

## The Effect of Perceived Organizational Support (POS) Of Performance Educated By Organizational Citizenship Behavior (OCB) In Employees Pt. Kendari Express

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**Abstract:** This research was conducted to examine the effect of Perceived Organizational Support (POS) on performance mediated by Organizational Citizenship Behavior (OCB) on employees of PT. Kendari Express. The sample used in this study is 61 employees of PT. Kendari Express. The research data was obtained through research personnel who had been filled in by respondents. The data management method is done by using editing, coding, tabulation, while the data analyst method used is using Partial Least squares (PLS) analysis. The results of this study indicate that Organizational Support (POS) has a positive effect on employee performance at PT. Kendari Ekspres, Organizational Citizenship Behavior (OCB) has a positive and significant influence on employee performance at PT. Kendari Ekspres, as well as Perceived Organizational Support (POS) has a positive and significant influence on Organizational Citizenship Behavior (OCB) on employees of PT Kendari Ekspres.

**Keywords:** Perceived Organizational Support (POS), Performance, Organizational Citizenship Behavior (OCB).

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### I. Introduction

Every organization / institution including PT Kendari Ekspres realizes that human resources (employees) are an important factor in the organization. The role of employees is one of the supporting elements of the wheels of the organization that must be managed appropriately in accordance with organizational goals. Robbins (2007) states that organizations is a social unit that is consciously coordinated with a boundary that is reactive identifiable, works continuously to achieve goals.

The success of an organization is largely determined by the factors of human resources both private and government organizations, because humans are the planners and determinants of the organization's operations. The participation of the active role of the employee itself is driven by feelings, needs and certain expectations (desires and targets). then humans (employees) in the organization lead them to always work in an organized manner.

For employees, organizations are an important source of their socio-emotional needs such as respect, caring, and tangible benefits such as salaries and health benefits. Therefore employees will pay more attention to the rewards they receive from organizations (companies). Positive employee evaluations of the company will influence business improvement and performance.

Performance is the real behavior that is displayed by everyone as the work performance produced by employees in accordance with their role in the company (Goal, 2014: 273). Organizational success is influenced by individual performance of employees so that every organization seeks to manage its human resources. In fact, Kotler and Lee (2005) that it is not uncommon for organizations that fail to achieve their mission to lead to deterioration in performance quality, thus creating skepticism and despair towards service public. Many organizations are still faced with internal and external efficiency issues, funding sustainability, governance, access and equality, and regional cooperation and collaboration.

To improve performance, companies need to provide support so that employees feel confident and can perceive that the company respects them, cares for and meets the needs of employees. With this positive perception, will present the behavior of employees who are loyal and responsible for their company. The perception of employee organization support for companies by some management experts call it a Perceived organizational support (POS) as well as a positive attitude called Organizational Citizenship Behavior (OCB). Thus, POS and OCB can be used as variables in supporting performance. This is in line with the opinion of Chiang and Hsieh (2012), that to evaluate the performance of one of them is OCB. On the other hand there is a high perception of organizational support (POS), it will increase the value of OCB for employees, employees will do their jobs voluntarily and happily so that performance will also increase. Both of these relationships are

needed so that employees and companies have the ability to face competition and change environment that occurs.

Perceived organizational support (POS) or perceptions of organizational support is defined as how much the organization values contributions and cares about employees. The perception of organizational support (POS) has a positive role in improving employee performance because the positive effects of organizational support on employees support the attitude of employees in the workplace. Shen, et al., (2010) states that when organizations provide enough support to employees, these organizations get the level of reward received in the form of performance. This is also shown in theory, that employees who have high perceptions of organizational support must make full efforts to improve performance, because it is beneficial for their organization (Alkerdawy, 2014).

Perceived organizational support (POS) refers to the perception of employees regarding the extent to which the organization respects contributions and cares about the welfare of employees. POSs can be in the form of awarding employee contributions, listening to complaints, feeling proud of employee performance results and knowing employee needs. Therefore, Arshadi (2011) states that the presence of POS provided to employees makes employees feel more satisfied and more committed to their work. Employee performance becomes better if employees feel that the organization provides full support for the work done by employees in the company. Employees who feel that they are supported by the organization can be expected to repay the treatment by doing something better than those who feel a low level of support (Armeli, et al., 1998; Eisenberger, et. al., 2001; and Chiang and Hsieh, 2012).

