

# Building Behavior and Performance Citizenship: Perceived Organizational Support and Competence (Case Study at SPMI Private University In West Sumatra)

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# Building Behavior and Performance Citizenship: Perceived Organizational Support and Competence (Case Study at SPMI Private University In West Sumatra)

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<sup>2</sup>**ABSTRACT**-- This study aims to analyze the effect of perceived organizational support and competence on organizational citizenship behavior (OCB) and performance, and also analyze OCB on employee performance at SPMI Private University in West Sumatra. The population is all employees who work at 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 so the remaining 211 people still exist. 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 Partial Least Square (PLS) data analysis. But before the analysis, the outer model test is first performed through the validity and reliability test. The next step is to test the Inner Model through the R-Square (Coefficient of determination), F-Square (f<sup>2</sup> effect size), and Q-Square (Predictive Relevance) tests. The results showed that perceived organizational support and competence had a positive and significant effect on organizational citizenship behavior (OCB) and performance, as well as OCB had a positive and significant effect on employee performance at SPMI Private University in West Sumatra.

**Keyword**--Perceived Organizational Support, Competence, Organizational Citizenship Behavior (OCB) and Performance.

## I. INTRODUCTION

Humans as labor is the core or an asset of every organization, because human beings will determine the role of other resources involved in the production process. Human resource management is part of management, in which human resource management focuses its attention on human problems in working relationships with their duties without ignoring other factors of production, so that human resource management is defined as utilization, assessment, giving reward and management of each individual member of the organization.

The success of an organization in achieving its goals also depends on human resource factors, where it takes an interaction and coordination that is designed to connect the tasks, both individuals and groups in order to achieve organizational goals. Human resources are a key factor to improve the performance of an organization (Hasibuan, 2008). To realize the desired goals, one way that must be taken is to improve the performance of human resources.

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Also with the Internal Quality Assurance System of Private Universities in West Sumatra, to achieve its goals in ensuring the quality of education for Private Universities in West Sumatra, it must also be able to provide maximum work results, so that the quality of education available at Private Universities in Sumatra The West can run well, so that later it can improve the quality of education as well, by producing graduates who have the same competencies as state universities.

In theory there are a lot of factors related to employee performance. These factors can be sourced from the environment (including the organization) as well as factors originating from within employees themselves. According to Yeo and Neal in Suwardi and Utomo (2011) states that factors originating from within employees themselves employees are more dominant factors in influencing employee performance. The factors originating from the employees themselves include the character, behavior and personal qualifications of the employees, which in this case is implemented in the form of organizational citizenship behavior (OCB), and employee competence. While the factors that come from the environment can be sourced from the organization itself, including the perceived organizational support (POS).

Robbins and Judge (2012) define OCB as choice behavior that does not form part of an employee's formal work obligations, but supports the effective functioning of the organization. With the high employee OCB, it makes employees feel part of the organization so they feel partly responsible for the achievement of organizational goals. The conditions of employees who have high OCB levels make them work with enthusiasm, carry out work according to targets and even exceed so that in the end can improve employee performance.

Meanwhile, to get employees who have high levels of OCB employees allegedly can be influenced by perceived organizational support, and organizational commitment. Perceived organizational support is the level at which employees believe that their organizations value their contribution and concern for their well-being (Afzali et al, 2014).

The POS employee level reflects his deepest feelings about organizational care and emphasis. Employees with POS feelings 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. Based on the principle of reciprocity, POS employees not only help colleagues, but also increase job satisfaction and their organizational commitment, while reducing resignation and absenteeism, thereby stimulating employee performance (Chiang et al, 2012).

In addition to perceived organizational support, another factor that can affect OCB is employee competency. Competence is an ability to carry out or do a job or task based on skills and knowledge and is supported by work attitudes demanded by the work (Wibowo, 2016).

Spencer and Spencer in Palan (2007), argued that competence refers to the characteristics that underlie the behavior that describes the motives, personal characteristics (characteristics), self-concept, values, knowledge or expertise brought by someone who performs superior (superior performers) in workplace.

