

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

Muhammad Ridwan¹, Sitti Rizki Mulyani², Hapzi Ali³

^{1,2}Lecturer of Universitas Putra Indonesia YPTK, Padang Indonesia,
Mridwanupiyptk@gmail.com, sittirizki@gmail.com,

³Lecturer of Universitas Mercu Buana (UMB), Jakarta Indonesia, hapzi.ali@mercubuana.ac.id

ABSTRACT

This study aims to analyze the effect of perceived organizational support, organizational commitment and organizational citizenship behavior on employee performance both partially and simultaneously on SPMI Private University in West Sumatra. The population is all employees who work in SPMI units of Private Universities in West Sumatra, amounting to 241 people. Of the 241 people taken 30 as a sample of validity and reliability test so the rest there are still 211 people. While the number of samples taken using the saturation sampling technique, which is a sampling technique by taking the entire population that is 211 samples. The approach in this study uses a quantitative approach to the survey method and uses path analysis, followed by determination analysis (R Square), partial hypothesis testing (t test) and simultaneous (F test) with alpha 5 percent (0.05). Before further analysis, the classical assumption test is performed. Analysis tools using SPSS version 21.0 for Windows. The results showed that perceived organizational support, organizational commitment and organizational citizenship behavior had a positive and significant effect on employee performance both partially and simultaneously on SPMI Private University in West Sumatra.

Keywords: Performance, Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior.

Correspondence:

Muhammad Ridwan
Lecturer of Universitas Putra Indonesia YPTK, Padang Indonesia,

*Corresponding author: Muhammad Ridwan email-address:
Mridwanupiyptk@gmail.com

INTRODUCTION

The era of globalization is an era full of challenges, including for an organization the challenges faced are very tight competition between organizations. Organizations that will compete in global competition must have a strong competitive advantage. Therefore, the concept of competitive advantage is an important focus that needs to be considered by management, in an effort to put the organization in a position of tighter competition through distinctive competence (distinctive competence) compared to the competencies of competing organizations. Pfeffer, J., et. al (2002) asserts that a competitive advantage can be achieved through actively managing the company's human resources. To realize an organization that has competitiveness, one of the contributing factors is organizational performance.

One of the organizational performances is shown by the performance of human resources. Organizational performance depends on the performance of individuals in it, therefore the role of human resources in an organization is very important and cannot be separated. The role of Human Resources (HR) largely determines the success or failure of organizational goals. Organizations in the process of operation involve all resources to be able to produce products that can be marketed. Therefore, the management of resources owned by the organization includes physical, financial, human resources, and system and technological capabilities (Simamora, 2014).

Of the many resources owned by the organization, human resources are able to occupy strategic positions among other resources. Because without HR in the organization, other resources cannot be utilized anymore and cannot be managed to make a product. The contribution of human resources to competitive advantage will be achieved if there is an effort to develop human resource strategies related to organizational strategy. In addition,

human resource management can act as an equal partner in the strategic planning process, so that its role is not only to adjust human resource activities to the strategic demands of the organization (Dessler, 2009).

Given the importance of HR in an organization, the organization needs to fully support, HR needs to be supported in a positive direction by the organization. This support will have an impact on the welfare and work performance of Human Resources. Human Resource Perception leads to the extent to which organizations can appreciate the contributions made and pay attention to the welfare of human resources called Perceived Organizational Support (POS) as stated by Rhoades & Eisenberger (2002). That Human Resources feel that they have the full support of the organization which will create a sense of meaningfulness in the individual.

POS is one of the strengths that can influence HR behavior to improve its performance. Therefore, by joining the membership in the organization, the person feels considered to be in the organization and has the responsibility to be able to contribute fully and to provide the best performance for the organization. This support is certainly not only about training, but the most important thing is to make workers feel satisfied with the reciprocity of the organization and also feel that the organization cares about the welfare of Human Resources. In addition to POS, there are other factors that can improve performance through organizational commitment. This was stated by Limakrisna, N., Noor, Z. Z., & Ali, H (2016) who revealed that organizational commitment plays a large role in efforts to improve employee performance in an organization. Organizational commitment is very important for an organization to be able to carry out its operational activities effectively and efficiently.

Organizational commitment is an encouragement from within the individual to do something in order to support

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

the success of the organization in accordance with the objectives and prioritizes the interests of the organization compared to their own interests (Weiner in Coryanata, 2004). Organizational commitment is needed as an indicator of employee performance. Employees with high commitment can be expected to show optimal performance. Someone who joins an organization in a company is required to have a commitment in himself.

Commitment is an attitude of employee loyalty to employees in their organization the process continues through organizational participation that expresses their concern for the organization and subsequent success (Luthan, 2006). According to Robbins and Judge (2015) organizational commitment is a situation where an employee sides with a particular organization and the goals and desires to retain members in the organization. Employees who have a high commitment spirit, it is impossible to leave the job.

The next factor that can influence employee performance other than POS and organizational commitment is Organizational Citizenship Behavior (OCB), this was stated by Organ, D.W (1998) states that OCB behavior is very useful and important to note because there is OCB's interest in organizational effectiveness.

Organ (1998) states that OCB is an extra individual behavior, which is not directly or explicitly known in a formal work system, and which can quickly increase the effectiveness of organizational functions. Robbins and Judge (2015) put forward the fact that shows that organizations that have Organizational Citizenship Behavior (OCB) behavior will show better performance than other organizations. In addition, Schermerhorn, et al (2012) also suggested that someone who behaves well in OCB will do additional things that help others and advance the overall organizational performance.

Based on what has been described in the background of the above research, here the writer is interested in raising this paper into a study with the title "Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior (Study at SPMI Private University in West Sumatra)".

This research was conducted with the aim of analyzing: 1) The effect of perceived organizational support on employee performance; 2) The effect of organizational commitment on employee performance; 3) The effect of organizational citizenship behavior on employee performance and 4) The effect of perceived organizational support, organizational commitment and organizational citizenship behavior simultaneously on employee performance at SPMI Private University in West Sumatra.

