The Role of Spiritual Leadership, Perceived Organizational Support, Affective Commitment in Enhancing Organizational Citizenship Behavior

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Abstract
Organizational Citizenship Behavior (OCB) refers to employees' voluntary actions beyond formal job descriptions that positively contribute to organizational effectiveness. This study aims to examine the influence of spiritual leadership, perceived organizational support (POS), and affective commitment on OCB among hospital employees in Banjarbaru. The research applied an explanatory quantitative method with a sample of 100 respondents selected from a population of 184 using accidental sampling. Data were collected using a semantic differential scale (1–7) questionnaire and analyzed using Partial Least Square (PLS). The findings revealed: (1) spiritual leadership has a significant positive effect on OCB but not on affective commitment; (2) POS significantly influences affective commitment but has no significant effect on OCB; (3) affective commitment significantly influences OCB. These results indicate that while spiritual leadership and POS do not directly affect OCB through affective commitment, the latter plays a key mediating role in enhancing extra-role behaviors. This study contributes to the understanding of internal psychological and leadership factors that foster proactive work behaviors, and offers practical insights for developing human resource strategies in the healthcare sector.

Keywords: *Spiritual Leadership; Perceived Organization Support; Affective Commitment; Organization Citizenship Behavior; Hospitals*

INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to voluntary activities performed by employees that may or may not be rewarded, but which contribute to the organization by improving the overall quality of work in the workplace (Hasibuan & Wayhuni, 2022). The behaviors that are consistently emphasized in companies today are not only role-appropriate behaviors (in-role) but are also expected to bring out extra-role behaviors, so that teamwork as an important value within an organization can be maintained or even improved. OCB has also been proven to provide the flexibility needed in work and help manage stress by fostering a sense of reliance in the workplace (Putri & Fariana, 2024). This is because many organizations have realized the importance of OCB in improving the growth of companies/businesses/industries/hospitals/government, and have motivated employees to develop and contribute beyond their formal roles (Hana, 2023). Human resources who have voluntary behavior will be involved together by trying to create ideal working conditions in order to create an atmosphere that supports the efforts to achieve the expected goals.

Spiritual Leadership is a leadership style that emphasizes intrinsic values such as integrity, honesty, and the meaning of work, which can increase employee motivation and commitment (Hidayaturrochman & Kamila, 2024). Studies have found that spiritual leadership has a positive influence on employee affective commitment (Nurcholis et al., 2022). Spiritual leadership is also a form of intrinsic motivation for oneself and others through values, attitudes, and behavior (Afrida et al., 2025). Spiritual leadership is a person's ability to combine the values, attitudes, and behaviors needed intrinsically to motivate one another so that they have a sense of spiritual resilience (Tasrim, 2023). Spiritual leaders can be role models for their subordinates at work, create a good corporate climate, provide motivation, and play an important role in shaping OCB. Similarly, to foster a spirit of volunteerism, spiritual leaders who can serve as role models are needed. The effectiveness of leadership

in the workplace is inseparable from spiritual values in shaping the attitudes and behaviors of its members to work beyond their roles.

Perceived Organizational Support (POS) is organizational support that is perceived with a general belief in the extent to which the organization values contributions, pays attention to welfare, listens to complaints, pays attention to employee life, and can be trusted to treat members fairly (Jannah et al., 2024). Organizational support can refer to the extent to which employees feel that their leaders care about their welfare and appreciate their contributions to the organization. If the organization is able to appreciate every contribution made, it will make individuals willing to show positive attitudes and behaviors at work, namely being willing to work beyond their roles. POS also refers to employees' perceptions of the extent to which the organization appreciates their contributions and cares about their welfare. High POS is associated with an increase in OCB, because employees feel more motivated to contribute positively to the organization (Kao et al., 2023).

Affective Commitment is the emotional attachment of employees to the organization, which encourages them to remain part of the organization and contribute positively. Research shows that affective commitment can be mediated by perceived spiritual leadership and organizational support (Rahayu & Emilisa, 2023). Employees who have a strong commitment to the organization will strive to perform extra tasks such as being willing to cooperate, help, give advice, participate actively, provide extra services to service users, and be willing to use their working time effectively and efficiently. A person's strong commitment to the organization can be described as a form of belief and support for the values and goals that the organization wants to achieve, namely the high level of employee behavior to do their best for the organization (Yoga, 2023).