High employee competence is expected to work with focus, have cooperation, can solve problems, work with high motivation, have a leader spirit, so that this situation can create high organizational citizenship behavior and have an impact on improving employee performance.

Based on the background and problems, the objectives of this study are:

- 1) Analyzing the effect of perceived organizational support on organizational citizenship behavior.
- 2) Analyzing the effect of competence on organizational citizenship behavior.
- 3) Analyzing the effect of perceived organizational support on performance.
- 4) Analyzing the effect of competence on performance.
- 5) Analyzing the effect of organizational citizenship behavior on performance.

## II. LITERATURE REVIEW

### *The performance*

Performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals (Colquitt et al, 2011). Another opinion states that performance is the result of work related to organizational goals such as quality, efficiency and other performance of effectiveness (Gibson, et al, 2012). Rogelberg (2007), has determined the performance of activities that are usually part of the work and activities of individuals and must do so.

According to Sinambela (2016) employee performance is the ability of employees to do certain skills. Employee performance is very necessary, because with this performance will be known how far their ability to carry out the tasks assigned to it. Mangkunegara (2011) performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Wibowo (2016) performance is about doing work and the results achieved from the work. Performance is about what is done and how to do it.

As according to Wirawan (2009), performance can be influenced by several factors, including namely covering:

1. Internal factors of the employee, namely factors from within the employee which are inherited factors from birth and factors obtained when he develops. Inherited factors, such as talent, personal nature, and physical and mental condition. Meanwhile, factors obtained, for example such as knowledge, skills, work ethic, work experience, and work motivation.
2. Organizational internal environmental factors. In carrying out their duties, employees need the support of the organization where they work. This support greatly influences the low level of employee performance. Internal organizational factors include robot technology, compensation systems, work climate, organizational strategy, support of resources needed to carry out the work, as well as management and compensation systems.
3. Organizational external environmental factors. Organizational external environmental factors are circumstances, events, or situations that occur in the organization's external environment, for example an economic crisis.

According to Mangkunegara (2011) states regarding 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.

### **Organizational Citizenship Behavior (OCB)**

Organizational citizenship behavior or organizational citizenship as a behavior exhibited by an employee who is not part of Jex's (2002) job description. Robbins and Judge (2012) define OCB as choice behavior that does not form part of an employee's formal work obligations, but supports the effective functioning of the organization. Shweta and Srirang (2009) state that OCB is characterized by efforts in any form that are carried out based on employee discretion that provides benefits to the organization without expecting anything in return. Kumar et al. (2009) defines OCB as individual behavior that contributes to the creation of organizational effectiveness and is not directly related to the organization's reward system.

OCB is very important to support the effectiveness of organizational functions, especially in the long run. According to Podsakoff et al. (2000), OCB influences organizational effectiveness for several reasons: 1) OCB can help improve the productivity of coworkers; 2) OCB can help improve managerial productivity; 3) OCB can help make efficient use of organizational resources for productive purposes; 4) OCB can reduce the level of need for the provision of organizational resources in general for the purposes of maintaining employees; 5) OCB can be used as an effective basis for coordination activities between team members and between work groups; 6) OCB can improve an organization's ability to obtain and maintain reliable human resources; 7) OCB can improve organizational performance stability; 8) OCB can improve an organization's ability to adapt more effectively to changes in its environment.

According to Williams and Anderson in Shweta and Srirang (2010) as for organizational citizenship behavior 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.

### **Perceived Organizational Support (POS)**

According to organizational support theory, perceived organizational support (POS) reflects the level at which employees believe that their work organization values their contribution and concern for their well-being. POS can produce a perceived obligation to care about the welfare of the organization and to help the organization achieve its goals (Guan et al, 2014). According to Afzali et al (2014) POS is defined as the level at which employees believe that their organization values their contribution and concern for their well-being.

