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**Organizational Support, Commitment And Job Satisfaction To Employee Performance****<sup>1</sup>Dede Hertina, Mardi Mardi**<sup>1\*</sup> Faculty of Economy and Business, Widyatama University - Indonesia  
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**Abstract:** The purpose of this study is to articulate the direct and indirect effects between perceived organizational support, organizational commitment and job satisfaction on employee performance mediated by organizational citizenship behaviour. Leading theory of this research is social exchange theory followed by the concept of each variable. The research approach in this study is quantitative, with the population of this research is overall Otoritas Jasa Keuangan employees, and the number of representative samples is 317 respondents. Data analysis techniques using path analysis followed by a test such as validity, reliability, normality and hypothesis testing. The results showed that perceived organizational support, organizational commitment and job satisfaction, directly and indirectly, affect employee performance through organizational citizenship behaviour.**Keywords:** Commitment, Satisfaction, Citizenship, Behavior, Performance

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**1. Introduction**

The current dynamic industrial development demands every stakeholder to quickly adapt to the changes that occur so that the organization can survive. One of the industrial sectors that have experienced significant changes and need to adapt is the financial services sector, where this change has a significant impact on organizational performance. Referring to the results of the 2019 PwC report entitled "The productivity agenda: Moving beyond cost reduction in financial services", it is found that the biggest obstacle to digital innovation that occurs in the financial services industry is not technology, processes or data, but a lack of skilled workforce. Lack of skilled workforce shows issues relates to employee performance is an essential issue, especially in the financial services industry.

Employee performance refers to the results of work-related behaviour, comparisons of personal productivity among employees, employee performance will lead to the expectations and requirements of the organization, and organizational requirements for work attitudes such as quality, efficiency, and awareness (Babin & Boles, 1996). One of the most critical findings in recent years has been the scientific study of ways to motivate employees beyond their job roles. The existence of employees' initiative to behave positively is known as organizational citizenship (Chiang & Hsieh, 2012). Organizational Citizenship Behavior considers as a significant construct in psychology and management during the last two decades, or in other words, it appears as an exciting theme to study, especially when the context of the assessment leads to employee behavior in the organizational environment. Empirical findings show that organizational citizenship behavior is a variable that can affect employee performance [Suzana, (2017); Lestari & Ghaby, (2018); Wang et al. (2005)] but there are still few studies exploring the influence of organizational citizenship behaviour variables as an intermediary variable on employee performance [Kambu et al., (2012); Chiang & Hsieh, (2012); Margahana, Haryono, & Muftasa (2018)]. On this basis, the novelty of this study tries to expand the findings regarding the role of the mediating variable in the organizational citizenship behaviour variable on employee performance. In this case, the novelty seen in the determination of the selected independent variable.

Organ (1997) argues that perceived organizational support is a better predictor of employee role than is intra-role behaviour. Employees' high perceptions of perceived organizational support will let employees respond well, and willing to work beyond their organizational roles, can also explain by the fact that perceived organizational support believes as organizational assistance that goes beyond conventional organizational roles, given reward with extra-role rather than usual role behaviour (Wayne, Shore, & Liden, 1997). It can conclude that based on empirical findings, perceived organizational support in addition to having a positive influence on employee performance (Guan et al., 2014), also has a positive influence on organizational citizenship behavior (Muhammad, 2014).

High organizational commitment to employees has implications for positive behaviour to the organization and employees will provide the best sacrifice, and a high level of loyalty to the organization, and have a willingness to stay in the organization. The resulting high organizational commitment, employees, will make every effort to show high-performance achievements (Eliyana & Ma'arif, 2019). When employees feel a high emotional bond with the

organization, the employee will produce a more significant extra-role attitude. This relationship is evident in the case of affective commitment (Tharikh et al., 2016). Concluded that organizational commitment has a positive influence on employee performance (Eliyana & Ma'arif, 2019) and also a positive influence on different role attitudes or Organizational Citizenship Behavior (Tharikh et al., 2016; Valtysson, 2018).

