysis: The strength and direction of relationships between the primary variables were evaluated by calculating the Pearson correlation coefficient. This analysis provided a basis for testing direct relationships and determining potential associations between variables.

Regression Analysis of Direct Effects: Multiple regression analyses tested the significant relationships between independent and dependent variables. This method was employed to test hypotheses regarding immediate effects, offering coefficients to measure the strength and significance of these relationships. It was used specifically to clarify the direct impact of POS and AC on OCB, as well as the direct impact of POS on AC.

Mediating Effect Analysis: To test the mediating effect, stepwise regression analysis was used, following the method of Baron and Kenny (1986) to examine the role of mediating variables in the relationships between independent and dependent variables.

Finally, the results of each analytical step were interpreted and systematically summarized in relation to the research hypotheses. This was done by focusing on significant direct and mediating effects to support a comprehensive understanding of variable relationships. This rigorous data analysis process ensured the credibility and robustness of the findings, enabling this study to contribute meaningful insights to the field.

3.9 Chapter Summary

Chapter 3 introduces the methodology of this study and details the research steps. This study employs quantitative methods to collect relevant samples from Guangzhou. Data collection is conducted through online surveys using a convenience sampling method and analyzed using SPSS version 27.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

Chapter 4 serves as a critical component of the research endeavor, focusing on the meticulous organization and analysis of the data collected during this study. The primary objective is to identify patterns, uncover latent trends, and reveal any hidden yet relevant information within the dataset. Through a rigorous examination of the collected data, this chapter aims to provide insights that contribute to a deeper understanding of the subject matter under investigation. By employing various analytical tools and methodologies, the goal is to extract meaningful observations and discernible trends. This can inform the subsequent discussions and conclusions of this research.

4.2 Demographic Analysis

A total of 398 valid questionnaires were collected for this study. The analyzed data provide a comprehensive overview of the surveyed population (Table 4.1), revealing a balanced gender distribution, with 47.2% of respondents identifying as male and 52.8% as female. The majority of participants fall within the 35-44 age range (32.2%), closely followed by those aged 45-55 (27.9%), indicating a predominantly middle-aged demographic. In terms of marital status, the majority of respondents are married (73.4%), while lower percentages identify as single (10.6%) or divorced (11.1%). Educational attainment is notably high, with 64.1% holding Master's or PhD degrees, followed by 18.6% with associate degrees and 17.3% with bachelor's degrees. This suggests a well-educated and mature population among the survey participants, providing valuable insights into the demographics of the studied cohort.

Table 4.1: Demographic Information

Variables	Frequency	Percentage (%)
Gender		
Male	188	47.2
Female	210	52.8
Age		
18-24years old	89	22.4
25-34years 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
Education		
High school education and below	0	0
Associate degree	74	18.6
Bachelor’s degree	69	17.3
Masters/PhD	255	64.1

The data provides valuable insights into the distribution of responsibilities, job positions, tenure within the organization, and overall work experience of individuals in the marketing department (Table 4.2). In terms of primary responsibilities, market promotion roles have the highest representation at 33.92%, followed by market planning positions at 25.38% and market analysis roles at 23.12%. Market management positions account for 17.59%, highlighting a diverse array of roles within the department.

Table 4.2: Demographic Information

Items	Frequency	Percentage (%)
What is your main responsibility in the marketing department?		
Market planning positions	101	25.38%
Market promotion positions	135	33.92%
Market analysis positions	92	23.12%
Market management positions	70	17.59%
Others	0	0%
What is your job position?		
Top manager	11	2.76%
Middle-level manager	28	7.04%
Line manager	72	18.09%
Employees	287	72.11%
Others	0	0%

Table 4.2 continued

How long have you been working in this organization?		
Less than 1 year	89	22.36%
1-3 years	80	20.10%
4-6 years	83	20.85%
7-10 years	118	29.65%
Over 10 years	28	7.04%
What is your total work experience?		
Less than 1 year	42	10.55%
1-3 years	47	11.81%
4-6 years	55	13.82%
7-10 years	106	26.63%
Over 10 years	148	37.19%

Regarding job positions, employees represent the majority at 72.11%, with line managers making up 18.09%. Top managers and middle-level managers have relatively low representations at 2.76% and 7.04%, respectively. This indicates a hierarchical structure that emphasizes employee roles within the marketing department.