Organizational citizenship behavior (OCB) is voluntary action from employees without coercion and is not related to the reward system, but has an overall impact on the company's progress. According to Organ, et. Al (2006), Organizational citizenship behavior is the behavior of individuals with the main principles used for several periods of time and if many people do that behavior can increase organizational effectiveness. This is because OCB plays an important role in the exchange of social exchange processes in organizations. Furthermore, Organ, et. Al (2006) organizational citizenship behavior is an individual extra-role behavior.

In some writings OCB is translated as organizational citizenship behavior. This means that OCB is the behavior of an individual who is in an organization who performs his duties more than what should be done. Behavior intended as OCB is also an extra-role behavior that is owned by an individual to display his best individual beyond what he should have done. Extrarole behavior is behavior in the work that is not found in the formal job description of the employee but is highly valued if the employee is displayed because it increases the effectiveness and survival of the organization.

The main principle of OCB is used for several periods of time and if many people do this behavior, it can increase organizational effectiveness. This is because OCB plays an important role in the process of reciprocal exchange in organizations (Maharani, et.al., 2013). The importance of building OCB behavior in a company is inseparable from how much employees are aware of providing the best ability for the company.

Wulandari and Yuniawan (2017) state that when employees are bound or engaged in the company where they work, employees will have a high awareness of the company and want to take an extra role in their performance towards the company. Organizational support is one of the factors forming OCB behavior for employees. Employees who feel that they have been treated fairly and supported by their company will contribute more to their work and organization, because they feel that they are part of the company not only as employees who carry out their duties in the company.

OCB as one form of individual behavior in organizations (Robbins, 2007) and OCB other than influencing factors are also used to evaluate employee performance (Chiang and Hsieh, 2012). Thus, the company's support to employees (POS) will increase the value of OCB so that employees will perform their work voluntarily and happily which has an impact on increasing performance.

OCB levels according to Organ (2006: 22) can be seen through five dimensions that qualify OCB. These dimensions are, altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The five dimensions of OCB can improve organizational performance when the five dimensions are seen in each individual within the organization. Borman and Motowidlo in Novliadi (2007: 6) once said that OCB can improve organizational performance because this behavior is a lubricant of social machinery in the organization, in other words with the existence of this behavior, social interaction in the members of the organization becomes smooth reducing disputes, and increase efficiency. The conclusion of what Borman and Motowidlo in Novliadi (2006: 42) says can be concluded if OCB is a behavior that will later be able to strengthen the level of social interaction within the organization. Looking at what Borman and Motowidlo have said, if each individual has OCB in him or her, the organization they support will show a high level of organizational performance.

The application of POS and OCB in companies is considered capable of improving employee performance. As said by Krishnan and Mary (2012) that POS is one of the factors that influence performance. Even OCB is also a factor that affects performance (Novliadi, 2006). Thus, it is important for organizations to know factors that can affect employee performance.

Work performance improvement is inseparable from organizational support. Organizational support for employee work will form employee perceptions called perceptions of organizational support (Hanetal., 2013). Good employee perceptions due to organizational support will result in a "debt of debt" within employees of the organization so that the employer has the obligation to pay.

The perceptions of organizational support (POS) that can be given can provide a reasonable level of support, create good relationships between subordinates, provide adequate facilities so that the creation of good conditions. These also apply as POS supporting factors in employee performance. According to Eisenbergeretal. (1986) perception of organizational support reward factors, supervisor support, work conditions, and employee welfare. The award considers how far employees' perceptions of being entrusted with their work, while the support is related to the support of leaders and the work of their subordinates, means that the leader gives full trust to the bottom in running the company and keeps monitoring during the process.

Agustiningrum (2016) revealed that POS in performance is influenced by several factors, including the top award; employee contributions; the efforts of employees given, attention to complaints, concern about the welfare and performance of employees, giving attention and aprisasi and a proud attitude to the work of employees. Furthermore, Agustiningrum (2016) added that performance in OCB is supported by factors; 1) Concern (Altruism), that is, behavior helps co-workers who experience difficulties in the situation they are facing, both regarding organizational tasks and other personal problems. Provide assistance to those who are not obliged; 2) Discipline (Conscientiousness) is the behavior of employees shown through the use of efficient time and high attendance rates and compliance with organizational regulations; 3) Positive attitude (Sportsmanship) is mutual support and positive behavior of employees to perform tasks, trying to avoid complaints; 4) Goodness (Courtesy) is behavior that shows concern. The involvement of the life of the company, especially relating to behavior to alleviate problems related to work faced by others; 5) Organizational member awareness (Civic virtue) is behavior that shows voluntary, participatory and supportive in the organization, behavior that is professionally responsible and good in social functions. Constructive involvement in organizational processes, or employee behavior of good organizational membership.