According to previous research on organizational citizenship behavior conducted by Baskoro & Rozaq (2024), spiritual leadership does not have a significant effect on organizational citizenship behavior, and research by Firdaus (2024) states that perceived organization support does not have a significant effect on organizational citizenship behavior.

The results of research by Oubibi et al. (2022) show that spiritual leadership has a significant effect on organizational citizenship behavior. This is in line with the results of previous research conducted by Hasibuan & Wayhuni (2022), which shows that spiritual leadership has a significant effect on organizational citizenship behavior. The results of research conducted by Narwastu et al. (2023) state that perceived organizational support has a significant effect on organizational citizenship behavior. Research conducted by Hutabarat (2025) states that perceived organizational support has a significant effect on organizational citizenship behavior among foreign employees in service companies in Hungary.

Various studies have examined the influence of spiritual leadership, perceived organizational support (POS), and affective commitment on organizational citizenship behavior (OCB). For example, research by Idawati & Mahadun (2022) found that spiritual leadership has a positive impact on OCB through strengthening work commitment in the Islamic banking environment. However, other studies show that these effects vary across sectors and contexts: The relationship between POS and OCB was found to be significant in several studies, but no direct effect was found in other studies, which instead highlighted the mediating role of organizational commitment (Fardianasari et al., 2025; Fatmasari & Rozaq, 2023). In the context of healthcare services, particularly hospitals, research is still limited, such as the study by Akgerman et al. (2025), which states that factors such as personal experience and the meaning of relationships contribute to the formation of OCB among hospital workers through emotional attachment.

Private hospitals have begun to proliferate in Banjarbaru to help address inadequate healthcare services at public hospitals. One of these is Almansyur Medika Hospital, formerly known as Lembayung Husada Hospital, which was established in 2019 and currently (2025) has human resource problems, one of which is suboptimal OCB behavior. Although similar studies exist, research that simultaneously integrates spiritual leadership, POS, and affective commitment in the hospital context, particularly in the Banjarbaru area, has not been found. The hospital environment—characterized by high workloads, the need for multidisciplinary team coordination, and critical care services—makes OCB a crucial behavior that has not been thoroughly researched. Based on interviews with employees, there is a strong need for employees who take on extra roles outside their job descriptions in order to work more effectively in achieving organizational goals. Some human resources already carry out their responsibilities, but once their responsibilities are completed, they lack the initiative to help their

coworkers. In addition, frequent employee turnover remains a problem. The above gap is an indication of low affective commitment. Low affective commitment in individuals is also an indirect form of low OCB towards the organization. Therefore, researchers are interested in conducting research related to OCB at Almansyur Medika Hospital in Banjarbaru. This shows that effective organizations require OCB so that employees are required to work not only on their duties (in-role) but also be able and willing to work outside their main duties (extra-role) without directly receiving compensation in the form of a formal reward or salary system. With such great responsibility, it is hoped that employees and supervisors will have good spiritual leadership, organizational support, commitment, and OCB behavior in order to achieve the goals of Almansyur Medika Hospital.

METHOD

This study uses explanatory research with quantitative methods. In this type of research, there is a clear hypothesis to be tested for validity. The hypothesis itself describes the relationship between two or more variables; to determine whether a variable is associated with another variable or not; or whether a variable is caused/influenced by another variable or not (Sari et al., 2022). The reason the researcher uses this method is to test the proposed hypothesis, so it is hoped that this study can explain the relationship between spiritual leadership and perceived organization support on organization citizenship behavior with affective commitment as an intervening variable.

The population in this study consisted of all 184 employees (health workers and non-health workers) at Almansyur Medika Hospital in Banjarbaru. Sampling in this study used accidental sampling with an estimated sample size of 100 based on a population of 184. Data collection in this study was conducted by distributing questionnaires. The scale used in this study was the semantic differential scale. The semantic differential scale is a scale with bipolar or two-pole characteristics, such as good-bad, agree-disagree. This scale can be used to measure attitudes and is arranged in a line where very negative answers are on the left side of the line and very positive answers are on the right side of the line. Data measured with a semantic differential scale is interval data. The scale in this study uses a range of 1-7 points from strongly disagree to strongly agree. This study was analyzed using Structural Equation Modeling (SEM), with the use of Partial Least Square (PLS) software. Structural Equation Modeling (SEM) is a combination produced through a system of equations that determines the structure of the relationship between observed and unobserved (latent) quantitative variables (Handayani et al., 2023).

