

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND PROACTIVE PERSONALITY ON AFFECTIVE COMMITMENT WITH PROSOCIAL MOTIVATION AS A MEDIATOR IN ACEH EDUCATION SERVICE EMPLOYEES

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ABSTRACT

This research aims to test the Perceived Organizational Support and Proactive Personality effect on Prosocial Motivation and their impact on the Affective Commitment of the Aceh Education Service. The population in this research was all civil servant employees of the Aceh Education Service in 2022, totaling 307 people. The number of samples was 173 employees. Data were processed using the Structural Equation Modeling (SEM) and Sobel test. The research results show that Perceived Organizational Support and Proactive Personality influence Prosocial Motivation, Perceived Support, Proactive Personality, and Prosocial Motivation influence Affective Commitment, and Prosocial Motivation mediates the Perceived Support and Proactive Personality's impact on Affective Commitment. Prosocial motivation was also shown to be a partial mediator in the model. These results explain the support for the old theory which was integrated into a model of strengthening affective commitment, where this finding becomes the premise that strengthening can occur as a result of the role of perceived organizational support and proactive personality, as well as prosocial motivation. These findings reconstruct previous academic models and can be used to develop theory and best practices in the future.

Keywords: Perceived Organizational Support, Proactive Personality, Prosocial Motivation, Affective Commitment.

1. INTRODUCTION

In a government institution, human resources are a determining factor in the success of good service. Therefore, human resources have a very important role, so a government institution must ensure that the employees it has are superior people who have good qualities and can help the company realize its vision. Employees in government agencies are the basic elements for implementing the government system. The existence of employees is essentially the backbone of the government. Employees with good commitment who can maintain the quality of work and good relationships with the organization in the long term are the desire of every government institution or agency. To create employee affective commitment in a company, employees are needed who have an emotional attachment to the organization which is reflected through involvement and feelings of pleasure and enjoyment of their role in the organization.

What helps employees succeed in the world of work has long been the focus of research and practice in government institutions, one of these factors is affective commitment. Affective commitment is the emotional attachment and love towards an organization that leads to a willingness to stay and develop social connections. It involves recognizing and valuing the benefits of being a part of the organization. The presence of high affective commitment will make employees work optimally and improve their performance to achieve company goals. Apart from

that, employees who are committed to their work will do their best to complete their duties and responsibilities without any coercion. Affective commitment refers to employees who are effectively committed to the organization and will probably continue to work for the organization because the employee wants to. This type of commitment also refers to emotional attachment to organizational values on the part of employees, on the other hand, affective commitment provides alignment with organizational goals (Philip & Medina-Craven, 2022). Therefore, employees who have a good attitude towards the company will work to the best of their ability and increase their commitment to the company

The Aceh Education Service is a public institution that is expected to support Aceh government programs related to educational activities, especially primary to secondary education. The existence of this agency has a very important role in providing public services in the field of education. In carrying out its operational activities, the Aceh Education Service has 817 employees consisting of civil servants and contract workers. They have different ranks and classes as shown in Table 1.

Table 1. Aceh Education Service Employees Based on Rank and Group Level

No	No. Sort	Rank	Group	Number of Employees
I	CIVIL SERVANT DATA			307
	1	Young Main Trustee	IV/c	3
	2	Kindergarten Trustee I	IV/b	32
	3	Builder	IV/a	48
	4	Kindergarten Manager I	III/d	76
	5	Stylist	III/c	61
	6	Young Kindergarten Arranger I	III/b	58
	7	Young stylists	III/a	24
	8	Kindergarten Manager I	II/d	5
II	CONTRACT PERSONNEL DATA			510
	1	Contract worker	-	510
Amount				810

Source: Aceh Education Department, 2021

So far, the Aceh government has attempted to improve the service performance of all SKPA (Aceh Government Work Units) in providing public services, including the Aceh Education Service. Employees are expected to have a strong belief in following all organizational values and strive to realize organizational goals as a top priority. The initial survey results that the author found at the Aceh Education Service indicated that not all employees have a good level of affective commitment in themselves. This can be seen from the results of interviews and questionnaire distribution data obtained.