Examining tenure within the organization, the distribution is fairly uniform across categories. The largest group consists of individuals who have been with the organization for 7-10 years (29.65%), closely followed by those with 1-3 years' experience (20.1%). This suggests a blend of experienced and relatively new marketing members.

In terms of total work experience, the highest percentage is observed among individuals with over 10 years' experience (37.19%), emphasizing a seasoned workforce. The distribution remains relatively balanced across the other experience categories, indicating a mix of individuals with varying levels of expertise.

4.3 Pearson Correlation Coefficient Analysis

The data analysis presented in Table 4.3 reveals a strong positive correlation among Perceived Organizational Support (POS), Affective Commitment (AC), and Organizational Citizenship Behavior (OCB). Specifically, the correlation coefficient between POS and AC is 0.942, between POS and OCB is 0.941, and between AC and OCB is 0.951. All these correlations are statistically significant, with p-values of 0.000, based on a sample size of 398.

These results indicate a close relationship between employees' perceptions of organizational support and affective commitment. In addition, they indicate a close relationship between POS and OCB, and AC and OCB. This positive correlation suggests that higher levels of perceived support from the organization are associated with increased employee commitment and positive behaviors towards the organization. The findings highlight the critical role of POS and employee AC in fostering OCB. This may enhance the performance of employees and overall organizational performance.

Table 4.3: Pearson Correlation Coefficient Analysis

	POS	AC	OCB
POS	1	.942**	.941**
AC	.942**	1	.951**
OCB	.941**	.951**	1

4.4 Hypothesis Testing

The study contains three (3) hypothesized direct relationships and one (1) mediated relationship. These relationships are examined by running the SPSS version 27.

4.4.1 Results of Hypotheses Testing for Direct Relationships

This study aims to verify the positive influence of POS on OCB. As shown in Table 4.4, the coefficient for POS is 0.939, accompanied by a standard error of 0.017, a normalization coefficient of 0.941, a t-value of 55.493, and a *p*-value of 0.000. These results indicate that POS has a statistically significant positive impact on OCB.

Table 4.4: Coefficients of POS and OCB

Model		Unstandardized Coefficients		Standardized Coefficients	*t*	sig.
		B	Std. Error	Beta		
1.	(Constant)	.219	.066	-	3.326	.001
	POS	.939	.017	.941	55.493	.000

a. Dependent Variable: OCB

Specifically, this means that the greater the perceived support from the organization, the more likely employees are to engage in OCB. Therefore, Hypothesis 1 is supported: POS positively influences OCB.

This study aims to verify the positive influence of AC on OCB. As presented in Table 4.5, the coefficient for AC is β = 0.955, with a standard error of 0.016, a normalization coefficient of 0.951, a t-value of 61.416, and a *p*-value of 0.000. These results indicate that AC has a statistically significant positive impact on OCB. Thus, Hypothesis 2 is supported: AC positively influences OCB.

Table 4.5: Coefficients of AC and OCB

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	***t***	**sig.**
		B	Std. Error	**Beta**		
1.	(Constant)	.148	.061		2.442	.015
	AC	.955	.016	.951	61.416	.000

a. Dependent Variable: OCB

This study seeks to verify whether AC serves as a mediator between POS and OCB. The mediation effect was analyzed using stepwise regression in SPSS, ensuring robustness and accuracy.

First, it was crucial to confirm that the regression equation between POS and OCB is statistically significant. This relationship forms the basis for examining the mediation effect. Table 4.4 indicates that the regression equation between POS and OCB is indeed statistically significant. This demonstrates that POS is an important predictor of OCB. This

finding supports the initial premise of the study and justifies further exploration of AC's role as a mediator in this relationship.