According to Robbins (2012) perceived organizational support or Perceived Organizational Support is the level at which employees believe the organization values their contribution and cares about their well-being. POS can also be seen as an organizational commitment to employees. If the organization in general values the dedication and loyalty of employees as a form of employee commitment to the organization, then employees in general also pay attention to how the commitment the organization has towards them. Appreciation given by the organization can be considered to provide benefits for employees, such as the feeling of being accepted and recognized, getting salaries and promotions, getting various access to information, as well as some other forms of assistance needed by employees to be able to carry out their work effectively. The existence of this reciprocal norm causes employees



and organizations to pay attention to some of the goals that exist in the employment relationship (Rhoades and Eisenberger in Arshadi and Hayavi, 2013).

Furthermore Rhoades and Eisenberger in Arshadi and Hayavi (2013) suggested that 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, the factor of justice here is procedural justice that concerns the issue of justice regarding the way that it should be used to distribute the various resources that exist within the organization.
2. Supervisor Support (Supervisor Support), because the actions of superiors as representatives of the organization are responsible for managing and assessing the performance of subordinates, the employees view the superior's actions that are pleasant or unpleasant to employees as an embodiment of organizational support.
3. Organizational Rewards and Job Conditions, rewards in the form of rewards, salaries, and promotions, help communicate a positive assessment of employee contributions which will further contribute to increasing organizational support felt by employees.

### Competence

Competence is a fundamental characteristic possessed by someone who directly influences or can predict, excellent performance (McClelland in Rivai, 2012). According to Boyatzis (2008) competence as a fundamental characteristic of a person can be a motive, character, skill, aspect of self-image, social role, or knowledge that he uses. These characteristics are revealed in observable and identifiable patterns of behavior, related to work performance and usually include knowledge, skills and abilities.

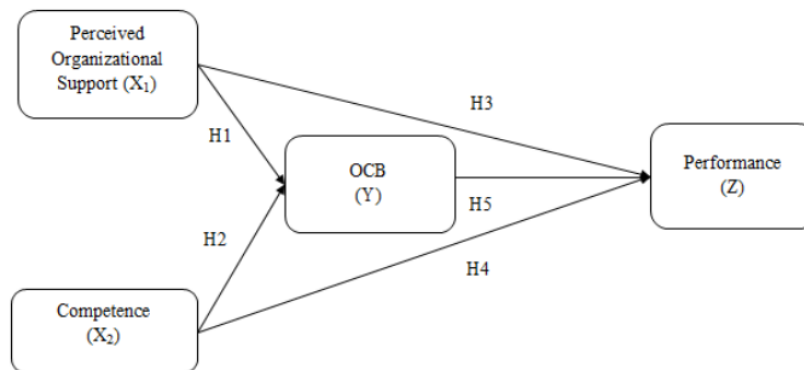
Spencer and Spencer in Sutrisno (2015) stated that competence is an underlying characteristic of a person and is related to the effectiveness of individual performance in his work. The definition implies competence is a part of personality that is deep and attached to a person and behavior that can be predicted in various circumstances and work tasks. According to Cheng et al. (2003), the formation of individual competencies is very important for the further development of an organization. Competency assessment is a versatile and powerful tool in the practice of human resource management (Armstrong, 2003).

Competencies become very useful to help organizations create a high-performance culture. Competence is needed in every process of human resources, employee selection, performance management, planning and so on. Competence is an ability to carry out or carry out a job or task based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2016).

Furthermore, Zwell in Wibowo (2016) provides five categories of competencies, which consist of: 1) Task achievement is a competency category related to good performance; 2) Relationship is a category of competence that relates to communication and works well with others and satisfies their needs; 3) Personal attribute is an individual's intrinsic competence and connects how people think, feel, learn and develop; 4) Managerial, is a competency specifically relating to the management, supervision and development of people; and 5) Leadership is a competency that is related to leading an organization and people to achieve the goals, vision and goals of the organization.

### Conceptual Framework

Based on the problem formulation and literature review that has been described previously, the conceptual framework of the study refers to the relevant theories and previous research. As a comprehensive description of the interrelationships between variables used in the research model, below is presented a conceptual framework of the study. Where the research framework can be described in (figure 1) as follows:



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Figure 1: Conceptual Framework

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

There is an effect of perceived organizational support on organizational citizenship behavior.