POS and OCB are interesting things to study because they involve the behavior of each individual in the organization. POS and OCB are closely related to choice behavior that is not a formal job obligation of employees, but can support organizational functions effectively (Robbins and Judge 2008) . In various studies show that POS and OCB or between POS and OCB have a positive and significant effect on performance (Agustiningrum, 2016, Miao, 2011, Wei, 2014, Casimir, et.al., 2014).

In another study, POS and / or OCB were found to show no effect on performance. Chiang and Hsich (2012) concluded that perceptions of organizational support (POS) had no influence on employee performance. Likewise, the results of Waileruny's research (2014) that POSs have no effect on OCB, however, POS has a positive influence on OCB through jobsatisfaction. Waileruny Research (2014) concluded that variable POS in improving performance needs to have mediation variables such as OCB. That is, performance is not always positive for POS and OCB or performance on POS through OCB mediation.

However, empirically from the results of previous studies it turns out the results are very diverse and contradictory. Because of this, researchers are interested in re-testing and obtaining clarity from these variables in an integrated manner both partially and simultaneously.

## **II. Literature Study**

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

Perceived Organizational Support (POS) is perceived organizational support as the level at which employees believe that their organizations value their contributions and care about their well-being and meet socio-emotional needs. Perceived Organizational Support (POS) is simply interpreted as a perception of support for someone in an organizational environment (employees or employees).

According to Karavardar (2014), perceptions of organizational support can be defined as employee perceptions of the extent to which organizations provide support to employees and the extent to which organizational readiness is provided when needed. Perceived organizational support (POS) is the degree to which employees believe their contributions and welfare are valued by organizations (Robbins and Judge, 2008: 103).

Perceived organizational support (perceptions of organizational support) can be defined as how much organizations appreciate contributions and care about employees (Colakuglu, et. Al, 2010). According to Rhoades and Eisenberger (2002) in Casimir et al. (2014) revealed that perceptions of organizational support refer to employees' perceptions of the extent to which organizations value their contributions and care for their well-being. regarding the extent to which organizations assess contributions, pay attention to welfare, hear complaints, pay attention to life and consider the objectives to be achieved and can be trusted to treat employees fairly (Arshadi, 2011).

Based on these opinions it is known that Perceived organizational support (POS) is the employee's perception of the organization where they work. Organizations generally provide forms of positive support to employees, for example by giving approval, respect, fair treatment, salary, promotion, voice rights, access to information and other assistance that can support the implementation of work and welfare. These various forms of acceptance make employees feel responsible for contributing and giving their best performance in return because of the feeling of being valued and cared for by the organization (Ariani and Afrianty, 2017).

With the existence of Perceived Organizational Support (POS) provided by the organization to employees, it makes employees feel more satisfied and more committed to their work. Organizations generally provide forms of positive support that is beneficial to employees. The support provided is able to cause perceptions of employees towards the organization. Employees with high levels of Perceived Organizational Support (POS) give more performance (Ariani and Afrianty, 2017).

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

The term Organizational Citizenship Behavior (OCB) was introduced by Organ at the beginning of the 1980s, but long before that year Bardnard (1938) had used a concept similar to OCB and called it willingness to cooperate. In 1964, Katz used a similar concept and called it innovative and spontaneous behavior (Budhihardjo, 2014).

Organ (1997) in Ristiana (2013) defines Organizational Citizenship Behavior as employee behavior that contributes positively to organizational effectiveness. Subsequently Organ in (Ristiana, 2013) argues that Organizational Citizenship Behavior is a form of behavior that is the choice of individual initiatives, not related to organizational reward system format but in aggregate increases organizational effectiveness. Organizational Citizenship Behavior (OCB) is defined as an employee's behavior that exceeds what is standardized (Darmawati, et al., 2013). Good employees (good citizens) tend to display OCB in their work environment, so the organization will be better with OCB employees.

According to Greenberg and Baron (2003), OCB is an action performed by organizational members that exceeds the formal provisions of their work. While according to Wei (2014), OCB is understood and defined as an individual level construct called employee behavior that exceeds duties and obligations and is not explicitly recognized by the formal system organization, and also contributes to organizational effectiveness.

Organizational Citizenship Behavior (OCB) can be defined as voluntary behavior shown by individuals, which is not directly or explicitly recognizable in a work system and is not given a formal award, and which in aggregate can improve the effectiveness of organizational functions (Chiang and Hsieh, 2012).