Partial Least Square (PLS) is an alternative method used to manage Structural Equation Model (SEM) and aims to overcome the limitations of the SEM method. The PLS method is also a method that is not based on many assumptions (Nusrang et al., 2023). Data analysis using PLS in this study can be divided into two parts, namely: the Outer Model, which consists of Convergent Validity, Discriminant Validity, Composite Reliability, and Cronbach Alpha. The second part is the Inner Model, which consists of R^2 and Q^2, followed by hypothesis testing.

RESULT and DISCUSSION
Result
Respondent Description

The respondents analyzed in this study were employees of Almansyur Medika Hospital, with a sample size of 100 respondents. A detailed description of the study respondents is provided in the following table:

Tabel 1. Repondent Description

Information	Category	Frequency	Presentation (%)
Gender	Man	46	46%
	Woman	54	54%
Age	20 – 30 th	73	73%
	31 – 35 th	9	9%
	36 – 45 th	11	11%
	>45 th	7	7%
Long Time Working	< 1 th	31	31%
	2 – 3 th	36	36%
	3 – 4 th	17	17%
	>5 th	16	16%

Referring to Table 1, it can be seen that the number of female respondents dominates over male respondents. In terms of age, respondents under 30 years old are the largest group, numbering 73.

Convergent Validity

The first stage of validity testing was used to identify that unobserved variables could be measured using each observed variable construct through Confirmatory Factor Analysis (CFA), commonly referred to as factor analysis. According to Ghozali, an indicator is considered to have a high level of validity if it has a factor loading value greater than 0.70. The results of the validation testing are shown in the following table and figure:
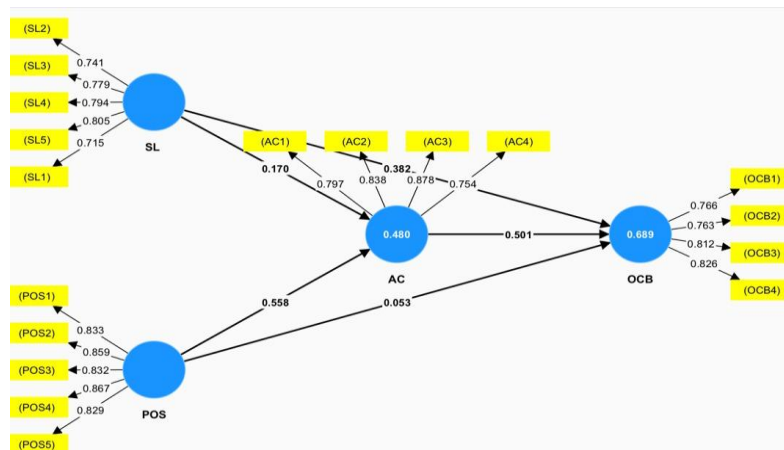
Graph 1: Nilai *Outer Loading*
(Source: *Output of SmartPLS4*)

Based on the results of outer loading data management in the image above, each research indicator has a value of more than 0.7, which means it is valid.

Tabel 2. Convergent Validity Test Results

Variable	Indicator Code	Outer Loading Value	Requirements	Explanation
XI **Spiritual** **Leadership**	SL.1	0,741	>0,70	Valid
	SL.2	0,779	>0,70	Valid
	SL.3	0,794	>0,70	Valid
	SL.4	0,805	>0,70	Valid
	SL.5	0,715	>0,70	Valid
X2 **Perceived Organization** **Support**	POS.1	0,833	>0,70	Valid
	POS.2	0,859	>0,70	Valid
	POS.3	0,832	>0,70	Valid
	POS.4	0,867	>0,70	Valid
	POS.5	0,829	>0,70	Valid
Y1 **Affective** **Commitment**	AC.1	0,797	>0,70	Valid
	AC.2	0,838	>0,70	Valid
	AC.3	0.878	>0,70	Valid
	AC.4	0,754	>0,70	Valid
Y2 **Organization** **Citizenship**	OCB.1	0,766	>0,70	Valid
	OCB.2	0,763	>0,70	Valid
	OCB.3	0,812	>0,70	Valid

From Table 2 and Figure 1, it can be seen that all Outer Loading values of each indicator in the variable are above 0.7. This proves that all variable indicators used in this study are valid or have met convergent validity.