Luthans (2011) states that employees' high perceptions of job satisfaction tend to have an impact on physical and mental health, can master tasks more quickly, complain less, and tend to practice high social behaviour, such as helping others. Thus, employee satisfaction resulted from the organization will stimulate employees to strive their best to achieve organizational goals and encourage other employees to work with high productivity (Agustiningsih et al., 2016). Establish positive relationships with colleagues and superiors, speak positively about the organization, and make their performance beyond normal expectations, inversely proportional to dissatisfied employees, tend to obey only the call of duty as an attempt to repeat positive experiences (Maharani, Troena, & Noermijati 2013).

## 2. Problem statement

From the results of the pre-survey on January 15, 2020, it shows that the Financial Services Authority (OJK) is experiencing internal problems related to employee performance, which shows a downward trend in the performance of OJK employees for the period 2016-2018. Period of years if there are factors that cannot measure from the performance appraisal system implemented by the OJK. The causal factors are assumed to be the variables of organizational commitment, organizational citizenship behavior, perceived organizational support, and job satisfaction. This on a pre-survey by distributing questionnaires related to OJK employees' perceptions of the organizational citizenship behaviour variables, perceived organizational support, organizational commitment and job satisfaction who experience unfavourable perceptions. Based on the description of the problem, the research question, "does perceived organizational support, organizational commitment, employee performance, job satisfaction influence organizational citizenship behaviour?"

## 3. Literature review

### Social Exchange Theory

Social exchange theory treats human social life as involving a set of sequential transactions between two or more parties. There is a reciprocal process in the exchange of resources, where one party tends to pay good (or sometimes bad) to the other party. The quality of this exchange influenced by the relationship between the actor and the target (Cropanzano et al., 2017). All of these human relationships, between actors and targets, are formed by the use of subjective benefit-cost calculations (Almaaitah, Harada, Sakdan & Almaaitah, 2017).

### Employee Performance

Attitudes or actions produced by employees to achieve organizational goals are the achievements of employee performance. Employee performance can define as the result of individual or group work at a particular time in an organization as a reflection of the level of achievement of a job qualification to achieve the mission and goals of the organization (Al-Omari, & Okasheh, 2017). Measuring employee performance can be done by achieving the quality and quantity of work for their duties and responsibilities as a member of an organization (Mangkunegara in Sari & Susilo, 2018)

## 4. Hypothesis

Appreciation and organizational concern for employee welfare will raise employee perceptions regarding the support provided by the organization and the greater the support, and they feel their identity is part of the organization's membership so that employees can develop relationships in a more positive direction to the organization. With the union of personal identity with organizational membership, it creates a strong feeling of organizational membership so that they have a high sense of responsibility through their contribution to producing a maximum performance for the organization. This contribution can appear through extra-role behaviour (Claudia, 2018). By referring to the various descriptions above, the formulation of the first hypothesis propose is:

H1: The relationship between perceived organizational support and organizational citizenship behaviour has a positive influence.

High organizational commitment to individual employees will have the intention to try to give the best and achieve every goal that the organization has set. Also, they will be more oriented and focused on achieving performance, tend to help and be able to build better cooperative relationships between colleagues or superiors. By committing to the organization, employees have a psychological bond with the organization. This commitment will then have implications for the emergence of voluntary and direct extra-role (Organizational Citizenship Behavior) from within employees. Employees will have a desire exceeding their job description or extra-role and carry out obligations by staying longer in the organization because of the similarity of values between themselves and the organization (Jaya, 2017). By referring to the description above, the formulation of the second hypothesis proposes:

H2: The relationship between organizational commitment and organizational citizenship behaviour has a positive influence.