Based on some of the understandings, the authors draw conclusions that Organizational Citizenship Behavior (OCB) is a performance of organizational employees who are not formally conducted and can improve performance in an organization.

### **Performance**

Performance is a translation of English, performance. The meaning of performance actually comes from the words job performance and is also called actual performance or work performance or actual achievements that have been achieved by an employee (Moeheriono, 2012). Performance (performance) is the work achieved by a person or group of people in an organization in accordance with the authority and responsibility of each in order to achieve the objectives of the relevant organization legally, not violate the law and in accordance with morals and ethics (Nawawi, 2013).

In Indonesian the term performance is interpreted as an expression of ability based on knowledge, attitudes, and skills in producing something. The concept of performance stands for work energy kinetics whose equivalent in English is performance. Performance is the output produced by functions or indicators of a job or profession in a certain time (Wirawan.2009).

According to Mathis and Jackson (2006: 378), defining employee performance is the work done and not done by employees. Gomes in Mangkunegara (2012) suggests the definition of employee performance as expressions such as output, efficiency and work effectiveness that are often associated with productivity. Employee performance is the work result in the quality and quantity achieved by an employee in carrying out his duties according to the responsibility given to him.

According Sedarmayanti (2011: 260) reveals that performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and can be measured (compared to predetermined standards) According to Wibowo (2010: 7) argues that performance is about doing work and the results achieved from the work.

Prawirosentono's study (2008) states that performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the objectives of the relevant organization legally and not in accordance with morals and ethics.

Koesmono (2005: 170) performance is a combination of behavior with achievement of what is expected and choice or part of the assignment requirements that exist in each individual in the organization. Whereas according to Mangkunegara (2001: 67) performance can be defined as work results in the quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

Supratikno (2006) says that performance is a multidimensional construct that is very complex, with many differences in meaning depending on who evaluates, how evaluated, and what aspects are evaluated. Jones (2004) in Supratikno (2006) states that companies must always change to develop their effectiveness. These changes are intended to find or develop ways to use existing resources and capabilities to improve the ability to create value and improve performance.

Based on the understanding of several authors above, it can be concluded that performance is the result of work done by employees in a company or organization as a benchmark for assessing the ability of the employee (Cahyono, 2015). Therefore, according to Handoko (2001) performance is a process by which an organization evaluates or evaluates employee performance. Another opinion expressed by Gibson (1997) that a person's performance is determined by the ability and motivation to carry out work. Furthermore, it is said that the implementation of work is determined by the interaction of ability and motivation (Nawawi, 2013).