LITERATURE REVIEW

Performance

According to Al Mehrzi and Singh performance is the result or overall level of success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets or targets or predetermined criteria that have been agreed upon. Furthermore Yang et al state that performance is basically what employees do or don't do. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. According to Shmailan employee performance is an action taken by employees in carrying out work

performed by the company. Performance in carrying out its functions is not independent, but is always related to employee job satisfaction and the level of rewards provided, and is influenced by individual skills, abilities, and traits (Razak, A., Sarpan., & Ramlan., 2018).

Mathis & Jackson (2009) said that performance is the amount of effort expended by individuals in putting a certain amount of energy into work. Meanwhile, according to Simamora (2014) performance is the rate at which employees carry out their duties in accordance with the responsibilities given to them. According to Sutrisno (2010) defines performance is an achievement obtained by someone in carrying out a task. Meanwhile, according to Gomes (2010) performance is a performance that is the result of work produced by employees or actual behavior that is displayed in accordance with their role in the organization.

According to Mangkunegara (2011) there are 4 (four) employee performance factors as performance appraisal standards, namely: 1) Quality of work, which includes accuracy, accuracy, skills and cleanliness; 2) Work quantity, including routine and non-routine or extra output; 3) Reliability, or whether it is reliable, that is, whether or not it can follow instructions, capabilities, initiative, caution and crafts; and 4) Attitudes which include the attitudes of other employees, work and cooperation with the company.

Perceived Organizational Support (POS)

Organizational support that is often known as perceived organizational support (POS) is an important concept in the literature of an organization's behavior where organizational support can provide an explanation of the relationship between organizational treatment, attitudes and behavior of employees towards their work and organization. Treatment by the organization is used as a stimulus that is captured by employees which is interpreted to be a perception of the support of the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

POS is organizational support that convinces someone that the workplace organization has valued its contribution and cares for its well-being (Rhoades & Eisenberger, 2002). Rhoades and Eisenberger also explained POS is an organizational support that assesses the extent of the contribution, pay attention to welfare, hear complaints, pay attention to life and treat employees fairly by the organization. Waileruny (2014) says that POS is the degree to which employees believe organizations value contributions and care about their well-being.

According to Rhoades and Eisenberger in Arshadi and Hayavi (2013) POS is an organizational view of employees. If the organization in general values the dedication and loyalty of employees as a form of employee commitment to the organization, then the employees in general also pay attention to how the commitment the organization has towards them. According to Rhoades and Eisenberger in Arshadi and Hayavi (2013) there are three general forms of treatment from organizations that are considered good and will be able to increase organizational support felt by employees, namely: 1) Fairness; 2) Supervisor Support; and 3) Rewards from Organizational Rewards and Job Conditions.

Organizational Commitment

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

Organizational commitment is the extent to which employees believe and accept the goals of the organization and have a desire to remain with the organization (Marthis and Jackson, 2009). This relates to the extent of employee involvement to contribute to the organization. Previous studies have revealed that employees who are relatively satisfied with their work are more committed to the organization. Employees who are dissatisfied with their work or who are not committed to their organization are more likely to withdraw from the organization.

According to Luthan (2006) organizational commitment is a strong desire to remain as a member of the organization, a desire to strive according to the wishes of the organization, certain beliefs, and acceptance of organizational values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and the sustainability process where members of the organization express their concern for the organization and continued success and progress.

According to Kreitner and Kinicki (2014) organizational commitment reflects the extent to which an individual identifies himself with the organization and is related to his goals. This is an important work attitude, because committed employees are expected to be able to display a willingness to work hard to achieve the goals of the organization.

Robbins and Judge (2015) classify organizational commitment with three separate dimensions, namely: 1) Affective Commitment, an emotional feeling for the organization and beliefs in its values; 2) Continuance Commitment, is the perceived economic value of survival in an organization compared to leaving the organization; and 3) Normative Commitment, is a person's obligation to survive in an organization for moral or ethical reasons. In other words, this normative commitment is related to feeling obligated to continue working in an organization.

Organizational Citizenship Behavior (OCB)

According to Organ in Podsakoff et al (2000) defines OCB as individual behavior that is free (discretionary), which does not directly and explicitly get an award from the formal reward system, and which as a whole encourages the effectiveness of organizational functions. Be free and voluntary, because such behavior is not required by role requirements or job descriptions, which are clearly demanded under contract with the organization but as a personal choice.

According to Aldag, R. & Reschke, W (1997), OCB is an individual contribution in exceeding the demands of roles in the workplace. OCB involves a number of behaviors, including helping others, volunteering for extra tasks, complying with rules and procedures at work. According to Al-Kuehn & Busaidi (2002) OCB includes behaviors exhibited by employees who are classified as extra roles and are not formally assigned or assigned by the organization.

According to Williams and Anderson in Shweta and Srirang (2010) OCB can be measured through: 1) Altruism, with indicators: helping colleagues, replacing work roles, giving direction; 2) Courtesy with indicators: mutual respect, not making trouble, consultation; 3) Sportsmanship with indicators: time, problems, accepting policies, tolerating circumstances; 4) Conscientiousness with indicators: reporting, work completion, useful work; and 5) Civic Virtue with indicators: care, participation, recommendations.

Conceptual Framework

From a number of previous research studies based on cases, objects and research analysis units, the previous research as a reference for this research are as follows:

- 1) Perceived organizational support (X1) influences performance (Y), based on research results: Afzali, et al, (2014), Arshadi et al, (2013), Xin Guan et al, (2014). Where Perceived organizational support has a positive and significant effect on performance both partially and simultaneously.
- 2) Organizational commitment (X2) influences performance (Y), based on research results: Gabriela, Kolibačova (2014) and Limakrisna, N., Noor, ZZ, & Ali, H (2016), where organizational commitment has a positive and significant effect on performance both partially and simultaneously.
- 3) Organizational citizenship behavior (X3) influences performance (Y), based on research results: Chelagat et al, (2015), Basu et al, (2017), Al-Mahasneh (2015), Mallick et al, (2014), and Khazaei et al, (2011), where Organizational citizenship behavior has a positive and significant effect on performance both partially and simultaneously.