The psychological state of employees, be it happy or unhappy, is related to work and the organizational environment can broadly show job satisfaction of an employee. Reassessment of the logic behind the relationship between job satisfaction and performance relates it to social exchange theory, in which performance is considered a form of exchange appropriate to the company as a reward for employee perceived job satisfaction. Thus, the emergence of more significant pro-social behaviour will occur in employees who feel more satisfied with their working conditions (Shafazawana, Tharikh, & Ying, 2016). In other words, Kim in Shafazawana et al. (2016) emphasized that more intense extra-role behaviour will appear in employees who are satisfied with their work conditions (Mihardjo et al., 2020). By referring to the description above, the formulation of the third hypothesis propose is:

H3: The relationship between job satisfaction and organizational citizenship behaviour has a positive influence.

The repeated treatment of organizational support for employees will further increase the employees' sense of obligation to help achieve organizational goals through increased performance (Rousseau in Yongxing et al., 2017), also supported by empirical findings made by Shafazawana et al., (2016) and Tharikh et al., (2016) that there is a positive relationship between perceived organizational support and employee performance. Referring to various descriptions above, the next hypothesis is

H4: The relationship between perceived organizational support and employee performance has a positive influence.

Employees with a high sense of organizational commitment will adopt organizational goals and values so that it will contribute significantly to the organization to achieve its goals through improving employee performance (Doğan & Çelik, 2019), also supported by empirical findings that show a positive influence between organizational commitment and employee performance (Eliyana & Ma'arif, 2019 and Claudia, 2018). By referring to the various descriptions above, the research hypotheses formulated as:

H5: The relationship between organizational commitment and employee performance has a positive influence.

Employees who can solve all the problems they face are productive workers and have better quality standards means a positive effect on employee performance will derive from employees who have job satisfaction, as well as a negative effect on employee performance will be born from employee dissatisfaction. These adverse effects can be in the form of absenteeism, a desire to leave work, and excessive protests (Valaei & Jiroudi, 2016). By referring to the various descriptions above, the hypothesis formulates as:

H6: The relationship between job satisfaction and employee performance has a positive influence.

The greater the organizational citizenship behavior shown by employees will provide a positive work environment in the form of suppressing conflict and increasing cooperation between co-workers, increasing employee and organizational productivity, saving company resources, being effective in coordinating teamwork, which leads to increased competitiveness and organizational ability to adapt to environmental changes (Chiang & Hsieh, 2012). By referring to the various descriptions above, the hypotheses formulated as:

H7: The relationship between organizational citizenship behavior and employee performance has a positive influence

## 5. Hypothesis

H<sub>1</sub> : The relationship between perceived organizational support and organizational citizenship behaviour has a positive influence.

H<sub>2</sub> : The relationship between organizational commitment and organizational citizenship behaviour has a positive influence.

H<sub>3</sub> : The relationship between job satisfaction and organizational citizenship behaviour has a positive influence.

H<sub>4</sub> : The relationship between perceived organizational support and employee performance has a positive influence.

H<sub>5</sub> : The relationship between organizational commitment and employee performance has a positive influence.

H<sub>6</sub> : The relationship between job satisfaction and employee performance has a positive influence.

H<sub>7</sub> : The relationship between organizational citizenship behavior and employee performance has a positive influence

## 6. Research methods

This research approach is quantitative because this research seeks to test hypotheses, see cause and effect and make predictions (Apuke, 2017). The research hypothesis proposes the existence of cause and effect. It makes predictions of research variables consisting of organizational commitment, perceived organizational support, and job satisfaction as the independent variable, organizational citizenship behavior as an intermediary variable and employee performance as the dependent variable.

### Sample Selection Method

The population is the whole object of this research, namely all employees of the Financial Services Authority spread throughout Indonesia. The number of samples will be calculated based on the Isaac and Michael table at a significance level of 0.05. By referring to the Isaac and Michael table at a significance level of 5%, where the population for this study was 3269 employees, the calculation of the number of representative samples was 317 respondents. Sampling technique in this study is purposive sampling, where the selection of samples by the deliberate choice of respondents because of the quality of the respondent. Specifically, this study uses homogeneous sampling, which focuses on candidates who share certain traits or characteristics (Etikan, Musa, & Alkassim, 2016). The similarity in the characteristics or characteristics of the sample is in the selection of departments whose employee performance is still in the low category, the strategic policy department (DKST) and the IKNB / non-bank institution supervision department (DPI4) of the Financial Services Authority with a total sample size must achieve is 317 respondents.