The results of initial interviews with the Head of the Civil Service Subdivision of the Aceh Education Service revealed that overall employee work discipline was not optimal. The results of observations in the field show that the condition of some employees does not comply with the regulations set by the agency, there are still many employees who steal work time to do things that

are not related to work, arrive late and there are also those who are on time but only to fill absences. After filling in the absences, employees do not immediately carry out their duties. Many employees leave the office for various reasons, such as having breakfast, taking children to school, going to the market, and so on, not attending morning assembly, and using the afternoon break for more than the time required. This will certainly affect the quality of performance and service at the agency.

The study focuses on measuring affective commitment among employees at Aceh Education Service using 4 principal indicator items. The researcher surveyed 30 employees to assess the implementation of affective commitment principles. The survey results show that the perceived level of Affective Commitment is relatively low among respondents. The mean value obtained was 3.31, which falls under the poor category ($3.31 < 3.41$). This indicates that the affective commitment of employees at Aceh Education Service has not been maximized to the expected level. The low average score suggests that employees are not committed to the organization, and not taking full responsibility towards realizing the shared goals of the organization.

Employees will be prosocially motivated when they feel that the organization and supervision support them. As a result of prosocial motivation, employees show affective commitment to the organization where they work. Individuals who assess that their work is very meaningful can experience pleasant work experiences and have better affective commitment. Research conducted by (Ko et al., 2022) shows that employees will create positive feelings and stronger affective commitment to the organization when they receive caring behavior from other members of the organization. Pre-survey found the prosocial motivation perceived by respondents is still relatively low because the average value obtained was 3.27, where the average value was in the poor category, $3.27 < 3.41$, which indicated that the prosocial motivation of employees at the Aceh Education Service was not optimal as expected.

One of the factors supporting affective commitment is Perceived Organizational Support. (Rhoades, Eisenberger, & Armeli, 2001) found that perceived organizational support was positively related to changes in affective commitment over time. In another study, (Atalay, Birincioğlu, & Acuner, 2022) investigated the role of perceived organizational support, trust in managers, and trust in the organization which can influence the three dimensions of organizational commitment. The result is that perceived organizational support can have a strong influence on increasing affective commitment in employees. In line with this study, (Ficapal-Cusí, Enache-Zegheru, & Torrent-Sellens, 2020) have conducted research on Spanish workers with a total sample of 1350, showing that perceived organizational support have a positive impact in influencing affective commitment. (Yang & Zhou, 2022) studied the relationship between perceptions of organizational support, creativity, affective commitment, self-efficacy, and digital thinking, using responses from 465 respondents at a technology company in China and found that of all the hypotheses proposed, all were well accepted, including The relationship between perceived organizational support and affective commitment produces a positive and significant relationship. Pre-survey found the Perceived Organizational Support by respondents received an average score of 3.32. The average value is $3.32 < 3.41$, which indicates that the Perceived Organizational Support by employees at the Aceh Education Service is not optimal as expected.

Subsequent research found that proactive personality has a relationship with affective commitment. Someone who has a proactive personality is generally oriented toward making real

changes and actions and is more likely to actively handle career-related changes, explore career opportunities, and create a work environment for their career needs. For this reason, the individual will be able to commit effectively and generate a willingness to stay and foster social relationships and appreciate the value of relationships with the organization. Individuals who exhibit proactive behavior typically display a heightened sense of accountability for their actions. They tend to be on the lookout for opportunities to take initiative, actively seek out knowledge and resources to facilitate their goals, and possess an unwavering desire to attain personal and professional growth through the pursuit of success. Several findings also reveal that there is a positive effect of a proactive personality on positive employee attitudes such as job satisfaction and employee performance, where this leads to the affective commitment that employees have by tending to encourage employees to work with totality and have a close emotional bond with the organization so that they strive to provide the best for the interests of the organization. Pre-survey found the proactive personality perceived by respondents received an average score of 3.36. The average value is $3.36 < 3.41$, which shows that employees lack high motivation, creativity, and innovation in creating quality services at the Aceh Education Service.

(Shao, Zhou, Gao, Long, & Xiong, 2019) stated that a person's prosocial motivation can encourage organizational commitment so that employees can be emotionally attached to the organization and organizational goals if they have a good prosocial motivational attitude. A study also shows how employees who have prosocial motivation will be emotionally connected to their organization when they have a proactive personality and also when they feel the organization supports them (Untari, Sujana, & Novarini, 2021). Proactive employees can welcome social relationships, thus influencing the nature of helping each other in the work environment because prosocial motivation (helping behavior) is considered a result of interpersonal interactions. This then connects the prosocial motivation possessed by a person to encourage organizational commitment so that employees can be emotionally attached to the organization and organizational goals if they have a good prosocial motivational attitude. Individuals with a proactive personality have a desire to help colleagues and also help them in their work and exchange information and knowledge. Likewise, employees who have a proactive personality will be motivated prosocially because they build strong relationships with other people. Employees show emotional closeness and develop an affective commitment to the organization when they can be motivated prosocially.