Next, it was essential to examine the relationship between POS and AC. This was to assess the feasibility of AC mediating the relationship between POS and OCB. Table 4.6 reveals that the POS coefficient is 0.936, with a standard error of 0.017, a standardized coefficient of 0.942, a t-value of 55.771, and a p-value of 0.000. These results confirm that in the AC regression model, POS exerts a highly significant positive effect. This indicates that higher POS levels lead to stronger AC among employees. Such a high level of statistical significance supports Hypothesis 3, establishing that POS is a key predictor of AC. Consequently, the data provide a solid foundation for asserting AC's mediating role in the model. They suggest that AC may serve as a conduit through which POS influences OCB.

Table 4.6: Coefficients of POS and AC

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	***t***	**sig.**
		B	**Std. Error**	**Beta**		
1.	(Constant)	.251	.065		3.835	.000
	POS	.936	.017	.942	55.771	.000

a. Dependent Variable: AC

Finally, in the next subsection, we test whether the regression equations of POS and AC on OCB are statistically significant. If POS and AC have a positive impact on OCB, it means that employees' perceived support and emotional commitment to the organization not only directly affect their OCB, but also have a significant relationship with each other. This means that increasing employees' perceived support for the organization can directly

enhance their affective commitment, thereby further promoting their positive work behaviors.

4.4.2 Result of Mediation Hypothesis

After introducing the mediating variable (AC), the absolute value of POS on OCB drops to 0.400 (see Table 4.7). This change indicates that AC plays a partial mediating role in the relationship between POS and OCB. This result implies that although the impact of POS on OCB remains significant, the introduction of AC accounts for part of the total effect. As a result, Hypothesis 4 is supported.

Specifically, each coefficient and its associated statistics are displayed in Table 4.7. Using the Bootstrap method, we find that the B value of POS is 0.400, which is significant (P = 0.001), and its 95% confidence interval is (0.314, 0.487), which does not include zero. This further confirms the positive effect of POS on OCB. The B value of AC is 0.575, which is also significant (P = 0.001), with a confidence interval of (0.493, 0.666) that does not include zero, thereby strengthening AC's positive effect on OCB.

To summarize the specific levels of the mediating effect, we can outline the following: Direct effect (POS on OCB): B = 0.400, Indirect effect (POS on OCB through AC): B = POS × AC = 0.400 × 0.575 = 0.230, Total effect (comprehensive impact of POS on OCB): Total effect = direct effect + indirect effect = 0.400 + 0.230 = 0.630

In summary, these results demonstrate that while POS directly affects OCB, AC mediating effects facilitate the conversion of some of the impact of POS into emotional commitments. This enhances organizational citizenship behavior. The level of the mediation further substantiates the presence of this mediation. Therefore, this research provides

comprehensive empirical support for the theoretical framework. A summary of the overall hypothesis testing can be found in Table 4.8.

Table 4.7: Coefficients of POS and AC

Model		Bootstrap					
		95% Confidence Interval					
		B	**Bias**	**Std. Error**	**Sig. (2-tailed)**	**Lower**	**Upper**
1.	(Constant)	0.075	-0.001	0.055	0.182	-0.042	0.178
	POS	0.4	-0.001	0.043	0.001	0.314	0.487
	AC	0.575	0.002	0.044	0.001	0.493	0.666

Table 4.8: Summary of Hypothesis

Hypothesis	Hypotheses Statement	Remarks
H1	Hypothesis 1: Perceived organizational support has a positive significant influence on organizational citizenship behavior.	Supported
H2	Hypothesis 2: Affective commitment has a positive significant influence on organizational citizenship behavior.	Supported
H3	Hypothesis 3: Perceived organizational support has a positive significant influence on affective commitment.	Supported
H4	Hypothesis 4: Affective commitment mediates the relationship between perceived organizational support and organizational citizenship behavior.	Partial Mediation

4.5 Chapter Summary

This chapter primarily focuses on data analysis. After analyzing data from 398 valid questionnaires, it was found that the gender distribution was relatively balanced, with a majority of respondents being middle-aged and young adults. Most participants were married and held higher education degrees. Additionally, the majority of respondents were ordinary employees with extensive work experience. This chapter also verifies the correlations between variables, revealing a positive correlation among POS, AC, and OCB. Following the formulation of the hypotheses, it was determined that all the hypotheses proposed in this study were supported.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

Chapter 5 extensively explores and summarizes the research findings, providing insightful discussions and practical suggestions tailored for relevant industries. It critically addresses the study's limitations, offering constructive insights for improvement. By delving into the nuances of the research and proposing viable recommendations, this chapter contributes to both academic understanding and practical advancements within the targeted research sectors, aiming to enhance methodologies and foster future improvements.