From previous theoretical and research studies and based on the research objectives, this research framework is as below.

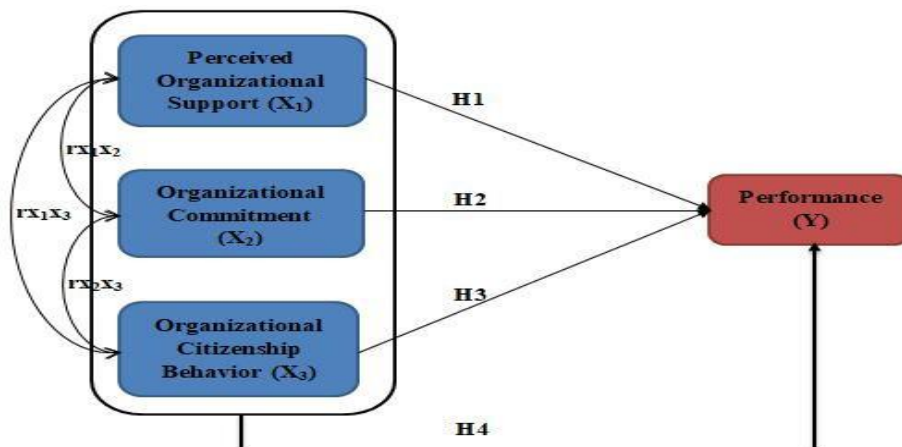


Figure 1. Conceptual Framework

Based on the research objectives and theoretical review, the research hypotheses are:

- 1) There is an effect of perceived organizational support on employee performance;

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

- 2) There is an influence of organizational commitment on employee performance;
- 3) There is an influence of organizational citizenship behavior on employee performance; and
- 4) There is an effect of perceived organizational support, organizational commitment and organizational citizenship behavior simultaneously on employee performance.

RESEARCH METHODS

This type of research is explanatory research with a quantitative approach. The study was conducted at the Private University Internal Quality Assurance System (SPMI) in West Sumatra. With a total population of 241 people, 30 were taken as research instrument test samples (validity and reliability) then the remaining 211 people for further research.

The data used in this study are sourced from primary and secondary data. Where the primary data itself is obtained through the distribution of questionnaires given directly to employees, while for secondary data itself is obtained through existing literature, both books, journals, or information that the author obtained from the object of research directly. The data is then analyzed using the Path Analysis technique. Path analysis itself is the development of multiple linear regression analysis

techniques. used to analyze patterns of relationships between variables in order to determine the direct and indirect effects of a set of (exogenous) independent variables on bound variables (endogenous), this technique itself was actually developed first in 1920 by a geneticist Sewall Wright (Riduwan and Kuncoro, 2013). According to Dillon and Goldstein in Ali, H., Limakrisna, N (2013) path analysis is a good analytical tool used to determine the direct and indirect effects of a variable, where there are variables that exert an influence (exogenous variables) and variables that are influenced (endogenous variables). But before the analysis is carried out, firstly it is done to test the classical assumptions through tests of normality and heterokedastisitas.

FINDINGS AND DISCUSSION

Descriptive Analysis

Descriptive statistics are used to determine the characteristics of each variable perceived organizational support (X1), organizational commitment (X2), organizational citizenship behavior (X3) and employee performance (Y) in the form of average data values, minimum values, maximum values and standards deviation. Interpretations of mean values are presented in the following table. Interpretations of mean values are presented in the following table.

Table 1. Interpretation of Mean Values

Interval Value	Information	Formula
4,20 - 5,00	Very High	$\bar{x} = \frac{x_1 + x_2 + \dots + x_n}{n}$ $\bar{x} = \frac{\sum f_i x_i}{\sum f_i}$ n = sum of all frequencies
3,40 - 4,19	Hirg	
2,60 - 3,39	Enough	
1,80 - 2,59	Low	
1,00 - 1,79	Very Low	

Table 2. Descriptive Statistics of Research Variables

		Statistics			
		X1_POS	X2_OrgCom	X3_OCB	Y_Performance
N	Valid	211	211	211	211
	Missing	0	0	0	0
Mean		3,829	3,907	3,873	3,803
Median		4,000	4,083	4,062	4,000
Mode		4,133	4,17	4,250	4,000 ^a
Std. Deviation		,549	,598	,604	,590
Minimum		2,400	2,42	2,375	2,143
Maximum		4,667	4,75	4,625	4,714
Sum		807,867	824,42	817,188	802,429

a. Multiple modes exist. The smallest value is shown

Source: Output SPSS under 21.0 for windows is processed.

- a. Description of Variable Perceived Organizational Support (X1)
From the results of descriptive analysis conducted for the Perceived Organizational Support variable has an average value of 3.829 which is in the range from 3.40 to 4.19, which means the mean value has a high category. This proves that most SPMI employees expect that perceived organizational support can be implemented well.
- b. Description of Variable Organizational Commitment (X2)
From the results of descriptive analysis conducted for organizational commitment variables have an average value of 3.907 which is in the range from 3.40 to 4.19, which means the mean value has a high category. This proves that the majority of SPMI

- employees expect organizational commitment to be implemented properly.
- c. Description of Variable Organizational Citizenship Behaviour (X3)
From the results of descriptive analysis conducted for organizational citizenship behavior variables have an average value of 3.873 which is in the range from 3.40 to 4.19, which means the mean value has a high category. this proves that the majority of SPMI employees expect to have better organizational citizenship behavior.
- d. Description of Variable Performance (Y)
From the results of descriptive analysis conducted for the performance variable has an average value of 3.803 which is in the range from 3.40 to 4.19, which means the mean value has a high category. This

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

proves that most SPMI employees expect to have better performance.