- 1) There is an influence of competence on organizational citizenship behavior.
- 2) There is an effect of perceived organizational support on performance.
- 3) There is an influence of competence on performance.
- 4) There is an influence of organizational citizenship behavior on performance.

### III. METHODS

2 The study population was 241 employees working at the SPMI unit of the Private University in West Sumatra. 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.

9 Based on the research objectives, the type of research used is explanatory research. Explanatory research is research conducted to explain the causal relationships between research variables through hypothesis testing (Singarimbun and Effendi, 2012). The research approach used in this study is a quantitative approach. The process of quantitative approach starts from theory, which is revealed to be a research hypothesis using deductive logic accompanied by measurement and operationalization of variables. Furthermore, generalizations are made based on the results of statistical data so that conclusions can be drawn as research findings to answer the problems being faced.

The approach in this study uses a quantitative approach to the survey method and uses Partial Least Square (PLS) data analysis. Partial Least Square or abbreviated PLS is a component-based type of SEM with formative construct properties. Partial Least Square (PLS) is a powerful analytical technique because it can be applied at all data scales, does not need a lot of assumptions, and sample sizes do not have to be large. Although PLS is used to explain the presence or absence of relationships between latent variables (prediction), PLS can also be used to confirm theories. But before the analysis, the outer model test is first performed through the validity and reliability test. Furthermore, the Inner Model test is carried out through the R-Square (Coefficient of determination), F-Square and (f<sup>2</sup> effect size) tests.

#### IV. RESULT AND DISCUSSION

##### *Description of Respondents' Answers*

Based on the respondent's answer can be given a description or description related to the variable that is the focus of the discussion. Where the picture can be described as follows.

1) From the results of the descriptive analysis obtained an average score (mean) of each statement of employee performance variable has a value that 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 to have better performance.

2) From the results of the descriptive analysis, an average score (mean) of each statement of organizational citizenship behavior variable has a value in the range of 3.40 - 4.19, which means the mean value has a high category. This proves that most SPMI employees expect to have better organizational citizenship behavior.

3) From the results of the descriptive analysis conducted, the mean score of each statement of the Perceived Organizational Support variable has a value which ranges 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.

4) From the results of the descriptive analysis, an average score (mean) of each competency variable statement has a value in the range of 3.40 - 4.19, which means the mean value has a high category. This proves that the majority of SPMI employees expect better competence.

##### *Reflective Model Measurement Results (Outer Model) Test Results*

The measurement model has the goal of representing the relationship between the construct and its corresponding indicator variables (commonly referred to as the outer model in PLS-SEM). Measurement models explain how constructs are measured and are reliable or valid and reliable by looking at convergent validity, discriminant validity, and construct reliability (Hair et al., 2017). The outer model image in SmartPLS is as follows:



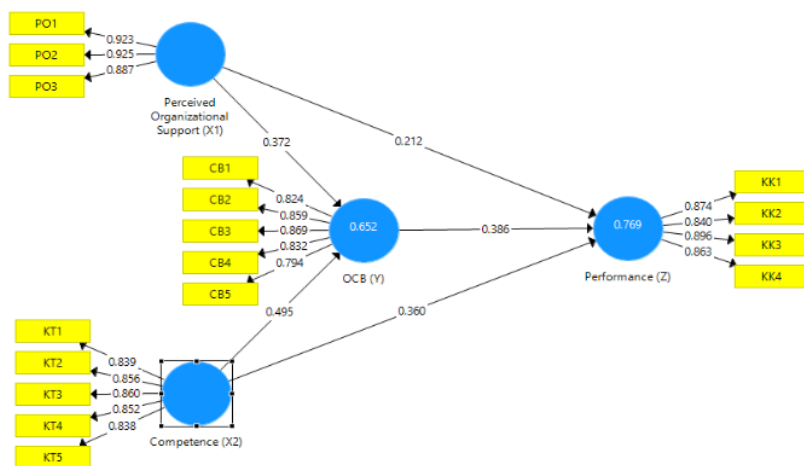


Figure 2: Outer Research Model on SmartPLS

Test the validity of the reflective construct is the extent to which the size of a contract should be highly correlated. Test the validity of the reflective construct with the reflective construct can be seen through the loading factor value for each indicator of the contract. The rule of thumb used is the loading factor standard value must be 0.7 or higher and the average extracted value (AVE) value must be greater than 0.5. High loading factor shows that the indicators contained in the construct have many similarities so that it has the same meaning in a construct (Hair et al., 2017). Here are the results of loading factors and AVE values for each indicator:

Table 1: Test the Validity of Reflective Constructions

Variable	Indicator	Loading Factor	AVE	Information
Perceived Organizational Support (X <sub>1</sub> )	PO1	0,923	0,831	Valid
	PO2	0,925		Valid
	PO3	0,887		Valid
Competence (X <sub>2</sub> )	KT1	0,839	0,721	Valid
	KT2	0,856		Valid
	KT3	0,86		Valid
	KT4	0,852		Valid
	KT5	0,838		Valid
OCB (Y)	CB1	0,824	0,699	Valid
	CB2	0,859		Valid
	CB3	0,869		Valid
	CB4	0,832		Valid
	CB5	0,794		Valid
Performance (Z)	KK1	0,874	0,754	Valid

KK2	0,84	Valid
KK3	0,896	Valid
KK4	0,863	Valid

Source: SmartPLS output, 2020.

In general, indicators with outer loading between 0.40 - 0.70 should be removed from the scale when removing the indicator leads to an increase in the value of composite reliability and the value of average variance extracted (AVE). While indicators with very low outer loading values (below 0.40) must be eliminated from the contract (Hair et al, 2017). Because the outer loading is very far from 0.4, and above the AVE value, it can be concluded that all indicators have met the rule of thumb. So there is no need to eliminate indicators, and re-estimate.

In addition to testing the validity, the test that must be performed on the outer model is to conduct a reliability test. The reliability test is carried out, because the construct must be reliable because in order for the construct to show the instrument's accuracy, consistency, and accuracy in measuring a phenomenon. The following results from the composite reliability values in the table below are as follows:

**Table 2:** Composite Reliability Value

Variable	Composite Reliability	Information
Perceived Organizational Support (X <sub>1</sub> )	0,937	Reliable
Competence (X <sub>2</sub> )	0,928	Reliable
OCB (Y)	0,921	Reliable
Performance (Z)	0,925	Reliable

Source: SmartPLS output, 2020.

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Based on the results in the table above, it shows that the composite reliability value generated by all constructs is more than 0.7 with a minimum value of 0.921 which is indicated by the OCB variable. Therefore, it can be concluded that all constructs in this study are reliable or meet the reliability test.

#### **Structural Model Test Results (Inner Model)**

When the measurement model (outer model) has stated good results, the next step in evaluating the results of PLS-SEM is to assess the structural model (inner model). The structural model is analyzed as an attempt to find evidence supporting the theoretical model (the theoretical relationship between exogenous constructs and endogenous constructs) (Avkiran & Ringle, 2018).

#### **a. R-Square Value (Coefficient of determination)**

R-square values are used to indicate the extent to which exogenous constructs explain the endogenous constructs. To evaluate the structural model that is the R-square value which shows the predictive power of the model. The rule of thumb used is 0.75, 0.50, and 0.25 showing that the model is strong, moderate, and weak. (Hair et al, 2017). The results of the R-square values can be seen in the table below as follows:

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**Table 3: R-Square Values**

Variable	R Square	R Square Adjusted
OCB (Y)	0,652	0,649
Performance (Z)	0,769	0,765

Source: SmartPLS output, 2020.

Based on the results of data processing in the table above, it shows that the OCB variable has an R-square value of 0.652 which means that the OCB variable can be explained by the construct of perceived organizational support and competence with a percentage of 65.2%. While the performance variable has an R-square value of 0.769 which means that the performance variable can be explained by the construct of perceived organizational support, competence and OCB with a percentage of 76.9%. Then, it can be concluded that the structural model (inner model) test results of OCB variables and performance variables are included in the category of "strong" and "moderate" models.