### Data Analysis Method

Testing the data instrument consisting of validity and reliability tests. The validity of a research instrument is a measure of the accuracy of the instruments used in research. Validity can measure by confirmatory factor analysis (Said, Badru, & Shahid, 2011). An instrument is declared valid if all statement items have a loading factor value greater than 0.30 for the research sample of more than 250 samples (Hair et al., 2010). The Bartlett Test of Sphericity must show a sig., less than 0.05, and the KMO value must be greater than 0.5 so that the factor model can be used (Badaruddin, 2017). The reliability of a measuring instrument by looking at the value of the Cronbach alpha ( $\alpha$ ) coefficient by using the internal consistency approach. Reliability test will be carried out only on statement items that are considered valid. The upper limit of the calculation of the Cronbach alpha ( $\alpha$ ) coefficient on a construct that is said to be reliable is the Cronbach Alpha value > 0.7 (Nunnally in Ghozali, 2013).

Third, the normality test is one of the requirements for fulfilling the multivariate assumptions where the data has a normal distribution in a sample from a population. This study used One-Sample Kolmogorov-Smirnov with a significance level of 5% (0.05). The research data fulfils the normality assumption if it has a Kolmogorov-Smirnov value of  $\geq 0.05$ , and the opposite is true if the data does not fulfil the normality assumption if the Kolmogorov-Smirnov value is less than 0.05. Fourth, testing the research hypothesis using the t-test (partial test) by basing the acceptance of the hypothesis through the comparison of sig values., calculate the SPSS output against the sig value., at a significance level of 5% (0.05  $\square$  Sig.) where the result is sig., calculate the SPSS output must be less than or equal to the sig value. 5%, and if the value is sig., the calculation result is greater than the significant value, the hypothesis rejected.

## 7. Results

### Profile of Respondents

Employees of the Financial Services Authority are respondents to this research and carry out on departments that are experiencing decline related to employee performance appraisals. The two departments are the strategic policy department and the IKNB / non-bank institution supervision department. Below are the characteristics of the respondents of the Financial Services Authority employees for this study:

**Table 1.**  
**Respondents Profile**

Characteristics	Total	Percentage
Gender	Male	166 52%
	Female	151 48%
Age	< 20 years	0 0%
	21 - 30 years	116 37%
	31 - 40 years	127 40%
	> 41 years	74 23%
Education	SD - SMA	0 0%
	D3	69 22%
	S1	175 55%
	S2 - S3	73 23%
Working Experience	< 2 years	36 11%
	2 - 4 years	104 33%
	4 - 6 years	118 37%
	> 6 years	59 19%
Departement	DKST	169 53%
	DPI4	148 47%

Source: Researcher (2020)

**Validity Test**

This study uses confirmatory factor analysis (CFA) as a requirement in testing the validity of the research instrument. A construct is said to have good validity if first, the Bartlett Test of Sphericity must show a significance level of less than 0.05. Second, the KMO value is more significant than 0.500. Third, have the MSA value for each construct greater than 0.5 and fourth, the loading factor value of all constructs is more significant than 0.30 for the study sample, which is more than 250 samples. The following are the results of the confirmatory factor analysis (CFA) test for all research variables:

**Table 2.**  
**Nilai Bartlett Test of Sphericity dan Keiser-Meyer-Olkin**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.876	
Bartlett's Test of Sphericity	Approx. Chi-Square	6127.551
	df	741
	Sig.	.000

Source: Data Processed Results (2020)

Table 2 shows the Bartlett Test of Sphericity value of 0.000 (less than 0.05) and the Kaiser-Meyer Olkin (KMO) value of 0.876 (greater than 0.500) so the two initial requirements of the CFA test have met the validity test requirements. The next requirement is related to the MSA value on each statement item which shows the MSA value of the questionnaire statement items is more significant than 0.500, so the next requirement regarding the CFA test has met the validity test requirements. The next requirement is related to the load factor value (can be seen in the rotated component matrix) in the questionnaire statement items showing the load factor value of each statement item is more than 0.300, so the next requirement related to the CFA test has met the validity test requirements, and all statement items concluded as valid.