Several previous studies examining the factors that influence affective commitment have been conducted by (Yang & Zhou, 2022), (Kaur, Malhotra, & Sharma, 2020), (Philip & Medina-Craven, 2022), (Alfaris & Zakiy, 2021), (Unal, 2014). However, previous research has not looked at organizations like this research. Therefore, the Aceh Education Service has an important role in implementing educational progress in the Aceh region. It is very important to increase the Perceived Organizational Support, proactive personality, and prosocial motivation to produce good employee affective commitment.

2. LITERATURE

Affective Commitment

(Ertem & Şentürk, 2021) defines Affective commitment refers to the emotional bond that an employee forms with their organization. This bond makes the employee more willing to identify with and involve themselves in the organization's goals. Affective commitment can be seen as a key factor in an employee's level of dedication and loyalty to the organization. According to

(Priansa, 2018), Affective commitment refers to the level of emotional attachment that an employee has towards their organization, which in turn influences their desire to remain a part of the organization. This type of commitment is characterized by a deep sense of identification with the organization, as well as a high level of involvement and engagement in its activities. In essence, affective commitment is a reflection of the employee's deep-seated emotional connection with their workplace, which motivates them to stay invested in the organization's success and well-being. Affective commitment refers to employees who are effectively committed to the organization and will probably continue to work for the organization because the employee wants to. This type of commitment also refers to emotional attachment to organizational values on the part of employees, on the other hand, affective commitment provides alignment with organizational goals (Philip & Medina-Craven, 2022). According to (Allen & Meyer, 1990) have mentioned several indicators of the affective commitment variable, namely:

1. The existence of personal ties to the organization.
2. Proud of the organization.
3. Recommend the organization as a good place to work.
4. Feel happy when the organization gets praise.

Personal Motivation

Prosocial motivation is a person's desire to carry out efforts that can benefit other people in an organization (Grant & Sumanth, 2009). (Cai, Huo, Lan, Chen, & Lam, 2018) said that prosocial motivation is a predictor of takeover. Employees who have prosocial motivation are an important asset for the organization because they can help other people in the organization have initiative, provide a better idea of the goals to be achieved to other colleagues, have creativity, and accept negative feedback for self-improvement. (Grant & Sumanth, 2009) put forward several indicators of prosocial motivation, namely:

1. Be enthusiastic when doing work that is useful for others.
2. Use abilities that benefit others.
3. Choose a job that can have a positive impact on other people.
4. Do your best when working so you can contribute to the welfare of others.
5. Enjoys working in work that has potential benefits for others.

Perceived Organizational Support

Perceived Organizational Support is how an organization can appreciate employee contributions to the progress of the organization and the attention given to employees regarding their lives and needs (Untari et al., 2021). This Perceived Organizational Support arises as a consequence of organizational treatment in the past and will be used as a reference for workers in predicting organizational treatment in the future. This plays an important role in social interactions between workers and the organization because it plays a role in determining workers' attitudes and behavior (Eisenberger, Shanock, & Wen, 2020). According to (Shanock & Eisenberger, 2006) several indicators of organizational support, namely:

1. organization values all contributions from employees.
2. The organization appreciates all the efforts that employees have given.
3. The organization pays attention to all complaints from employees about their work and personal lives.

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4. Organizations care about employee well-being.
 5. The organization will notify employees when they make mistakes at work.
 6. Organizations care about employee satisfaction in their jobs.
 7. Organizations care about employees.
 8. The organization is proud of all employee achievements at work.