**b. F-Square Value ( $f^2$  Effect Size)**

F-square is calculated to measure the importance of changing the R-square value when certain constructs are removed from the model to evaluate whether the eliminated constructs have substantive impacts on endogenous structures. The rule of thumb to assess the f-square value is 0.02, 0.15, and 0.35 which shows that the effect value is small, medium and large, and the size of the effect with a value less than 0.02 indicates that the variable has no effect (Hair et al, 2017). The results of the F-square values can be seen in the table below as follows:

**Table 4: F-Square Values**

Variable	OCB (Y)	Performance (Z)
Perceived Organizational Support (X1)	0,187	0,077
Competence (X2)	0,332	0,198
OCB (Y)		0,224
Performance (Z)		

Source: SmartPLS output, 2020.

Based on the results of data processing in the table above, it can be seen that there is no single variable that has a large contribution, but all variables have a moderate contribution. Where for the variable perceived organizational support for OCB is equal to 0.187 or 18.7% (Medium), competence for OCB is equal to 0.332 or 33.2% (Moderate). Next for the variable Perceived Organizational Support for performance that is equal to 0.077 or 7.7% (Medium), the variable competence for performance that is equal to 0.198 or 19.8% (Medium), and for the OCB variable for performance that is equal to 0.224 or 22.4% (Medium)

## V. HYPOTHESIS TESTING RESULTS

The next test is to see the significance that represents the hypothetical relationship between constructs or see the effect between variables on the path coefficients using the bootstrapping procedure. Next is the output bootstrapping to see the amount of the T-statistic value.

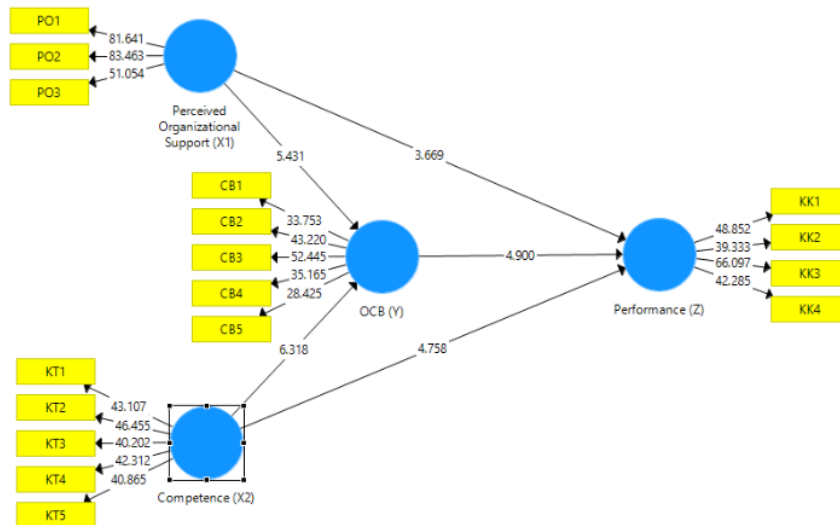


Figure 3: The Model of Construction Research Relationship with Bootstrapping Method

## VI. DIRECT EFFECT

Direct influence analysis is useful for testing the hypothesis of the direct effect of an influential variable (exogenous) on the variable affected (endogenous). The results of data processing are presented in the table below as follows:

Table 5.6: Path Coefficients results

Hypothesis	Path Coefficient	T-Statistics	P Value	Information
H1 : X1 -> Y	0,372	5,431	0,000	Accepted
H2 : X2 -> Y	0,495	6,318	0,000	Accepted
H3 : X1 -> Z	0,212	3,669	0,000	Accepted
H4 : X2 -> Z	0,360	4,758	0,000	Accepted
H5 : Y -> Z	0,386	4,900	0,000	Accepted

Source: SmartPLS output, 2020.

The path coefficients test results in the table above can be interpreted by looking at the original sample values to determine the relationship between variables. Meanwhile, to see the level of significance of the effect of

relationship between variables is by looking at T Statistics. Hypothesis testing in this study uses a significance level (significance level) of 5% (two tailed) and a confidence level of 95% so that the t-table is 1.96, if the value of T-statistics > t-table then the results are significant (Ghozali, 2015).