Classic Assumption Test Results

From the results of tests conducted using SPSS 21.0 as a tool in this study the results obtained are that the data in this study are normally distributed, this is evidenced from the results of the significance value (Asymp. Sig. 2-tailed) greater than 0.05, namely (0.680 > 0.05) so that it can be concluded that the data in this study are normally distributed.

Furthermore, from the results of heterokedasticity test it is known that scatterplots can be seen that the points spread randomly and transversely both above and below the number 0 on the Y axis. enter the independent variable.

Based on the results of the normality and heterokedasticity tests, the requirements for the further testing have been fulfilled.

Path Analysis

This analysis is an option in order to study the dependence of a number of variables in the model. This analysis is a good method to explain if there is a large set of data to analyze and look for a causal relationship. Development of path analysis models must be based on quality relationships that have a strong theory. This development aims to develop causality that wants to be tested and expressed in the form of equations before the path analysis is made. Models are designed based on concepts and theories.

To answer the purpose of this study, namely the direct and indirect influence of the Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior variables directly and indirectly on the performance variable, then it is carried out using path analysis using SPSS software version 21.0. The step taken is to calculate the correlation between variables, so that it is obtained as the following Table 3.

Table 3. Correlation Matrix Between Variables
Correlations

		X1_POS	X2_OrgCom	X3_OCB
X1_POS	Pearson Correlation	1	,760**	,730**
	Sig. (2-tailed)		,000	,000
	N	211	211	211
X2_OrgCom	Pearson Correlation	,760**	1	,792**
	Sig. (2-tailed)	,000		,000
	N	211	211	211
X3_OCB	Pearson Correlation	,730**	,792**	1
	Sig. (2-tailed)	,000	,000	
	N	211	211	211

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Output SPSS under 21.0 for windows is processed.

Furthermore, based on the results of the calculation of the correlation matrix, the path coefficient can be

calculated. Based on the calculation results obtained as follows.

Table 4. Coefficients Regression
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,949	2,116		,921	,358
	X1_POS	,229	,057	,229	4,053	,000
	X2_OrgCom	,359	,073	,312	4,940	,000
	X3_OCB	,344	,051	,401	6,683	,000

a. Dependent Variable: Y_Performance

Source: Output SPSS under 21.0 for windows is processed. Statistically the output coefficients table above obtained the following equation.

$$Y = \text{Pyx}_1 \cdot X_1 + \text{Pyx}_2 \cdot X_2 + \text{Pyx}_3 \cdot X_3 + e$$

$$Y = 0,229 \cdot X_1 + 0,312 \cdot X_2 + 0,401 \cdot X_3 + e$$

The results of the above equation are entered into the structural equation image as below:

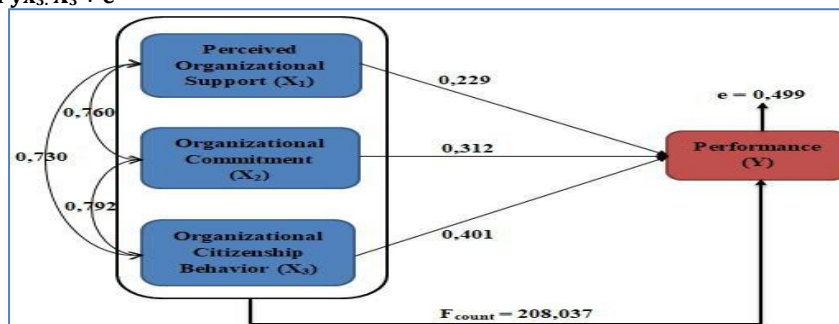


Figure 2. Results of the Path Analysis Structure
 To find out the direct and indirect effects, can be seen in the following table:

Variable	Directly	Indirect			Sub Total	Total
		X ₁	X ₂	X ₃		
X1_POS	5,24%		5,43%	6,7%	12,13%	17,37%
X2_OrgCom	9,73%	5,43%		9,91%	15,34%	25,07%
X3_OCB	16,08%	6,7%	9,91%		16,61%	32,69%
Influence X₁, X₂, and X₃						75,13%
Influence of Other Variables						24,87%

From the path analysis results obtained the direct effect of Perceived Organizational Support on performance of 5.24%, Organizational Commitment on performance of 9.73%, Organizational Citizenship Behavior on performance of 16.08% and the total effect of Perceived

Table 5. Summary of Pathway Perceived Organizational Support, Organizational Commitment, Organizational Citizenship Behavior Towards Performance

Organizational Support, Organizational Commitment, Organizational Citizenship Behavior on performance directly or indirectly is 75.13. This value explains the coefficient of determination R² Square As shown in the following table.

Table 6. Model summary
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,867 ^a	,751	,747	4,156

a. Predictors: (Constant), X3_OCB, X1_POS, X2_OrgCom
 b. Dependent Variable: Y_Performance

Source: Output SPSS under 21.0 for windows is processed.

R value of 0.867 shows a double correlation (Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior) with employee performance. By considering variations in R Square Value of 0.751, it means that the role or contribution of the variable Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior is able to explain the employee performance variable by 75.1%. While the remaining

24.9% is influenced by other variables not included in this model.

Partial Hypothesis Test Results (t Test) and Simultaneous (F Test)

The partial effect test aims to examine whether each independent variable significantly influences the dependent variable partially with $\alpha = 0.05$ and acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study. effect of Perceived Organizational Support through Organizational Citizenship Behavior is 6.7%. With these results obtained a total effect (direct and indirect) Perceived Organizational Support variable on employee performance that is equal to 17.37%. Based on the research hypothesis stated that Perceived Organizational Support influences proven employee performance. Thus the first hypothesis is accepted.

The results of this study support research conducted by Afzali, et al, (2014), Arshadi et al, (2013), and Xin Guan et al, (2014), which states that perceived organizational support influences employee performance. Employees with high perceived organizational support feel that in situations where they need work or life support, the organization is willing to provide assistance. Employees personally feel respected, cared for, and recognized, and in turn enhance diligent cooperation, identification, performance, respect and reciprocity among workers. This situation can make employee performance improve. It can be concluded that perceived organizational support influences employee performance.