### **III. Research Methods**

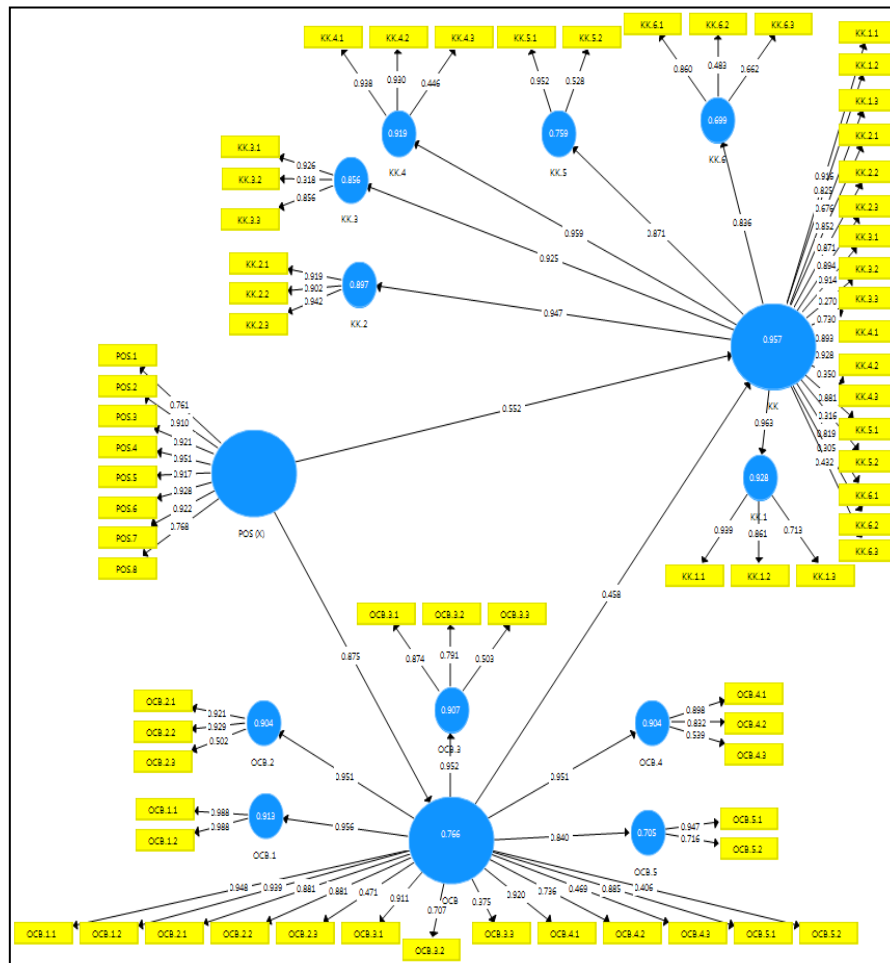
In this study the authors used the method of quantitative research. Quantitative research seeks to describe the relationship of variables causally and test the relationship between several variables through hypothesis testing or explanatory research. The population in this study are all employees of PT. Kendari Express in Kendari City Namely as many as 61 people. The types of data collected in this study include primary data and secondary data both quantitative and qualitative. The primary data obtained is obtained directly in the field, while secondary data is obtained through tracing secondary sources such as books, scientific journals, previous research results or activity reports relevant to this research, as well as offices or agencies that support research. This study uses data analysis methods using Partial Least Squares (PLS) with SmartPLS software version 3.2.4. Gezali (2015) explains that PLS is an analytical method that is soft modeling because it does not assume data must be of a certain scale, which means the number of samples can be small (below 100 samples). Qualitative analysis is data analysis by describing data that has been collected and carried out to determine the characteristics of respondents based on gender, age, education level, years of service, and other things by tabulating the results of the questionnaire manually

### **IV. Results And Discussion**

#### ***Convergent Validity***

Convergent Validity aims to measure the suitability of the indicators resulting from the measurement of theoretical variables and concepts that explain the existence of indicators from the results of these variables. The convergent validity test can be evaluated in three stages, namely by looking at computer loadings, composite reliability and Average Variance Extracted (AVE). Outer loadings are tables that contain loading factors to show the correlation between indicators and latent variables. The weakest load factor accepted by its validity is  $> 0.7$  and  $AVE > 0.5$  (Abdillah and Jogiyanto, 2009). Output of computer loadings can be obtained from the PLS Algorithm Report SmartPLS 3.2.4.

In loadings factors there are several indicators that are invalid because they have loadings of factors below 0.7. Invalid indicators there are ten items are variable employee performance consists of items six items, namely KK.1.3, KK.3.2, KK.4.3, KK.5.2, KK.6.2 and KK.6.3, while in the Organizational Citizenship Behavior (OCB) variable invalid items consist of four, namely OCB.2.3, OCB.3.2, OCB.4.3 and OCB.5.2, while the other items are valid because the value of the loading factor is above 0.70, so the indicators must be released from the model. Elimination of indicators will then be followed by re-estimation or re-estimation. The output of the correlation between indicators and their constructs can be seen in Table. 1.



Source: Secondary Data, processed with SmartPLS, 2019

Figure 1. Output Display of PLS Algorithm Results

Table 1. Outer Loading

Construct		Loading Factor	Information
Perceived Organizational Support (POS)	POS.1	0,761	Valid
	POS.2	0,910	Valid
	POS.3	0,921	Valid
	POS.4	0,951	Valid
	POS.5	0,917	Valid
	POS.6	0,928	Valid
	POS.7	0,922	Valid
	POS.8	0,768	Valid
Employee performance (KK)	KK.1.1	0,915	Valid
	KK.1.2	0,825	Valid
	KK.1.3	0,676	Tidak Valid
	KK.2.1	0,852	Valid
	KK.2.2	0,971	Valid
	KK.2.3	0,894	Valid
	KK.3.1	0,914	Valid
	KK.3.2	0,270	Tidak Valid
	KK.3.3	0,730	Valid
	KK.4.1	0,993	Valid
	KK.4.2	0,929	Valid
	KK.4.3	0,350	Tidak Valid
	KK.5.1	0,991	Valid
	KK.5.2	0,315	Tidak Valid
	KK.6.1	0,819	Valid
	KK.6.2	0,305	Tidak Valid
	KK.6.3	0,432	Tidak Valid