Based on the test data in the above table, there are 5 hypotheses and all of them are accepted with a t-statistic value > 1.96. Following are the results of testing the hypotheses of each construct as follows:

1. The perceived organizational support variable has a path coefficient of 0.372 with a t-statistic value of 5.431. These results indicate that the variable perceived organizational support significantly influence OCB. Then it can be stated that hypothesis 1 (H1) is accepted.

The results of this study support research conducted by Nisar et al. (2014), Magheskumar (2016), Chiang et al. (2012), Afzali et al. (2014) which states that perceived organizational support influences organizational citizenship behavior.

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). Whereas Organizational Citizenship Behavior (OCB) is an optional behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins and Judge, 2012).

2. The competency variable has a path coefficient of 0.495 with a t-statistic value of 6.318. These results indicate that the competency variable has a significant effect on OCB. Then it can be stated that hypothesis 2 (H2) is accepted.

The results of this study support research conducted by Ramanjenelu et al., (2014) which states that competence influences organizational citizenship behavior.

Competence is an ability to carry out or carry out a job or task based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2016). High employee competence is expected to work with focus, have cooperation, can solve problems, work with high motivation, have a leadership spirit, so that this situation can create organizational employee citizenship behavior that is high on the organization. It can be concluded that competence influences organizational citizenship behavior.

3. The perceived organizational support variable has a path coefficient of 0.212 with a t-statistic value of 3.669. These results indicate that the perceived organizational support variable significantly influences performance. Then it can be stated that hypothesis 3 (H3) is accepted.

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.

4. The competency variable has a path coefficient of 0.360 with a t-statistic value of 4.758. These results indicate that the competency variable has a significant effect on performance. Then it can be stated that hypothesis 4 (H4) is accepted.



The results of this study support research conducted by Khan et al. (2010), and Aima, H., Adam, R., & Ali, H. (2017) which state that organizational commitment influences employee performance.

High employee competence is expected to work with focus, have cooperation, can solve problems, work with high motivation, have the soul of a leader, so that this situation can improve employee performance. It can be concluded that competence influences employee performance.

5. The OCB variable has a path coefficient of 0.386 with a t-statistic value of 4.900. These results indicate that the OCB variable has a significant effect on performance. Then it can be stated that hypothesis 5 (H5) 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), Khazaei et al. (2011) which states that organizational Citizenship behavior influences employee performance.

Employees who have a high OCB level 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.

## VII. CONSLUSION AND SUGESTION

### *Conclusion*

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

1) There is an effect of perceived organizational support on organizational citizenship behavior of Internal Quality Assurance Unit Private University in West Sumatra. 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 organizational citizenship behavior of SPMI employees of private universities in West Sumatra.

2) There is an influence of competence on organizational citizenship behavior of Internal Quality Assurance Unit Private University in West Sumatra. This indicates that managerial ability as measured by the ability to develop others is very important and needed in improving organizational citizenship behavior of SPMI employees of private universities in West Sumatra.

3) There is an effect of perceived organizational support on the performance of Internal Quality Assurance Unit Private University in West Sumatra. 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.

4) There is an influence of competence on the performance of employees of Internal Quality Assurance Unit Private University in West Sumatra. This indicates that managerial ability as measured by the ability to develop others is very important and needed in improving the performance of SPMI employees of private universities in West Sumatra.

5) There is an influence of organizational citizenship behavior on the performance of employees of Private University Internal Quality Assurance Unit in West Sumatra. 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.

### *Sugestion*

Based on the results of the conclusions and discussion beforehand in improving the performance of employees of SPMI (Internal Quality Assurance Unit) Private University in West Sumatra can be submitted suggestions that might be useful as follows:

- 1) In an effort to improve 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 before the schedule and continue to 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 similar themes to add some variables that can affect organizational citizenship behavior and employee performance, such as organizational culture, organizational climate and career development, and for other researchers to expand the object of research not only limited to Private Universities in West Sumatra but can be done at other universities with a wider area coverage.

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