2) The Effect of Organizational Commitment on Employee Performance

From the hypothesis testing conducted as shown in Table 7, the t value of the calculated Organizational

Table 7. T Test Results (Partial)

Model	t	Sig.
(Constant)	,921	,358
1 X1_POS	4,053	,000
X2_OrgCom	4,940	,000
X3_OCB	6,683	,000

a. Dependent Variable: Y_Performance

Source: Output SPSS under 21.0 for windows is processed.

1) The Effect of Perceived Organizational Support on Employee Performance

From the hypothesis testing carried out as shown in Table 7, the t value of the calculated Perceived Organizational Support variable is 4.053, with a value of 0.000, because the significance value is more than 0.05 (0.000 < 0.05), so it can be concluded that the Perceived Organizational Support has an effect on employee performance. Based on this explanation H₀ is therefore rejected and H₁ is accepted, which means that Perceived Organizational Support influences employee performance. The direct effect of Perceived Organizational Support on employee performance is 5.24%. While the indirect effect of Perceived Organizational Support through Organizational Commitment is 5.43%, and the indirect

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

Commitment variable is 4.940, with a value of 0.000, because the significance value is more than 0.05 (0.000 < 0.05), so it can be concluded that the Organizational Commitment affects the performance the employee. Based on this explanation H0 was therefore rejected and H1 was accepted, which means that Organizational Commitment affected employee performance.

The amount of direct influence of Organizational Commitment on employee performance is 9.73%. While the indirect effect of Organizational Commitment through Perceived Organizational Support is 5.43%, and the indirect effect of Organizational Commitment through Organizational Citizenship Behavior is 9.91%. With these results obtained a total effect (direct and indirect) Organizational Commitment variables on employee performance that is equal to 25.07%. Based on the hypothesis of the research conducted states that Organizational Commitment influences proven employee performance. Thus the second hypothesis is accepted.

The results of this study support research conducted by Gabriela, Kolibačova (2014) and Limakrisna, N., Noor, Z. Z., & Ali, H (2016) which states that organizational commitment influences employee performance. The realization of a conducive situation when employees and organizations have the same synergy in the orientation of achieving goals, striving to achieve the specified targets is a certainty when an employee sides with the organization. High organizational commitment owned by employees can make employees work with enthusiasm and enthusiasm to realize the achievement of organizational goals. High employee commitment to the organization can create high employee performance. It can be concluded that organizational commitment influences employee performance.

3) The Effect of Organizational Citizenship Behavior on Employee Performance

From the hypothesis testing conducted as shown in Table 7, the t value of the Organizational Citizenship Behavior variable is 6.683, with a value of 0.000, because the significance value is more than 0.05 (0.000 < 0.05), it can be concluded that the Organizational Citizenship

Behavior variable influences on employee performance. Based on this explanation H0 is therefore rejected and H1 is accepted, which means that Organizational Citizenship Behavior affects employee performance.

The direct effect of Organizational Citizenship Behavior on employee performance is 16.08%. While the indirect effect of Organizational Citizenship Behavior through Perceived Organizational Support is 6.7%, and the indirect effect of Organizational Citizenship Behavior through Organizational Commitment is 9.91%. With these results obtained a total effect (direct and indirect) variable Organizational Citizenship Behavior on employee performance that is equal to 32.69%. Based on the research hypothesis stated that Organizational Citizenship Behavior has an effect on proven employee performance. Thus the third hypothesis is accepted.

The results of this study support research conducted by Chelagat et al, (2015), Basu et al, (2017), Al-Mahasneh (2015), Mallick et al, (2014), and Khazaei et al, (2011) which states that organizational citizenship behavior affects employee performance. Employees who have high OCB levels generally want the organization where they work can develop better, employees take various efforts so that the goals can be achieved together with the goals of the organization. Employees work without calculating profit and loss, even they can work outside the limits set by the organization or do work without being told to do so first. Employees with high OCB levels can work with enthusiasm, high morale so they can get the job done well and in accordance with organizational targets. It can be concluded that organizational citizenship behavior influences employee performance.

4) The Effect of Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior on Employee Performance Simultaneously

To answer the fourth hypothesis the effect of Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior simultaneously on employee performance can be seen in the Anova output presented in Table 8 below.

Table 8. Simultaneous F Test Results
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	10777,931	3	3592,644	208,037	,000 ^b
Residual	3574,742	207	17,269		
Total	14352,673	210			

a. Dependent Variable: Y_Performance

b. Predictors: (Constant), X3_OCB, X1_POS, X2_OrgCom

Source: Output SPSS under 21.0 for windows is processed.

From the Anova test or the F test as shown in Table 8, the Fcount value of 208.037 was obtained with a significance level of less than 0.05 (0.000 < 0.05), so it can be concluded that Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior simultaneous significant effect on employee performance variables. Based on this explanation, H0 is rejected and H1 is accepted, meaning

this proves that the variable Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior together significantly influence employee performance. Thus the fourth hypothesis is accepted.

Table 5. Path Coefficients Value

Hypothesis	Path Coefficient	T-Statistics	P Value	Information
H1 : X -> Y	0,760	20,601	0,000	Received

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

H2 : X -> Z	0,343	4,998	0,000	Received
H3 : Y -> Z	0,546	7,844	0,000	Received

Source: PLS Output, 2020.

Based on the results of the path coefficients test in the table above can be interpreted as follows:

- 1) The perceived organizational support variable has a path coefficient of 0.760 with a t-statistic value of 20.601. These results indicate that perceived organizational support has a significant effect on organizational commitment. Then it can be stated that hypothesis 1 (H1) is accepted.
- 2) The perceived organizational support variable has a path coefficient of 0.343 with a t-statistic value of 4.998. These results indicate that perceived organizational support has a significant effect on performance. Then it can be stated that hypothesis 2 (H2) is accepted.
- 3) The organizational commitment variable has a path coefficient of 0.546 with a t-statistic value of 7.844. These results indicate that organizational commitment has a significant effect on performance. Then it can be stated that hypothesis 3 (H3) is accepted.