5.2 Discussion

5.2.1 Research Objective 1: To determine the relationships between perceived organizational support and organizational citizenship behavior of private enterprises' employees in Guangzhou, China

This study confirms that POS has a positive influence on OCB. While previous studies, such as those by Ansori and Wulansari (2021) and Jehanzeb (2020), have shown that the impact of POS on OCB varies, often reporting small or insignificant effects, this difference may be influenced by multiple factors and requires further in-depth research. This study found that employees' perceptions of organization support positively impact OCB. Safitri and Riyanto (2020) found that when employees perceive a higher level of support from the organization, their level of involvement in OCB significantly increases. Ridwan et al. research findings (2020) support this, indicating that POS has an important and significant

impact on OCB. This is consistent with Pandra and Wardi (2021) and Purwanto et al. (2022), both demonstrating a positive and significant relationship between POS and OCB.

From a practical standpoint, this positive relationship between POS and OCB suggests valuable strategies for management to enhance organizational outcomes through a supportive work environment. Companies in Guangzhou could foster OCB by implementing policies that prioritize open communication, regular feedback, and employee recognition. This would reinforce employees' perceptions of support. By addressing employees' work needs and providing resources to manage challenges, organizations can cultivate a climate of appreciation. This enhances employee motivation and well-being but also increases productivity and organizational effectiveness (Adinew, 2024). These insights underscore the importance of POS as a strategic lever to drive OCB, ultimately contributing to a company's success.

5.2.2 Research Objective 2: To identify the relationships between affective commitment and organizational citizenship behavior of private enterprise employees in Guangzhou, China

This study confirms that AC has a positive influence on OCB. This finding contradicts Mohamed and Anisa (2012), who asserted that normative commitment and continuance commitment significantly influence OCB, while AC does not. Conversely, Atrizka et al. (2020) argue that heightened levels of AC denote strong emotional bonds and loyalty among employees toward the organization, which are intricately linked to their manifestation of spontaneity and OCB beyond formal obligations. Bimantara et al. (2022) further assert that AC not only instigates increased employee engagement and willingness to contribute to organizational success but also encourages assistance to colleagues, active

involvement in team activities, and a deepening of supportive behavior toward the organization. Prayitno et al. (2020) affirm the positive and statistically significant impact of AC on OCB, aligning with the present study outcomes.

These findings underscore the importance of fostering AC to enhance OCB within organizations. Management should focus on cultivating a supportive company culture that strengthens employees' emotional connection to the company. This is done through initiatives such as team-building activities, employee recognition programs, and opportunities for meaningful involvement in decision-making processes. By enhancing AC, organizations can encourage behaviors such as assisting colleagues, actively participating in teams, and demonstrating increased support for organizational goals (Nuzula & Nurmaya, 2020). These actions not only boost organizational performance but also contribute to a more cohesive and engaged workforce dedicated to the organization's success.

5.2.3 Research Objective 3: To determine the relationships between perceived organizational support and affective commitment of private enterprise employees in Guangzhou, China

This study confirms that POS influences AC. This finding aligns with Yuliani et al. (2020)'s research, which suggests that a high POS signifies organizational commitment to employee welfare and a supportive work environment. Such support typically correlates with heightened emotional bonds among employees, increased job satisfaction, and augmented corporate loyalty. Corroboratively, Richards et al. (2019) and Paramartha et al. (2019) both substantiate a positive association between AC and POS. Deeper affective commitment enhances employees' work engagement and productive behavior. Notably, positive

organizational support plays a pivotal role in catalyzing employee AC. This exerts a favorable influence on the organization's overall performance.