Discriminant Validity

The second stage of validity testing is discriminant validity testing. This test is based on the cross-loading values of the measurements with the construct and the Average Variance Extracted (AVE) and Fornell-Larcker values. Cross Outer Loading is used to determine whether latent variables have adequate discriminants by comparing the correlation between indicators and their latent variables, which must be greater than the correlation between indicators and other latent variables (Sholihin & Ratmono, 2021). The following are the results of discriminant validity from the cross loading values between indicators and their respective constructs.

Tabel 3. Cross Loading Results

Indicator Code	Y1 (*Affective Commitment*)	Y2 (*Organization Citizenship Behavior*)	X2 (*Perceived Organization Support*)	X1 (*Spiritual Leadership*)
AC.1	0.797	0.534	0.565	0.436
AC.2	0.838	0.622	0.506	0.474
AC.3	0.878	0.664	0.619	0.490
AC.4	0.754	0.654	0.539	0.499
OCB.1	0.650	0.766	0.565	0.564
OCB.2	0.639	0.763	0.568	0.556
OCB.3	0.525	0.812	0.458	0.596
OCB.4	0.580	0.826	0.546	0.539
POS.1	0.579	0.619	0.833	0.715
POS.2	0.552	0.582	0.859	0.613
POS.3	0.566	0.539	0.832	0.570
POS.4	0.601	0.561	0.867	0.616
POS.5	0.585	0.556	0.829	0.599
SL.1	0.380	0.526	0.445	0.715
SL.2	0.397	0.445	0.612	0.741
SL.3	0.423	0.566	0.568	0.779
SL.4	0.529	0.571	0.615	0.794
SL.5	0.486	0.609	0.595	0.805

Table 3 shows that the correlation values between the constructs and their indicators are greater than the correlation values with other constructs. For example, indicator AC.1 (Affective Commitment variable indicator) has an Outer Loading value of 0.797, which is higher than the Outer Loading values in other constructs, namely 0.534, 0.565, and 0.436. The table also shows that indicators AC.1-AC.4 of the Affective Commitment variable have Outer Loading values in other constructs.

Furthermore, discriminant validity was tested by examining the AVE (Average Variance Extracted) values. AVE values are considered good if they are greater than 0.50 (Sholihin & Ratmono, 2021). The following are the values from the AVE table:

Table 4. Discriminant Validity Test Results

Variable	AVE Value	Standard AVE
Spiritual Leadership	0.589	0.5
Perceived Organization Support	0.713	0.5
Affective Commitment	0.670	0.5
Organization Citizenship Behavior	0.628	0.5

Table 4 above shows the AVE values of the research model. It can be seen from the table that the AVE values for all research variables are above 0.5, meaning that the AVE values for the discriminant validity test meet the criteria.

Composite Reliability and Cronbach's Alpha

Another test to evaluate the outer model is to look at the reliability of the latent variables measured by two types of measures, namely composite reliability and Cronbach's alpha from the indicator block that measures the construct. In the first stage, the construct is considered reliable if it has a composite reliability value above 0.70 (Sholihin & Ratmono, 2021). The following are the output results from the outer model of composite reliability.

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Table 5. Composite Reliability and Cronbach's Alpha Test Results

Variable	Composite Reliabilty	Cronbach's Alpha
Spiritual Leadership	0.832	0.825
Perceived Organization Support	0.900	0.899
Affective Commitment	0.837	0.834
Organization Citizenship Behavior	0.801	0.802

The table above shows that each variable has a composite reliability and Cronbach's alpha value of more than 0.70. This means that the composite reliability and Cronbach's alpha values have met the requirements, so that all constructs can be considered reliable.

Inner Model
Inner VIF (*Variance Inflated Factor*)

Table 6. Composite Reliability and Cronbach's Alpha Test Results

	OCB	AC
AC	1.922	
OCB		
POS	2.803	2.205
SL	2.260	2.205

The table above shows the estimated inner VIF value < 5, indicating a low level of multicollinearity between variables. These results reinforce the robustness (unbiased nature) of the parameter estimates and SEM PLS.