Organizational Citizenship Behavior (OCB)	OCB.1.1	0,948	Valid
	OCB.1.2	0,939	Valid
	OCB.2.1	0,881	Valid
	OCB.2.2	0,881	Valid
	OCB.2.3	0,471	Tidak Valid
	OCB.3.1	0,911	Valid
	OCB.3.2	0,707	Valid
	OCB.3.3	0,375	Tidak Valid
	OCB.4.1	0,920	Valid
	OCB.4.2	0,736	Valid
	OCB.4.3	0,469	Tidak Valid
	OCB.5.1	0,885	Valid
	OCB.5.2	0,406	Tidak Valid

Source: Secondary Data, processed with SmartPLS, 2019

**Discriminant Validity**

Discriminatory validity is the level of differentiation of an indicator in measuring the constructs of the instrument. To test Discriminacy validity can be done by cross loading examination, namely the indicator correlation coefficient on the association construct (loading) compared to the correlation coefficient with other constructs (cross loading). Indicator correlation coefficient values must be greater for the association construct than for other constructs. This greater value indicates the suitability of an indicator to explain the association construct than to explain other constructs.

Discriminatory validity of the measurement model (outer model) with reflexive indicators is assessed based on cross loading measurements with constructs. If the construct correlation with the measurement item is greater than the size of the other constructs, then it shows that the latent construct predicts the size of their block is better than the size of the other blocks. Cross loading for all constructs is presented in Table 2.

**Tabel 2. Cross Loadings**

Item	Konstruk	Perceived Organizational Support (POS)	Employee performance (KK)	Organizational Citizenship Behavior(OCB)
POS.1		<b>0,763</b>	0,744	0,663
POS.2		<b>0,909</b>	0,865	0,789
POS.3		<b>0,921</b>	0,895	0,802
POS.4		<b>0,951</b>	0,913	0,849
POS.5		<b>0,917</b>	0,909	0,812
POS.6		<b>0,927</b>	0,900	0,850
POS.7		<b>0,921</b>	0,917	0,856
POS.8		<b>0,770</b>	0,709	0,649
KK.1.1		0,866	<b>0,914</b>	0,830
KK.1.2		0,860	<b>0,845</b>	0,759
KK.2.1		0,871	<b>0,856</b>	0,812
KK.2.2		0,882	<b>0,890</b>	0,821
KK.2.3		0,914	<b>0,913</b>	0,859
KK.3.1		0,920	<b>0,926</b>	0,846
KK.3.3		0,683	<b>0,718</b>	0,672
KK.4.1		0,861	<b>0,893</b>	0,821
KK.4.2		0,882	<b>0,933</b>	0,902
KK.5.1		0,779	<b>0,876</b>	0,835
KK.6.1		0,766	<b>0,816</b>	0,808
OCB.1.1		0,855	0,900	<b>0,962</b>
OCB.1.2		0,811	0,893	<b>0,949</b>
OCB.2.1		0,818	0,833	<b>0,893</b>
OCB.2.2		0,823	0,838	<b>0,899</b>
OCB.3.1		0,847	0,873	<b>0,928</b>

OCB.4.1	0,570	0,631	0,730
OCB.4.2	0,884	0,889	0,928
OCB.5.1	0,595	0,636	0,760

Source: Primary Data, Processed with SmartPLS, 2019

Cross loading readings in Table 5.12 are based on columns. It can be seen that the indicator POS.1, POS.2, POS.3, POS.4, POS.5, POS.6, POS.7 and POS.8 have a higher correlation with the construct of association, namely Perceived Organizational Support (POS) with correlation coefficient of, 0.763; 0.909; 0.921; 0.951; 0.917; 0.927; 0.921; and 0.770. The value of the indicator coefficient of the block has been greater for its association constructs than other constructs. Indicator OCB.1.1, OCB.1.2, OCB.2.1, OCB.2.2, OCB.3.1, OCB.4.1, OCB.4.2 and OCB.5.1 also have a higher correlation with the association constructs, namely Organizational Citizenship Behavior (OCB) with correlation coefficients amounting to; 0.962; 0.949; 0.893; 0.899; 0.928; 0.730; 0.928; 0.760; and 0.867. It is the same as the Employee Performance indicator (KK.1.1, KK.1.2, KK.2.1, KK.2.2, KK.2.3, KK.3.1, KK.3.3, KK.4.1, KK.4.2, KK.4.2, KK.4.2, KK.4.2, KK.4.2, KK.5.1, KK.5.1, KK.5.1 and KK.5.1 ) which has a higher correlation with the association construct compared to other constructs where the coefficient value is; 0.914; 0.845; 0.856; 0.890; 0.913; 0.926; 0.718; 0.893; 0.933; 0.876; and 0.816. Thus, it can be said that each variable has good discriminant validity.