These findings emphasize the importance of enhancing POS to strengthen employees' AC, ultimately benefiting organizational performance. Management should focus on fostering a supportive culture by offering resources for employee well-being, recognizing achievements, and ensuring open communication channels. According to Sungu et al. (2019), such practices boost AC and enhance job performance and satisfaction. Alshaabani et al. (2021) further argue that employees who feel supported by their organization develop a stronger AC, leading to greater work engagement and loyalty. Strengthening POS, therefore, contributes to building a dedicated and motivated workforce, fostering both individual and organizational success.

5.2.4 Research Objective 4: To verify whether affective commitment will mediate the relationships between perceived organizational support and organizational citizenship behavior of private enterprises' employees in Guangzhou, China

This study substantiates the role of AC as a partial mediator in the relationship between POS and OCB. Confirming prior findings, Liu (2009) demonstrated AC's mediating effect between parent and subsidiary company POS and organizational-directed OCB. Multiple studies further validate AC's mediating role in various contexts, including its mediation between transformational leadership and OCB (Khaola & Rambe, 2021) and between perceptions of corporate social responsibility and OCB (Khaskheli et al., 2020). While the direct positive impacts of POS on OCB are acknowledged, some scholars contend that this relationship is often indirect, caused by AC (Alshaabani et al., 2021). This nuanced

understanding emphasizes the intricate interplay of POS, AC, and OCB, underscoring the importance of comprehending these dynamics for organizational insights.

Recognizing AC's mediating role highlights the necessity of fostering a work environment that strengthens AC. This will amplify POS's positive effects on OCB. This insight underscores the value of initiatives that nurture emotional bonds between employees and the organization, as these bonds facilitate discretionary behaviors beneficial to organizational success. By acknowledging the complex interplay between POS, AC, and OCB, management can adopt a holistic approach that builds organizational support but also deepens employee commitment. This will drive enhanced engagement and voluntary contributions.

5.3 Contributions of the Study

5.3.1 Theoretical Contributions

This study conducted an in-depth investigation into the relationships among POS, AC, and OCB, addressing the theoretical gap regarding employee behavior in Chinese private enterprises. Although existing studies have explored the interactions of these variables across different cultural and organizational contexts, relevant empirical research remains insufficient within the specific environment of Chinese private enterprises. This study not only confirmed the positive impacts of POS and AC on OCB but also revealed the mediating role of AC between POS and OCB. This finding provides substantial empirical evidence on how POS affects OCB through affective commitment, enriching the existing theoretical framework.

Additionally, the results emphasize the critical role of AC as a mediator between POS and positive employee behavior, further expanding the applicability of social exchange theory in organizational contexts. By highlighting these relationships, this study offers practical guidance for private enterprises in developing strategies to enhance employee affective commitment and improve OCB. This has significant implications for effective management practices. These empirical theoretical insights not only update the understanding of the existing knowledge system but also lay a robust foundation for future research endeavors in related fields. This encourages further exploration of these dynamics.

5.3.2 Practical Contributions

The practical contributions of this study lie in its ability to inform and enhance organizational practices and strategies within private enterprises in Guangzhou. Firstly, the findings underscore the pivotal role of POS in fostering positive OCB. Organizations can enhance POS by cultivating a supportive culture through specific interventions, such as regular employee feedback sessions, mentoring programs, and resources for work-life balance. Implementing training programs aimed at improving communication and collaboration skills will also create an environment that encourages employees to engage in discretionary behaviors beneficial to the organization.

Secondly, the study highlights the positive impact of AC on OCB, providing actionable insights for cultivating emotional loyalty among employees. Organizations should consider implementing recognition initiatives, such as award programs for outstanding performance. They should also consider fostering team-building activities to enhance interpersonal relationships, and offering developmental opportunities tailored to

individual career aspirations. These strategies are crucial for nurturing emotional commitment, which promotes positive workplace behaviors.

Moreover, a holistic approach is advocated, suggesting that organizations should prioritize both enhancing POS and cultivating AC. By creating a positive work atmosphere, emphasizing continuous training and development, and implementing motivational measures such as performance incentives or wellness programs, organizations can comprehensively elevate employees' OCB. This will lead to a more harmonious and productive work environment.