Direct and Indirect Effects

The analysis of influence is intended to see how strong the influence of a variable is with other variables both directly and indirectly. The interpretation of the results of this study will have important meanings in determining clear strategies in order to improve employee performance.

The direct effect of perceived organizational support on employee performance is 0.3432 (0.118) while the indirect effect through organizational commitment is $0.760 \times 0.546 = 0.415$. This shows that perceived organizational support can improve employee performance if the employee has organizational commitment.

The results of the direct and indirect effects of perceived organizational support on employee performance through organizational commitment are summarized in the following table.

Table 6. Direct and Indirect Effects

The Effect of X on Z	Direct	Indirect (through Organizational Commitment)	Conclusion
<i>Perceived Organizational Support</i> → Employee performance	$0,343^2 = (0,118)$	$0,760 \times 0,546 = 0,415$	L < TL (mediated by Organizational Commitment)

Based on the test results of direct and indirect effects in the table above it can be said that organizational commitment acts as full mediating where perceived organizational support can improve employee performance if employees have organizational commitment.

DISCUSSION

Based on the results of testing the hypotheses and discussing the theories in the previous chapters, the following discussions and interpretations are carried out:

1. From the hypothesis testing, it is known that perceived organizational support significantly influences organizational commitment. The results of this study are in line with the results of research conducted by Purnami, P.R (2017) and Ramadhani, F.A (2018) who suggest that perceived organizational support can increase employee commitment to the organization to fulfill its obligations to the organization, and will never leave the organization. Perceived organizational support (POS) is the level at which employees believe that their organizations value their contribution and concern for their well-being (Afzali et al, 2014). Rhoades and Eisenberger in Han et al (2012) see POS as a guarantee that assistance will be available from the organization when needed to carry out one's work effectively and when facing a very tense situation. POS can make employees feel cared for and comfortable when they take shelter in an organization. If an employee in an organization, can feel the support of the organization

in accordance with the norms, desires, expectations of employees, then by itself a commitment will be formed from employees to meet their obligations to the organization, and will never leave the organization, because employees have has strong emotional ties to his organization (Susmiati and Sudarma, K, 2015).

2. From the second hypothesis testing it is known that perceived organizational support has a significant effect on performance. The results of this study support research conducted by Afzali, et al. (2014), Arshadi et al. (2013), Xin Guan et al. (2014), which states that perceived organizational support (POS) influences employee performance. Employees with high perceived organizational support (POS) feel that in situations where they need work or life support, the organization is willing to provide assistance. Employees personally feel respected, cared for, and recognized, and in turn enhance diligent cooperation, identification, performance, respect and reciprocity among workers. This situation can make employee performance improve. It can be concluded that perceived organizational support (POS) influences employee performance.
3. From the hypothesis testing, the results show that organizational commitment has a significant effect on employee performance. The results of this study support research conducted by Khan et al. (2010), Gabriela, Kolibačova. (2014) which states that organizational commitment influences employee performance.

Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior

Strong individual commitment to the organization will facilitate organizational leaders to mobilize existing human resources in achieving organizational goals, this was stated by Rahman, S., Hussain & Haque (2011) who found that organizational commitment will affect employee performance, meaning that if employees have a high commitment to the organization, then employees will improve their performance in the organization.

Based on the coefficient of determination test, there are still many other factors that can affect performance, apart from the variables that influence the performance of this research. Other factors include leadership style, work spirit, competency, work discipline and so on. These other factors are based on the results of previous studies that support and strengthen this research including: 1) Motivation and Job Satisfaction have a positive and significant effect on teacher performance both partially and simultaneously (Riyanto, 2017); 2) Work Motivation and Job Satisfaction have a positive and significant effect on Organizational Commitment and have an impact on Employee Performance, (Masydzulhak, 2016); and 3) Work Discipline and Work Spirit have positive and significant effect on employee performance both partially and simultaneously, (Agussalim, 2016).

This article discusses Employee Performance, Perceived Organizational Support (POS), Organizational Commitment, and Organizational Citizenship Behavior (OCB) variables. There have been many research variables studied by previous researchers, including: 1) Employee Performance: (Ali et al., 2016), (Prihartono & Ali, 2020), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020a), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiyana Putri, et al., 2016), 2) Perceived Organizational Support (POS): (Ridwan et al., 2020b), and (Ridwan et al., 2020a). 3) Organizational Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), (Masydzulhak et al., 2016), and (Masydzulhak et al., 2016). 4) Organizational Citizenship Behaviour (OCB): (Ridwan et al., 2020a)

CONCLUSION AND SUGESTION

Conclusion

Based on the results and discussion, the conclusions of this study are:

1. There is a perceived organizational support effect on the performance of SPMI employees of Private Universities in West Sumatra. Where the perceived dimensions of organizational support that predominantly affect employee performance is the supervisor support dimension measured by indicators of welfare care. This indicates that supervisor support or supervisor support is needed by employees to pay attention to employee welfare. The support of superiors who pay attention to

welfare will ultimately affect the performance of SPMI employees of private universities in West Sumatra.

2. There is an influence of organizational commitment to the performance of SPMI employees of Private Universities in West Sumatra. Where the most dominant dimensions of organizational commitment affect employee performance is the normative commitment dimension measured by loyalty indicators. This indicates that normative commitment as measured by high employee loyalty to the organization is very important and needed in improving the performance of SPMI employees of private universities in West Sumatra.
3. There is an influence of organizational citizenship behavior on the performance of SPMI employees of Private Universities in West Sumatra. Where the dimensions of organizational citizenship behavior that predominantly affect employee performance is the dimension of conscientiousness as measured by indicators of job completion. This indicates that conscientiousness as measured by being able to complete work ahead of schedule or above standards is very important and necessary in improving the performance of SPMI employees of private universities in West Sumatra.
4. There is the effect of Perceived Organizational Support, Organizational Commitment, and Organizational Citizenship Behavior simultaneously on the performance of SPMI employees of Private Universities in West Sumatra.