Proactive Personality

(Teye-Kwadjo & Bruin, 2021) define a proactive personality as the actions of individuals who can influence environmental change through identifying opportunities, showing initiative, and persisting until they bring about valuable changes in their environment. A proactive personality is an attitude of self-confidence that exists in an individual to be able to solve problems with situational forces through identifying opportunities to change conditions in the environment (Kristijanto, 2019). Individuals with a proactive personality trait tend to exhibit proactive behaviors in the workplace. These behaviors can include seeking constructive feedback to improve their work, taking on additional responsibilities beyond their job description, pursuing opportunities to learn new skills relevant to their job, and proactively reaching out to customers to build relationships and improve customer satisfaction. Such proactive individuals are often highly valued by employers due to their initiative and self-motivation, which can lead to greater job satisfaction and career success (DuBrin, 2019). According to (Teye-Kwadjo & Bruin, 2021), indicators of proactive personality are as follows:

1. Fix something if there is an error in the work.
2. Able to realize work.
3. Fighting for ideas.
4. Have excellence in identifying opportunities.
5. Looking for the best way to do the job.
6. Have the ability to turn ideas into reality

3. METHOD

The population in this research is all civil servant employees of the Aceh Education Service in 2022, totaling 307 people. Based on Slovin's calculations, the total sample size is 173 employees or 56.3% of the total population (searched through a calculation process of $173/307 \times 100\%$). Determining the number of samples in each employee category was carried out using proportional sampling. For employees with the rank and class of young principal supervisor IV/c, for example, the population is 2 people. The number of employees used as the research sample was found by calculating 56.3% For more details regarding the number of research samples in each section, see Table 2. Thus, the total research sample for Aceh Education Service employees was 173 people.

Table 2. Research Sample

No.	Rank	Group	Total Population	Number of Samples
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1	Young Main Trustee	IV/c	3	2
2	Kindergarten Trustee I	IV/b	32	18
3	Builder	IV/a	48	27
4	Kindergarten Manager I	III/d	76	43
5	Stylist	III/c	61	34
6	Young Kindergarten Arranger I	III/b	58	33
7	Young stylists	III/a	24	13
8	Kindergarten Manager I	II/d	5	3
Amount			307	173

Source: Aceh Education Service (Processed), 2022.

The formulated hypotheses to be tested are :

H1 : Perceived Organizational Support influences Prosocial Motivation.

H2 : Proactive Personality influences Prosocial Motivation

H3 : Perceived Organizational Support influences Affective Commitment

H4 : Proactive Personality influences Affective Commitment

H5 : Prosocial Motivation influences Affective Commitment

H6 : Prosocial Motivation mediates the Perceived Organizational Support influence on Affective Commitment

H7 : Prosocial Motivation mediates the Proactive Personality influence on Affective Commitment

The data analysis technique used is structural equation modeling (SEM) through AMOS software for the direct influence test, and also the Sobel test through the Sobel calculator for the indirect influence test.

4. RESULT

Hypothesis test

After all assumptions have been met, the SEM processing results as in Table 3 below.

Table 3. Regression

Influence		Estimate	S.E	CR	P	R-Square
Prosocial Motivation	<--- Perceived Organizational	0.612	0.107	5,992	0,000	0.691

Influence		Estimate	S.E	CR	P	R-Square
Prosocial Motivation	<--- Support	0.213	0.115	2,514	0.012	0.769
Affective Commitment	<--- Perceived Organizational Support	0.419	0.100	3,973	0,000	
Affective Commitment	<--- Proactive Personality	0.218	0.075	2,310	0.023	
Affective Commitment	<--- Prosocial Motivation	0.414	0.057	5,176	0,000	

Source: Processed Primary Data, (2023)

From the results, the following is the math formulation.

$$\text{Prosocial Motivation} = 0.612 \text{ Perceived Support} + 0.213 \text{ Proactive Personality}$$

$$\text{Affective Commitment} = 0.419 \text{ Perceived Organizational Support} + 0.218 \text{ Proactive Personality} + 0.414 \text{ Prosocial Motivation}$$

The statistical analysis of the research shows that the combined impact of Perceived Organizational Support and Proactive Personality on Prosocial Motivation is significant with an R square value of 0.691. This indicates that approximately 69.1% of the variance in the Prosocial Motivation variable can be explained by the joint influence of Perceived Organizational Support and Proactive Personality, while the remaining 30.9% can be attributed to other variables not included in the research. Additionally, the R square value of 0.769 for the impact of Perceived Organizational Support, Proactive Personality, and Prosocial Motivation on Affective Commitment shows that these variables can together explain about 76.9% of the variation in the Affective Commitment variable. The remaining 23.1% can be explained by other factors not considered in the research.