Goodness of Fit Index (GoF)

GoF $= \sqrt{AVE \ x \ R^2}$
GoF $= \sqrt{0{,}649 \ x \ 0{,}584^2}$
GoF $= \sqrt{0{,}221}$
GoF $= 0{,}470$
Explanation:
AVE $= (0{,}670 + 0{,}628 + 0{,}713 + 0{,}589)/4 = 0{,}649$
R Square $= (Y1 + Y2)/2 = 0{,}584$

The Goodness of Fit Index (GoF) calculation results show a value of 0.470. According to (Puri & Lisiantara, 2023), the GoF values are small = 0.05, medium = 0.1, and large = 0.25. Based on these results, it can be concluded that the overall performance of the combined measurement model (outer model) and structural model (inner model) is good because the Goodness of Fit Index (GoF) value is greater than 0.25 (large GoF scale).

**R Square (R^2)**

Table 7. R-Square Value Test Results (R^2)

	R-square	R-square adjusted
Affective Commitment	0.480	**0.469**
Organization Citizenship Behavior	0.689	**0.679**

Based on the table above, the Affective Commitment variable has a value of 0.480 and Organization Citizenship Behavior has a value of 0.689, which means that Affective Commitment is in the fairly strong category, and the Organization Citizenship Behavior variable is in the moderate to strong category. Then a q-square test was conducted:

Q-Square $= 1 - [(1 - R21)]$
$= 1 - [(1 - 0{,}689)]$
$= 0{,}57958$ atau $0{,}579$

This value explains that the diversity of the research data can be explained by the research model by 57.9%, while the remaining 42.1% is explained by other factors outside this research model. Thus, from these calculations, it can be stated that this research model has good goodness of fit.

Hypothesis Test
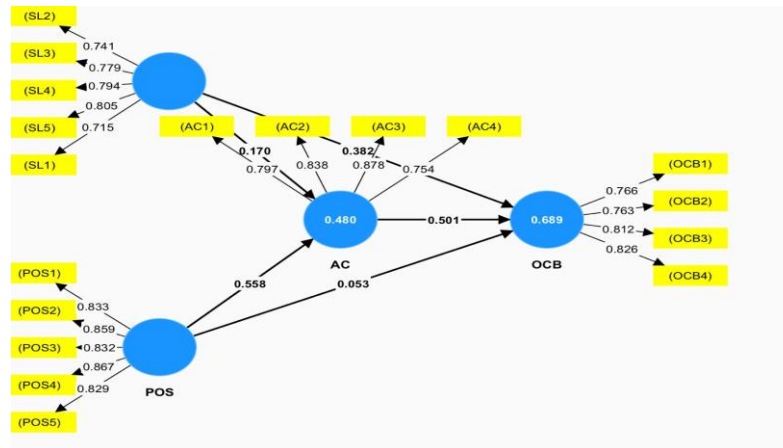
Graph 2: Hypothesis Test
(Source: *Output of SmartPLS4*)

Table 8. Hypothesis Test Results

	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistic (|O/STDEV|)	P - Values	Result
AC -> OCB	0,501	0,490	0,116	4,306	0,000	Positif SIgnifikan
POS -> AC	0,558	0,574	0,172	3,244	0,001	Positif SIgnifikan
POS -> OCB	0,053	0,049	,150	0,353	0,724	Negatif SIgnifikan
SL -> AC	0,170	0,158	0,168	1,007	0,314	Negatif SIgnifikan
SL -> OCB	0,382	0,393	0,128	2,974	0,003	Positif SIgnifikan

Based on the results of the hypothesis testing above, the following is known:
1. The first hypothesis tests whether affective commitment has a positive and significant effect on organizational citizenship behavior. The table above shows a t-statistic value of 4.306 with an effect size of 0.501 and a p-value of 0.000. With a t-statistic value > 1.96 and a p-value < 0.05, it is concluded that the first hypothesis is accepted.
2. The second hypothesis tests whether perceived organization support has a positive and significant effect on affective commitment. The table above shows a t-statistic value of 3.244 with an effect size of 0.508 and a p-value of 0.001. With a t-statistic value > 1.96 and a p-value <0.05, it is concluded that the first hypothesis is accepted.
3. The third hypothesis tests whether perceived organizational support has a positive and significant effect on organizational citizenship behavior. The table above shows a t-statistic value of 0.353 with an effect size of 0.053 and a p-value of 0.724. With a t-statistic value > 1.96 and a p-value < 0.05, it is concluded that the first hypothesis is rejected.
4. The fourth hypothesis tests whether spiritual leadership has a positive and significant effect on affective commitment. The table above shows a t-statistic value of 1.007 with an effect size of 0.170 and a p-value of 0.314. With a t-statistic value > 1.96 and a p-value <0.05, it is concluded that the first hypothesis is rejected.
5. The fifth hypothesis tests whether spiritual leadership has a positive and significant effect on organization citizenship behavior. The table above shows a t-statistic value of 2.974 with an effect size of 0.382 and a p-value of 0.003. With a t-statistic value > 1.96 and a p-value <0.05, it is concluded that the first hypothesis is accepted.