Suggestion

Based on the results of the conclusions and the previous discussion on how to improve the performance of SPMI employees of Private Universities in West Sumatra, suggestions that might be useful as follows:

1. In an effort to remind the performance of SPMI employees of private universities in West Sumatra, management needs to improve OCB with the Conscientiousness dimension and indicators of completing work ahead of schedule and still improve other latent variables namely Perceived Organizational Support, commitment and competence that affect employee performance.
2. It is recommended for other researchers who want to conduct research with a similar theme to add some variables that can affect employee performance, such as organizational culture, organizational climate and career development, and for other researchers to expand the object of research not only to Private Universities in West Sumatra but can be done at other universities with wider scope of area.

REFERENCE

1. Al-Mahasneh, M.A. (2015). The impact of Organizational Citizenship Behavior on Job Performance at Greater Amman Municipality. *European Journal of Business and Management*. Vol.7, No.36, 108-118.
2. Afzali, A., Motahari, Amir A., dan Hatami-Shirkouhi, L. (2014). Investigating The Influence of Perceived Organizational Support, Psychological Empowerment and Organizational Learning on Job Performance: An Empirical Investigation. *Technical Gazette* 21. 3. 623-629.

*Improving Employee Performance Through Perceived Organizational Support,
Organizational Commitment and Organizational Citizenship Behavior*

3. Agussalim, M. P., Rezkiiana, A., Ali, H. (2016). Analysis Work Discipline and Work Spirit toward Performance of Employees (Case Study Tax Office Pratama Two Padang). *International Economic Research (IJER)*, ISSN: 0972-9380. www.serialsjournals.com, Index: Scopus Q3, 0.123. No. 13. Issue No. 6, page [2541-2556].
4. Aldag, R. & Reschke, W. (1997). Employee value added: Measuring Discretionary Effort and its Value to the Organization. *Center for Organization Effectiveness*.
5. Ali, H., Limakrisna, N. (2013). *Metodologi Penelitian (Petunjuk Praktis untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi, Tesis, dan Disertasi)*. Deepublish: Yogyakarta.
6. Arshadi, N., & Hayavi, G. (2013). The Effect of Perceived Organizational Support on Affective Commitment and Job Performance : Mediating role of OBSE. *Procedia-Social and Behavioral Sciences*. <https://doi.org/10.1016/j.sbspro.2013.06.637>
7. Agussalim, M., Kristin, M., & Ali, H. (2016). Role of revolving loan program community national urban self (PNPM MP) against poverty prevention in Padang. *International Journal of Applied Business and Economic Research*.
8. Ali, H., Limakrisna, N., & Jamaluddin, S. (2016). Model of customer satisfaction: The empirical study at Bri in Jambi. *International Journal of Applied Business and Economic Research*.
9. Brata, Husani, Hapzi, B. H. S. A. (2017). Saudi Journal of Business and Management Studies Competitive Intelligence and Knowledge Management: An Analysis of the Literature. *Saudi Journal of Business and Management Studies*. <https://doi.org/10.21276/sjbms>
10. Artiningsih & Rasyid. (2013). Pengaruh Locus of Control, Organization Citizenship Behavior dan Kualitas Kehidupan Kerja terhadap Kinerja Karyawan. *Jurnal Aplikasi Manajemen*. 11, 365-373.
11. Basu, Eeman, Pradhan, R.K., dan Tewari, H.R. (2017). Impact of Organizational Citizenship Behavior on Job Performance in Indian Healthcare Industries: The Mediating Role of Social Capital. *International Journal of Productivity and Performance Management*, Vol. 66 Issue: 6. <https://doi.org/10.1108/IJPPM-02-2016-0048>
12. Chelagat, Lelei J., Chepkwony, Kiprop, P., Kemboi, A., (2015). Effect of Organizational Citizenship Behavior on Employee Performance in Banking Sector, Nairobi County, Kenya. *International Journal of Business, Humanities and Technology*. Vol. 5, No. 4.
13. Coryanata, I. (2004). Pelimpahan Wewenang dan Komitmen Organisasi Dalam Hubungan Antara Partisipasi Penyusunan Anggaran Dan Kinerja Manajerial. *Simposium Nasional Akuntansi VII*.
14. Desfiandi, A., Desfiandi, A., & Ali, H. (2017). Composite Stock Price Index (IHSG) Macro Factor in Investment in Stock (Equity Funds). *International Journal of Economics and Financial Issues*.
15. Djojo, A., & Ali, H. (2012). Information technology service performance and client's relationship to increase banking image and its influence on deposits customer banks loyalty (A survey of Banking in Jambi). In *Archives Des Sciences*.
16. Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, & H. A. (2017). Organizational Performance : Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*. <https://doi.org/10.21276/sjhss.2017.2.3.9>
17. Dessler, G. (2009). *Manajemen SDM* buku 1. Jakarta :Indeks
18. Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, Vol. 71 No. 3, pp. 500-507. <https://psycnet.apa.org/doi/10.1037/0021-9010.71.3.500>
19. Gabriela, Kolibačova. (2014). The Relationship Between Competency and Performance. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 62(6): 1315–1327.
20. Gomes, F. C. (2010). *Manajemen Sumber Daya Manusia*. Yogyakarta: Penerbit Andi.
21. Harini, S., Hamidah, Luddin, M. R., & Ali, H. (2020). Analysis supply chain management factors of lecturer's turnover phenomenon. *International Journal of Supply Chain Management*.
22. Khazaei, K., Khalkhali, A. and Eslami, N. (2011). Relationship Between Organizational Citizenship Behavior and Performance of School Teachers in West of Mazandaran Province. *World Applied Sciences Journal* 13 (2): 324-330.
23. Kreitner, R dan Kinicki, A. (2014). *Perilaku Organisasi*. Edisi 9. Buku 1. Jakarta: Salemba Empat.
24. Kuehn, K.W & Al-Busaidi, Y. (2002). Citizenship Behavior In-non Western Context: An Examination of The Roof Satisfaction, Commitment and Job Characteristic On Self-Reported OCB. *IJCM*, Vol.12, No.2.
25. Luthans, F. (2006). *Perilaku Organisasi*. Edisi Sepuluh. PT. Andi: Yogyakarta
26. Limakrisna, N., Noor, Z. Z., & Ali, H. (2016). Model of Employee Performance: The Empirical Study at Civil Servants in Government of West Java Province. *International Economic Research (IJER)*, Vol. 13, No. 3.
27. Mallick, E., Rabindra K.P., Hare R.T., dan Lalatendu K.J. (2014). Organizational Citizenship Behaviour, Job Performance and HR Practices: A Relational Perspective. *Management and Labour Studies*. 39(4) 449–460. <https://doi.org/10.1177%2F0258042X15578023>
28. Mathis, R. L & Jackson, J. H. (2009). *Manajemen Sumber Daya Manusia*, Jilid 3, Jakarta: Salemba Empat.
29. Masydzulhak, Ali, H., Leni, 2016. The Influence of Work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment as an Satisfaction as an Intervening Variable, in PT. Asian Isuzu Casting Center. *Quest Journal of Research in Business and Management (QUEST-JBM)*.ISSN (Online): 2347-3002. www.questjournals.org. Vol.4, Issue10, 2016, page[01-10].
30. Organ, D. W. (1998). *Organizational Citizenship Behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
31. Pfeffer, J., et. Al. (2002). *Paradigma Baru Manajemen Sumber Daya Manusia*, Edisi Ke-2. Yogyakarta: Amara Books.
32. Podsakoff, P. M., et al. 2000. Organizational Citizenship Behavior: A Critical Review of The Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of*