Perceived Organizational Support on Prosocial Motivation (H1)

The Perceived Organizational Support’s impact test on prosocial motivation resulted in CR 5.992 with p 0.000, explaining that Perceived Organizational Support influences increasing Prosocial Motivation. The impact size is 0.612 or 61.2%, indicating that better Perceived Organizational Support will have a positive and real influence on increasing prosocial motivation. Research conducted by (Zhu & Akhtar, 2014) found that leaders were able to influence mutual assistance behavior between employees by using several approaches that depended on their prosocial motivational tendencies. When employees who have prosocial motivation realize that their leaders are trustworthy and honest, then they can carry out their tasks in an effective way (Grant & Sumanth, 2009). The results of other research found that employees who perceive that the organization is more supportive of them, able to meet their socio-emotional and material needs, and care about their welfare will make employees more involved in prosocial motivation (Rhoades

& Eisenberger, 2002).

Proactive Personality on Prosocial Motivation (H2)

The Proactive Personality's impact on Prosocial Motivation resulted in CR 2.514 with $p = 0.012$, describing that Proactive Personality influences increasing Prosocial Motivation. The impact size is 0.213 or 21.3%, indicating the higher the level of Proactive Personality, the greater the increase in Prosocial Motivation. Newman (2017) stated in his research that employees with a proactive personality will respond more to positive leadership treatment. In addition, employees who have a higher level of proactive personality can be actively involved in taking initiative, influencing change in the work environment for the better, identifying existing opportunities, and implementing goals seriously (Chipeta, EM, & Surujlal, J., 2017). which leads to the nature of a person's prosocial motivation.

Perceived Organizational Support on Affective Commitment (H3)

The perceived organizational support's impact on affective commitment resulted in CR 3.973 with $p = 0.000$, figuring that Perceived Organizational Support influences Affective Commitment. The impact size is 0.419 or 41.9%, indicating the higher the level of Perceived Organizational Support, the greater the increase in Affective Commitment. Research that has been conducted shows that when employees feel that there is organizational support that is following the norms, desires, and expectations of employees, a commitment will be formed to fulfill their obligations to the organization and will not leave the organization because employees already have an emotional bond with the organization (Murniasih & Sudarma, 2016). Research conducted by (Santoso & Mangundjaja, 2018) also shows that there is a significant influence between the variable Perceived Organizational Support on affective commitment. Furthermore, the (Newman, Donohue, & Eva, 2017) found that organizational policies related to human resource management (for example regarding careers, compensation, participation, and handling complaints) are an important factor that can build effective commitment. Research conducted using nurses as respondents in hospitals strengthened perceptions of organizational support which would strengthen nurses' emotional ties to the hospital (Bilgin & Demirer, 2012).

Proactive Personality on Affective Commitment (H4)

The Proactive Personality's impact on Affective Commitment resulted in CR 2.310 with $p = 0.023$, explaining that Proactive Personality influences Affective Commitment. The impact size is 0.218 or 21.8%, indicating the higher the level of Proactive Personality, the greater the increase in Affective Commitment. Effective organizational commitment has been conceptualized as a critical mediation through which job redesign techniques can be channeled to facilitate proactive initiatives. As mentioned in research by (Jiang & Johnson, 2018). The creation of proactivity and commitment (especially affective commitment) can be accompanied by a unifying feeling of being actively involved in creating and developing the environment within the organization (Chipeta & Surujlal, 2017).

(Jiang & Johnson, 2018) Proactivity will influence employees' tendencies in the workplace and influence the extent to which they identify and feel involved with the organizational environment. Thus, proactive employees can facilitate organizational commitment. For example, research by (Hartog & Belschak, 2007) shows that employees who are effectively committed have

an impact on their organization and can inspire various initiatives in achieving goals. The proactive literature supports the relationship between proactiveness and affective commitment.

Prosocial Motivation on Affective Commitment (H5)

The Prosocial Motivation’s impact on Affective Commitment resulted in CR 5.176 with p 0.000, explaining that Prosocial Motivation influences Affective Commitment. The impact size is 0.414 or 41.4%, indicating that higher Prosocial Motivation will have a direct influence on Affective Commitment. (Cullen, Parboteeah, & Victor, 2003) found a positive relationship between prosocial motivation and affective commitment. Employees with a good prosocial level will be happier placing themselves to help others and being aware of other people's needs, which is why they are involved in mutual helping behavior. This positive relationship will be able to make employees committed to the organization and other employees.