**Reliability Test**

The level of stability of a measuring instrument (questionnaire) done through a reliability test. The Cronbach alpha ( $\alpha$ ) coefficient value can show the reliability of a construct measuring instrument and has good reliability if the Cronbach alpha value is > 0.700. The reliability test results for all research variables:

**Table 3.**  
**Reliability Test**

Variables	Cronbach Alpha	Results
Perceived Organizational Support	0.816	Reliable
Organizational Commitment	0.866	Reliable
Job Satisfaction	0.850	Reliable
Organizational Citizenship Behavior	0.900	Reliable
Employee Performance	0.728	Reliable

Source: Data Processed Results (2020)

Table 3 shows that the Cronbach alpha value on each statement item has a value greater than 0.700 so that it is said to be reliable in all research variables and use in this study.

**Normality Test**

One-Sample Kolmogorov-Smirnov analysis is an analysis used to test the normality of this study, at a significance level of 5%. The results of the normality test for this study are:

**Table 4.**  
**Normality Testing**

		Unstandardized Residual
N		317
Normal Parameters <sup>a,b</sup>	Mean	2.1
	Std. Deviation	2.87193917
Most Extreme Differences	Absolute	.071
	Positive	.048
	Negative	-.071
Kolmogorov-Smirnov Z		1.263
Asymp. Sig. (2-tailed)		.082

Source: Data Processed Results (2020)

Table 4. shows the Asymp value. Sig. (2-tailed) of 0.082 and greater than 5%, concluded that the research data meet the assumption of normality.

**Path Analysis of Research Hypotheses**

Referring to the results of the path analysis that carry out, concluded that the results of this research hypothesis are:

**Tabel 5.**  
**Research Results Summary**

No	N	Relationships	Hypotheses	Results	Decision
1		Perceived Organizational Support --> Organizational Citizenship Behaviour	H1	0.000 < 0.05 ; Coeff. Reg. = 0.923 (positive)	Accepted

2	Organization Commitment - > Organizational Citizenship Behaviour	H2	0.000 < 0.05 ; Coeff. Reg. = 0.785 (positive)	<b>d</b>	<b>Accepte</b>
3	Job Satisfaction --> Organizational Citizenship Behaviour	H3	0.000 < 0.05; Coeff. Reg = 0.592 (positive)	<b>d</b>	<b>Accepte</b>
4	Perceived Organizational Support --> Employee Performance	H4	0.000 < 0.05; Coeff. Reg = 0.767 (positive)	<b>d</b>	<b>Accepte</b>
5	Organization Commitment - > Employee Performance	H5	0.000 < 0.05; Coeff. Reg = 0.702 (positive)	<b>d</b>	<b>Accepte</b>
6	Job Satisfaction --> Employee Performance	H6	0.000 < 0.05; Coeff. Reg. = 0.420 (positive)	<b>d</b>	<b>Accepte</b>
7	Organizational Citizenship Behaviour --> Employee Performance	H7	0.000 < 0.05; Coeff. Reg = 0.413 (positive)	<b>d</b>	<b>Accepte</b>

Source: Data Processed Results (2020)

### Discussion

Overall, this research is in line with the research of Muhammad, (2014); Malik & Naeem, (2016); and Defrionaldo & Rivai, (2019). The existence of high organizational support for employee welfare or opinions will have implications for strong employee feelings as members of the organization so that employees can develop a more positive relationship with the organization such as a sense of responsibility in contributing to the achievement of maximum performance for the organization and one form of this contribution appears, through extra-role behavior.