*Improving Employee Performance Through Perceived Organizational Support,
Organizational Commitment and Organizational Citizenship Behavior*

- Management, Vol. 26, No. 3.
[https://doi.org/10.1016/S0149-2063\(00\)00047-7](https://doi.org/10.1016/S0149-2063(00)00047-7)
33. Prayetno, S., & Ali, H. (2017). Analysis of advocates organizational commitment and advocates work motivation to advocates performance and its impact on performance advocates office. *International Journal of Economic Research*.
34. Prihartono, & Ali, H. (2020). The promises ethics and marketing concept strategy as a competitive advantage on private higher education (A survey on perception of product attributes and promotion mix in Indonesia). *Talent Development and Excellence*.
35. Razak, Abdul, Sarpan, Sarpan., & Ramlan, Ramlan. (2018). Effect of Leadership Style, Motivation and Work Discipline on Employee Performance in PT. ABC Makassar. *International Review of Management and Marketing; Mersin Vol. 8, Iss. 6*.
<https://doi.org/10.32479/irmm.7167>
36. Rhoades, L. & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology, 87, 698-714*.
37. Robbins, S.P & Judge, T.A. (2015). *Organizational Behavior*, Edition 15. New Jersey: Pearson Education
38. Riyanto, S., Adonia., Ali, H. 2017, Effect of Motivation and Job Satisfaction on the Performance of Teachers in Mentari School Bintaro (MSB). *International Journal: Scholars Bulletin*, ISSN 2412-9771 (Print), ISSN 2412-897X (Online).
<http://scholarsbulletin.com/>. Volume 3, Issue 3, March 2017.
39. Ridwan, M., Mulyani, S. R., & Ali, H. (2020a). Building behavior and performance citizenship: Perceived organizational support and competence (case study at SPMI private university in west Sumatra). *International Journal of Psychosocial Rehabilitation*.
<https://doi.org/10.37200/IJPR/V24I6/PR260195>
40. Ridwan, M., Mulyani, S. R., & Ali, H. (2020b). Perceived organizational support in efforts to improve organizational commitments and its impact on employee performance(study at SPMI private university in West Sumatra). *Talent Development and Excellence*.
41. Riyanto, S., Pratomo, A., & Ali, H. (2017). EFFECT OF COMPENSATION AND JOB INSECURITY ON EMPLOYEE ENGAGEMENT (STUDY ON EMPLOYEE OF BUSINESS COMPETITION SUPERVISORY COMMISSION SECRETARIAT). *International Journal of Advanced Research*.
<https://doi.org/10.21474/ijar01/4139>
42. Riyanto, S., Sutrisno, A., & Ali, H. (2017). International Review of Management and Marketing The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*.
43. Riyanto, S., Yanti, R. R., & Ali, H. (2017). The Effect of Training and Organizational Commitment on Performance of State University of Jakarta Student Cooperative (KOPMA UNJ) Management. *Saudi Journal of Humanities and Social Sciences*.
<https://doi.org/10.21276/sjhss>
44. Schermerhorn, Jr. J. R., Osborn, R.N., Uhl-Bien, M., Hunt, J.G. (2012). *Organizational Behavior*, 12th edition. New Jersey: John Wiley & Sons.
45. Simamora, H. (2014). *Membuat Karyawan Lebih Produktif Dalam Jangka panjang (Manajemen SDM)*. Yogyakarta: STIE YKPN.
46. Sutrisno, E. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Prenada Media Group.
47. Waileruny, H.T. (2014). Perceived Organizational Support, Job Satisfaction dan Organizational Citizenship Behavior Pada PT. Bank Maluku Cabang Utama Kota Ambon. *Jurnal Agora, 2 (2)*.
48. Xin Guan, Tao Sun, Yan Hou, Liang Zhao, Yi-Ze Luan dan Li-Hua Fan. (2014). The Relationship Between Job Performance and Perceived Organizational Support in Faculty Members at Chinese Universities: A Questionnaire Survey. *BMC(BioMed Central) Medical Education*.