The next examination is to compare the correlation between variables with AVE roots ( $\sqrt{AVE}$ ). The measurement model has good discriminant validity if ( $\sqrt{AVE}$ ) each variable is greater than the correlation between variables. The value ( $\sqrt{AVE}$ ) can be seen from the Fan-Larcker Criterion SmartPLS output in Table 3. and 4.

**Table 3. Fanell-Larcker Criterion**

Variabel	Perceived Organizational Support (POS)	Employee Performance (KK)	Organizational Citizenship Behavior(OCB)
Perceived Organizational Support (POS)	0,888*		
Employee Performance (KK)	0,969	0,873*	
Organizational Citizenship Behavior(OCB)	0,887	0,936	0,883*

Information: ( $\sqrt{AVE}$ )

**Table 4. AVE dan Akar AVE**

Variabel	AVE	Akar AVE
Perceived Organizational Support (POS)	0,769	0,888
Employee Performance (KK)	0,742	0,873
Organizational Citizenship Behavior(OCB)	0,805	0,883

Source: Processing data with SmartPLS, 2019

Based on Table 3 and Table 4 above, it can be concluded that the AVE root value is higher than the correlation value between constructs and other constructs and this means that all constructs in the model are estimated to meet discriminant validity criteria. AVE Value Organizational Citizenship Behavior (OCB) variable in Table 5.14 is 0.805 so the root value is 0.883. This value is higher than the correlation between Employee Performance variables (KK) with other variables which are equal to 0.742 and Perceived Organizational Support (POS) which is 0.769. Thus, the AVE value is > 0.5, meaning that each variable has a discriminat validity model is good, as well as the value of the root of another AVE.

**Composite Reliability**

Then the construct reliability test is measured by two criteria, namely composite reliability and Cronbach's Alpha from the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.70 (Abdillah and Jogiyanto, 2009). The following are the composite reliability values presented in Table 5.



**Table 5. Composite Reliability**

Konstruk	Composite Reliability
Perceived Organizational Support (POS)	0.963
Employee Performance (KK)	0.969
Organizational Citizenship Behavior(OCB)	0.970

Source: Primary Data Processed with SmartPLS, 2019

Table 5 above shows that the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet reliable criteria. The lowest composite reliability value is 0.963 in the Perceived Organizational Support (POS) variable and the highest composite reliability value is 0.970 in the Organizational Citizenship Behavior (OCB) variable. Reliability testing can also be strengthened with Cronbach's Alpha where the output of SmartPLS 3.2.4 gives results in Table 6.

**Table 6 Cronbach's Alpha**

Konstruk	Cronbach's Alpha
Perceived Organizational Support (POS)	0.956
Employee Performance (KK)	0.965
Organizational Citizenship Behavior(OCB)	0.964

Source: Primary Data Processed with SmartPLS, 2019

The suggested values are above 0.7 and in Table 5.16 show that the Cronbach's Alpha value for all constructs is above 0.7. The lowest value is 0.956 in Perceived Organizational Support (POS) and the highest value is 0.965 in Employee Performance (KK).

**Evaluation of Structural Models or Inner models**

Testing the inner model or structural model is done to see the relationship between constructs, significance values and R-square of the research model. Structural models are evaluated using R-square for the dependent construct of the t test and the significance of the structural path parameter coefficients. In assessing the structural model with PLS it starts by looking at the R-square for each dependent latent variable. Table 7 is the result of R-square estimation using smartPLS version 3.2.4.

**Table 7. R Square**

Variabel	R Square
Perceived Organizational Support (POS)	
Employee Performance (KK)	0.966
Organizational Citizenship Behavior(OCB)	0.788

Source: Primary Data Processed with SmartPLS, 2019

Table 7 shows that the R-square value of the Employee Performance (KK) variable is 0.966. This shows that 96.60% of Employee Performance (KK) variables can be influenced by the variables Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB), while the remaining 3.40% is influenced by other variables outside of those studied. The R-square value for the Organizational Citizenship Behavior (OCB) variable is 0.788. This means that 78.80% of Organizational Citizenship Behavior (OCB) variables can be influenced by the variables Perceived Organizational Support (POS) and Employee Performance (KK), while 21.20% are influenced by other variables outside of those studied.