Perceived Organizational Support on Affective Commitment through Prosocial Motivation (H6)

Sobel test provides the result was 4.811 with p 0.000, meaning the Prosocial Motivation acts as a mediating variable between Perceived Organizational Support and Affective Commitment. So, because Prosocial Motivation acts as a mediating variable, Perceived Organizational Support has a significant effect on Affective Commitment, so the Prosocial Motivation role in mediating the Perceived Organizational Support’s impact on Affective Commitment is partially mediating. Partial means that the Perceived Organizational Support impact on Affective Commitment can happen both directly or through Prosocial Motivation.

Table 5. Sobel Test for H6

Input:		Test statistic:	Std. Error:	p-value:
a	0.619	Sobel test: 4.81158644	0.06355201	0.0000015
b	0.494	Aroian test: 4.78958102	0.063844	0.00000167
s _a	0.107	Goodman test: 4.83389798	0.06325868	0.00000134
s _b	0.057	Reset all	Calculate	

Research conducted by (Ko et al., 2022) shows that employees will create positive feelings and stronger affective commitment to the organization when they receive mutually caring behavior from other organizational members. Employees will be prosocially motivated when they feel that the organization and supervision support them. As a result of prosocial motivation, employees show affective commitment to the organization where they work

Proactive Personality on Affective Commitment through Prosocial Motivation (H7)

Sobel's test shows the result was 2.028 with p 0.042, meaning the Prosocial Motivation acts as a mediation on Proactive Personality’s impact on Affective Commitment. So, because Prosocial Motivation acts as a mediating variable, Proactive Personality affects Affective Commitment directly, so the role of Prosocial Motivation in mediating the Proactive Personality’s impact on Affective Commitment is partially mediating. Partial means that the Proactive Personality’s impact on Affective Commitment can happen both directly or through Prosocial

Motivation.

Table 6. Sobel Test for H7

Input:		Test statistic:	Std. Error:	p-value:
a	0.240	Sobel test: 2.02895986	0.05843388	0.04246238
b	0.494	Aroian test: 2.01631296	0.0588004	0.04376726
s _a	0.115	Goodman test: 2.04184776	0.05806505	0.04116664
s _b	0.057	Reset all	Calculate	

(Shao et al., 2019) found a positive relationship between prosocial motivation and affective commitment. Employees with a good prosocial level will be happier placing themselves to help others and being aware of other people's needs, which is why they are involved in mutual helping behavior. This positive relationship will be able to make employees committed to the organization and other employees. Individuals with a proactive personality have a desire to help colleagues and also help them in their work and exchange information and knowledge. Likewise, employees who have a proactive personality will be motivated prosocially because they build strong relationships with other people. Employees show emotional closeness and develop an affective commitment to the organization when they can be motivated prosocially (Wang, Zhang, Thomas, Yu, & Spitzmueller, 2017).

5. CONCLUSION

The results concluded for Aceh educational service employees, testing the variables produced the facts, namely :

- 1) Perceived Organizational Support affected Prosocial Motivation
- 2) Proactive Personality affected Prosocial Motivation
- 3) Perceived Organizational Support affected Affective Commitment
- 4) Proactive Personality affected Affective Commitment
- 5) Prosocial Motivation affected Affective Commitment
- 6) Prosocial Motivation partially mediated the Perceived Organizational Support's impact on Affective Commitment
- 7) Prosocial Motivation partially mediated the Proactive Personality's impact on Affective Commitment

These results explain the support for the old theory which was integrated into a model of strengthening affective commitment, where this finding becomes the premise that strengthening can occur as a result of the role of perceived organizational support and proactive personality, as well as prosocial motivation. These findings reconstruct previous academic models and can be used to develop theory and best practices in the future. These findings are limited only to the variables studied and research subjects. Several survey results gave rise to recommendations for the research subject, namely Aceh Education Service, namely:

- 1) For the Perceived Organizational Support variable, the organization must notify employees if they make mistakes at work. In this way, employees can introspect themselves and will work better.

- 2) For the Proactive Personality variable, organizations can provide training to employees. This is done so that employees are more able to carry out their work.
- 3) For the Prosocial Motivation variable, the organization must be able to create a positive organizational culture so that employees enjoy working in work that has potential benefits for others.
- 4) To increase Affective Commitment, companies can create a sense of pride in employees working and being part of the organization

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