The results showed a positive influence on organizational commitment on organizational citizenship behavior. This result is the same as the research by Jaya, (2017); Hamidi & Salimi, (2015); and Marsidini & Rosalinda, (2014). High employee commitment to the organization will bring out the best behaviour and strive to achieve the goals set by the organization. In other words, the high commitment that exists in employees will have implications for the emergence of voluntary and direct extra-role behaviour from within the employee.

The analysis conducted shows a positive influence on job satisfaction on organizational citizenship behavior. This result is the same as the research of Fitrianasari et al., (2013), Tharikh et al., (2016) and Shafazawana et al., (2016). This result concludes that the satisfaction felt by employees with their work conditions will lead to more pro-social or extra-role behaviours that are more intense and the likelihood of extra-role behaviours will increase along with the increase in employee job satisfaction.

Perceived organizational support influence employee performance. This result is the same as the research of Shafazawana et al. (2016) and Tharikh et al. (2016). High repetitive organizational support for employees has implications for an increase in employees' sense of obligation in achieving organizational goals through increased performance. Also, there was a positive influence on organizational commitment on employee performance. Confirming results from Eliyana & Ma'arif, (2019) and Claudia, (2018) and interpreted that high employee commitment to the organization will have implications for the enormous contribution of employees to the organization in achieving its goals through improving employee performance.

Job satisfaction influences employee performance. These results are in line with research conducted by Valaei & Jiroudi, (2016); Su'udin & Gorda, (2016); and Lie & Vincenthius, (2017). From these results, concluded that high job satisfaction would have positive implications for the work of employees in the form of happy and optimistic feelings that will be able to solve all the problems they face which of course will have implications for improving employee performance.

Organizational citizenship behavior influences employee performance. This result is in line with Chiang & Hsieh, (2012); Lestari & Ghaby, (2018); and Suzana, (2017). These results interpreted that employees who demonstrate organizational citizenship behavior can contribute to the emergence of a positive work environment and one of them is increasing employee productivity which leads to increased competitiveness and organizational ability to adapt to environmental changes.

### 8. Conclusion and suggestion

## CONCLUSION

On the results of the research carried out, and several conclusions formulated:

There is a direct and indirect influence on perceived organizational support on employee performance through organizational citizenship behavior

There is a direct and indirect influence on organizational commitment to employee performance through organizational citizenship behaviour

The direct and indirect influence of job satisfaction on employee performance through organizational citizenship behaviour

## SUGGESTIONS

Based on the results of the research done, several suggestions as follow:

1. For the Financial Services Authority.

1. Management can increase perceived organizational support, particularly concerning the employee welfare, provide solutions to all problems related to work and employee personal problems and respect the honesty and openness of employees in resolving any obstacles faced in completing work.
2. Management can increase organizational commitment, particularly concerning the Organization Commitment by increasing employee participation in any organizational decision making consider necessary, and developing a fair compensation system, employees feel valued for their existence in the organization, creating effective leadership behaviour (building trust, encouraging creativity and developing employee motivation), and a shared vision of the values and goals of employees and the organization.
3. Management can increase job satisfaction, by evaluating the performance of superiors and making improvements related to the supervision carried out so that employees feel satisfied for superior performance.
4. Management can improve organizational citizenship behaviour, by taking actions in the form of results or a summary of the meetings presented in the bulletin if employees cannot attend meetings, especially those in the strategic policy department (DKST) and the IKNB / non-bank institution supervision department (DPI4), and immediately make repairs will create employees feel comfortable working at the OJK.

2. For Further Research.

1. It is adding research variables that can be considered as antecedents for employee performance variables and organizational citizenship behavior, such as leadership perceptions of job fairness, employee personality, organizational culture characteristics, job stress, and others.
2. Broaden the population and research sample with different organizations or companies, such as government agencies, banks, manufacturing companies, hotels and others.

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