Path Analysis

Table 9. Nilai Specific Indirect Effects Hipotesis

Konstruk	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistic (|O/STDEV|)	P - Values
SL → AC → OCB	0,085	0,078	0,084	1,013	0,311
POS → AC → OCB	0,279	0,280	0,106	2,645	0,008

Referring to the table above, mediation testing can be carried out using the following steps:

1. The direct relationship X1 → Y2 (spiritual leadership towards organization citizenship behavior) is positive, while the indirect relationship X1 → Y1 → Y2 (spiritual leadership towards organization citizenship behavior through affective commitment) is significantly negative. With a t-statistic value of 1.013 and a p-value of 0.311, this concludes that the affective commitment variable is unable to mediate between spiritual leadership and organizational citizenship behavior.

2. The direct relationship X1 → Y2 (perceived organizational support toward organizational citizenship behavior) is negative. Meanwhile, the indirect relationship X1 → Y1 → Y2 (perceived organizational support on organizational citizenship behavior through affective commitment) is positively significant. With a t-statistic value of 2.645 and a p-value of 0.008, this concludes that there is a mediating effect relationship and that the affective commitment variable is able to mediate the relationship between perceived organizational support and organizational citizenship behavior.

Discussion

The Influence of Spiritual Leadership on Affective Commitment

Spiritual leadership can encourage spiritual values such as integrity, empathy, and honesty, which can increase emotional engagement in performing work at the hospital. Thus, a culture of spiritual leadership in hospitals can act as a catalyst that strengthens employees' affective commitment by creating an environment that reinforces values, meaningful relationships, and appreciation for individual contributions. This can have a positive impact on the overall performance and sustainability of the hospital.

This study's findings from hypothesis testing indicate that there is no positive and significant impact of spiritual leadership on affective commitment. The results of this study support the theoretical concept proposed by Kuncoro (2023), which states that spiritual leadership involvement does not influence loyalty or affective commitment to the organization because employees personally experience psychological ownership of their work. Therefore, the presence of spiritual leadership cannot be ignored in enhancing affective commitment toward the organization. However, there is a possibility that employees may view spiritual leadership as a separate aspect from the work and the organization itself. In this context, the presence of spiritual leadership may not have a significant influence on affective commitment toward the organization. Thus, the results of this study are inconsistent with previous findings indicating that spiritual leadership has an impact on affective commitment, productivity, and job satisfaction, as stated by Fitriyana (2024). These findings also differ from the research by Afrianty & Prasetya (2023), which states that spiritual leadership can help strengthen spiritual conditions, which in turn will enhance positive human values and affective commitment..

The Influence of Spiritual Leadership on Organization Citizenship Behavior

Spiritual leadership in hospitals can play an important role in creating a supportive work environment. Spiritual leadership encompasses aspects such as inspirational vision, emphasized values, and deep self-awareness. In the hospital context, strong spiritual leadership can create a motivating and empowering work environment that encourages employees to engage in behavior that goes beyond their formal duties, where positive norms and trust among team members can promote the adoption of OCB. OCB is voluntary behavior that goes beyond the

formal duties expected of employees, such as helping colleagues, showing initiative, or supporting organizational goals.

The results of the hypothesis testing study indicate that spiritual leadership has a positive and significant effect on organization citizenship behavior. These research findings support the theory of Kristiawan & Putranta (2024), which shows that spiritual leaders help employees experience meaningful work and give them a sense of belonging in their work, thereby influencing employee OCB. Realita (2024) found that spiritual leadership is positively associated with team performance and team OCB through a meaningful climate. Putra (2023) found positive results in a sample of teachers, stating that spiritual leadership predicts all four dimensions of OCB, particularly the civic virtue dimension. There is strong support for the relationship between SL, spiritual survival bonds, and OCB (Syah, 2020). Thus, spiritual leadership can contribute to OCB by helping employees recognize the meaning of their work, creating shared perspectives, shared values, and increased organizational commitment, participation, competence, and productivity.