Lastly, the proposed mediation model illustrates the relationship between POS, AC, and OCB, serving as a practical framework for employee management. Organizations can enhance POS by implementing regular feedback sessions and mentoring programs. In addition, they can foster AC through recognition initiatives, team-building activities, and tailored development opportunities. By prioritizing both POS and AC, companies can create a positive work atmosphere that boosts OCB and leads to a more productive environment. This study provides valuable insights and actionable strategies for private enterprises in Guangzhou to optimize their support systems. It also cultivates a culture of positive citizenship behavior among employees.

5.4 Limitations and Recommendations for Future Research

One limitation inherent in this study pertains to the sample size, specifically its restriction to high-tech enterprises within specific regions or industries. This potentially narrows the scope of generalizability for research findings. To enhance the external validity of future studies, it is recommended to broaden the sample range to incorporate diverse regions and industries. This expansive approach would contribute to a more nuanced and

comprehensive understanding of organizational citizenship behavior among employees in high-tech enterprises' marketing departments.

Additionally, a potential limitation arises from the exclusive use of quantitative methods. These methods may lack the depth required for exploring nuanced aspects of employee participation and could introduce subjective biases. For instance, the evaluation of perceived organizational support and affective commitment might be influenced by personal factors, compromising research outcomes objectivity. To address this limitation, a mixed-methods approach is recommended, combining quantitative and qualitative methods. Techniques such as in-depth interviews and observations can be employed to ensure a richer, more holistic comprehension of critical concepts, thereby mitigating potential subjective biases inherent in quantitative data.

Furthermore, the temporal constraint imposed on the study raises concerns about its ability to capture long-term changes or dynamic fluctuations within specific periods. Future research endeavors could address this limitation by adopting a longitudinal approach or employing data collection at various points in time. This strategy would enable a more nuanced exploration of organizational citizenship trends over an extended duration. This would enhance the study's capacity to reveal comprehensive insights into the dynamics at play within high-tech enterprises' marketing departments.

5.5 Conclusion

This study investigates the relationships between perceived POS, AC, and OCB among employees in marketing departments of high-tech enterprises in Guangzhou. The findings confirm that POS significantly enhances OCB, indicating the need for organizations to provide greater internal support to foster employee engagement. Additionally, the results

highlight AC's vital role in promoting OCB. They suggest that organizations should cultivate higher levels of affective commitment through various initiatives that reinforce employees' emotional connection to the company. Furthermore, the study demonstrates that POS positively influences AC, meaning that enhanced organizational support can strengthen employees' emotional commitment. Importantly, AC acts as a mediator in the relationship between POS and OCB. This indicates that by improving employees' perceptions of support and fostering affective commitment, organizations can effectively boost OCB. To achieve this, high-tech enterprises should prioritize supportive practices, including targeted training programs, the promotion of a positive organizational culture, and regular evaluation and feedback mechanisms, ultimately cultivating a more engaged workforce that contributes significantly to overall organization performance.

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APPENDICES

Questionnaire

Dear Sir/Madam

I am delighted to have the opportunity to contact you and invite you to participate in this survey. We sincerely appreciate your support and cooperation. This is an academic survey aimed at exploring the relationship between work support, affective commitment, and organizational citizenship behavior. The survey will be conducted anonymously, and the data collected will be used solely for academic research purposes.

We assure you that your answers will remain confidential. Please complete the survey questionnaire based on your actual experiences and ensure that you provide accurate and objective information. Your input is crucial for the validity and accuracy of our research findings. Once you have completed the questionnaire, kindly return it to us.

Thank you for your participation!

尊敬的先生/女士：

您好！很高兴您能够参加此次调查。非常感谢您的支持与合作！这是一项学术调查，旨在探讨工作支持，情感承诺和组织公民行为之间的关系。调查是匿名进行的。本次调查收集的数据仅用于学术研究目的，仅由与本主题相关的专业研究人员进行处理，用于整体统计分析，不涉及任何特定个人或单位。我们保证对您的回答保密。请根据您的实际情况填写调查问卷。您提供的客观真实的信息对研究结论的有效性和准确性至关重要。填写完问卷后将其提交给我们。