The Influence of Perceived Organizational Support on Affective Commitment

Perceived organizational support (POS) refers to employees' perceptions of the extent to which their organization values their contributions and cares about their well-being. Meanwhile, affective commitment is the level of emotional involvement employees have with their organization, where they feel emotionally attached and want to remain in the organization. In addition, employees who feel supported by the organization also tend to have higher motivation to perform at their best. They feel motivated to contribute maximally to the success of the hospital. A high level of support from the organization can also help create a positive and supportive work environment, which can improve employees' psychological well-being. This can reduce stress levels and increase their happiness and job satisfaction.

By building a positive relationship between POS and employee emotional engagement levels, hospitals can strengthen a robust organizational culture. A culture based on mutual respect and care will create an environment where employees feel motivated and inspired to work hard for shared success. By understanding the importance of the relationship between perceived organizational support and employees' emotional engagement levels, hospital owners can take steps to improve the support they provide to their employees. This can strengthen employees' emotional bonds with the organization, which will ultimately have a positive impact on the hospital's performance and sustainability.

This research, hypothesis analysis shows that POS has a positive and significant impact on affective commitment. These findings are in line with Nugroho's theory (2024), which states that POS has a significant positive effect on affective commitment.

The Influence of Perceived Organization Support on Organization Citizenship Behavior

Perceived organizational support (POS) is an employee's view of the level of support provided by the organization for their work. POS is considered important in an organizational context because it has the potential to improve employee organizational citizenship behavior (OCB). When employees feel cared for, valued, and supported, they tend to feel comfortable and connected to the organization. This can encourage them to exhibit extra behavior that supports the organization beyond their formal duties. Therefore, the more positive employees' perceptions of organizational support, the more likely they are to exhibit OCB.

This study's findings from hypothesis testing indicate that there is no positive and significant impact of POS on OCB. These results differ from the theoretical findings of Wayne et al. (1997), who found a strong relationship between POS and OCB, and from Aprilia's (2024) research, which found that organizational support has a positive and significant effect on OCB

among manufacturing employees, as when employees receive support from the organization, they are more likely to go the extra mile for the organization.

The Influence of Affective Commitment on Organization Citizenship Behavior

Affective commitment reflects the level of emotional involvement and identification of employees with their organization. Employees with high levels of affective commitment tend to feel emotionally attached to the organization, which in turn can motivate them to behave voluntarily and proactively through OCB. Employees with high levels of affective commitment tend to be more motivated to engage in voluntary behavior that goes beyond their formal duties. They feel emotionally attached to the organization and have a desire to contribute positively to mutual success, thereby increasing the likelihood of them exhibiting OCB.

In this study, the results of the hypothesis test indicate that affective commitment has a positive and significant effect on OCB. This finding supports the theory proposed by Ramadhanty & Kurniawan (2020), which states that there is a significant positive influence of job satisfaction on strengthening OCB, consistent with the research by Nurjanah et al. (2020), which emphasizes the important role of job satisfaction in enhancing a higher degree of OCB. In the hospital context, where interactions between employees and the organization tend to be closer and more personal, affective commitment can be a highly relevant factor in influencing OCB levels. Employees who feel emotionally connected to the hospital where they work are more motivated to contribute voluntarily and proactively to support the organization's success. This can be reflected in behaviors such as helping colleagues, sharing knowledge, or participating in organizational initiatives. Thus, understanding the relationship between affective commitment and OCB in the hospital context highlights the importance of creating a supportive work environment and building strong relationships between employees and the organization. By strengthening employees' affective commitment, hospitals can stimulate growth and improvement in OCB, which in turn will have a positive impact on the performance and sustainability of hospitals in Banjarbaru.

CONCLUSION

Based on the results of the study, it can be concluded that spiritual leadership does not have a significant effect on affective commitment, but has a positive and significant effect on organizational citizenship behavior (OCB), indicating that the higher the perceived spiritual leadership, the higher the employees' extra-role behavior. Perceived organizational support (POS) was found to have a positive and significant influence on affective commitment, where the higher employees' perception of organizational support, the higher their emotional commitment to the organization. However, POS did not show a significant direct influence on OCB. Conversely, affective commitment has a positive and significant influence on OCB, indicating that affective commitment is an important factor in encouraging employees to exhibit voluntary behavior that supports organizational effectiveness. This finding underscores the importance of building emotional commitment and spiritually-based leadership in enhancing employees' positive contributions beyond their formal duties.

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