1. What is your Age Group?
您属于那个年龄组？

○A.18-24 岁 years old

○B.25-34 岁 years old

○C.35-44 岁 years old

○D.45-55 岁 years old

○E.Over 55 岁 years old

2. What is your gender ?
您的性别是？

○男性 male

○女性 female

○其他 others

○并不想说 prefer not to tell

3. What is your marital status?
您的婚姻状况是？

○单身 single

○已婚 married

○离婚 divorced

○丧偶 widowed

○其他 others

4. What is your main responsibility in the marketing department?
您在市场部门主要负责哪一方面？

○市场规划 market planning positions

○市场推广 market promotion positions

○市场分析 market analysis positions

○市场管理 market management positions

○其他 others

5. What is your job position?
您的工作职位是什么？

○高层经理 top manager

○中层经理 middle-level manager

○部门经理 line manager

○一般员工 employees

○其他 others

6. How long have you been working in this organization?
您在这个组织工作多久了？

○少于 1 年 less than 1 year

○1-3 年 years

○4-6 年 years

○7-10 年 years

○超过 10 年 over 10 years

7. What is your total work experience??
您的总工作年限是？

○少于 1 年 less than 1 year

○1-3 年 years

○4-6 年 years

○7-10 年 years

○超过 10 年 over 10 years

8. What is the highest education you have attained?
您的最高学历是？

○A.高中学历及以下 High school and below

○B.专科学历 College degree

○C.本科学历 Undergraduate degree

○D.研究生学历 Graduate degree

Perceived Organizational Support (POS) 感知组织支持

9. POS1: The company I work for appreciates my extra work.
我所在的公司认可我的额外工作。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

10. POS2: A good performance is well appreciated by the company I work for.
我所在的公司对良好的表现给予高度评价。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

11. POS3: The company I work for wishes to give me the best possible job for which I am qualified. 我所在的公司希望给我最适合我资格的工作。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

12. POS4:The company I work for really cares about my well-being.
我所在的公司非常关心我的幸福感。

非常不同意	○1	○2	○3	○4	○5	非常同意 Strongly agree

Strongly disagree

13. POS5:The company I work for cares about my general satisfaction at work.
我所在的公司关心我在工作的总体满意度。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

Affective Commitment (AC) 情感承诺

14. AC1. I would be very happy to spend the rest of my career with the company I work for.
我会很高兴能在我所在的公司度过职业生涯的剩余时间。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

15. AC2. I enjoy discussing the company I work for I work for with people outside it.
我喜欢和外界的人讨论我所在的公司。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

16. AC3. I really feel as if the problems of the company I work for are my own.
我真的觉得我所在公司的问题就是我的问题。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

17. AC4. I think that I could easily become as attached to another company as I am to this one . 我认为我可以轻松地对另一家公司产生与对这家公司一样的依恋。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

18. AC5. I do not feel like ‘part of the family’ in the company I work for.

我不觉得自己在我所在的公司是“家庭的一部分”。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

19. AC6. I do not feel ‘emotionally attached’ to the company I work for.

我不觉得自己对我所在的公司“有情感依附”。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

20. AC7. The company I work for has a great deal of personal meaning for me.

我所在的公司对我有很大的个人意义。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

21. AC8. I do not feel a strong sense of belonging to the company I work for.

我不觉得自己对我所在的公司有强烈的归属感

非常不同意	○1	○2	○3	○4	○5	非常同意 Strongly agree

Strongly disagree

Organizational Citizenship Behavior (OCB) 组织公民行为

22. OCB1: I manage to help other workers when they are in need.
我会在同事需要时帮助他们。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

23. OCB2: I work to exceed the role requirements.
我努力做到超出岗位要求。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

24. OCB3: I work with a positive attitude
我以积极的态度工作。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

25. OCB4: I treat my co-workers with respect.
我尊重我的同事。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

26. OCB5: I work with a sense of responsibility for our success.

我对我们的成功有责任感。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

27. OCB6: I participate in activities that are not mandatory, but are considered important for the company. 我参与一些非强制性的但对公司重要的活动。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree

28. OCB7: I try to avoid creating problems for othercolleagues.

我努力避免给其他同事带来问题。

非常不同意 Strongly disagree	○1	○2	○3	○4	○5	非常同意 Strongly agree