**Hypothesis testing**

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is that the values contained in the output path coefficients are presented in Table 8.

**Table 8 Path Coefficients**

			Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR)	P-value
POS	->	(KK)	0,6541	0,6540	0,1097	5,9619	0,000
POS	->	(OCB)	0,8875	0,8898	0,0361	24,6006	0,000
(OCB)	->	(KK)	0,3550	0,3546	0,1109	3,2028	0,0014

Source: Primary Data Processed with SmartPLS, 2019

In the PLS a statistical test of each hypothesized relationship is carried out using simulation. In this case the bootstrap method is performed on the sample. Bootstrap testing is also intended to minimize the problem of research data abnormalities. The test results with bootstrapping from PLS analysis are as follows:

1. There is an influence of Percived Organizational Support (POS) on employee performance at PT Kendari Ekspres (H1)The results of testing the first hypothesis indicate that the variable relationship perceived organizational support (POS) with employee performance at PT Kendari Ekspres shows a path coefficient value of 0.6541 with a calculated t value of 5.9619. This value is greater than t table (2.001717). Thus, the H1 hypothesis in this study which states that "There is an influence of Percived Organizational Support (POS) on the performance of employees at Kendari Kendari Express" received. From these results it is concluded that the higher the perception of organizational support (POS), the employee performance (KK) PT Kendari Ekspres also increased
2. There is an influence of Organizational Citizenship Behavior (OCB) on employee performance at PT Kendari Ekspres (H2)The results of testing the second hypothesis indicate that the relationship between Organizational Citizenship Behavior (OCB) variables on employee performance at PT Kendari Ekspres shows a path coefficient value of 0.3550 with a value of t count of
3. 2028. This value is greater than t table (2.001717). Thus, the H2 hypothesis in this study which states that "There is an influence of Organizational Citizenship Behavior (OCB) on the performance of employees at PT Kendari Ekspres" is accepted. From these results it is concluded that the higher organizational behavior, the better performance of employees at PT Kendari Ekspres .3. There is an influence of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) (H3).The results of testing the third hypothesis indicate that the relationship of Perceived Organizational Support (POS) to Organizational Citizenship Behavior (OCB) shows a path coefficient value of 0.8875 with a value of t count of 24,6006. This value is greater than t table (2.001717). Thus, the H3 hypothesis in this study which states that "There is an influence of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB)" received. From these results it is concluded that the better organizational support, the behavior of employees at PT Kendari Ekspres also increases .
4. There is an influence of Perceived Organizational Support (POS) on performance through mediating Organizational Citizenship Behavior (OCB) on employees of PT Kendari Ekspres (H4).

Testing the fourth hypothesis to test the indirect effect of the variable Perceived Organizational Support (POS) on performance through the mediation of Organizational Citizenship Behavior (OCB) is done by stages:

a. First, find out the test results on the influence of Organizational Citizenship Behavior (OCB) on employee performance. Testing the effect of mediation is done using the Sobel formula. The results of testing the influence of Organizational Citizenship Behavior (OCB) on Employee Performance (KK) showed a path coefficient value of 0.3550. The value of t obtained is 3.2028. This value is greater than t table (2.001717). This result means that Organizational Citizenship Behavior (OCB) has a significant positive effect on employee performance.

b. Testing of the effect of mediation between intervening variables and the dependent variable is done by calculating the Sobel formula. The results of the two tests are summarized as follows:

$$P_1 = 0,6541$$

$$Se_1 = 0,1097$$

$$P_2 = 0,3550$$

$$Se_2 = 0,1109$$

c. The magnitude of the indirect coefficient of the Perceived Organizational Support (POS) variable on employee performance (KK) is a multiplication of the influence of Perceived Organizational Support (POS) variables on Organizational Citizenship Behavior (OCB) variables with Organizational Citizenship Behavior (OCB) on employee performance so that obtained as follows:

$$P_{12} = P_1 \cdot P_2$$

$$= (0,6541) (0,3550)$$

= 0,232206

d. The magnitude of the indirect standard error of the Perceived Organizational Support (POS) variable on employee performance is a multiplication of the influence of Perceived Organizational Support (POS) variables on Organizational Citizenship Behavior (OCB) variables with Organizational Citizenship Behavior (OCB) on employee performance (KK) so that it is obtained as follows:

$$\begin{aligned}
 Se &= \sqrt{P_1^2 \cdot Se_2^2 + P_2^2 \cdot Se_1^2 + Se_1^2 \cdot Se_2^2} \\
 &= \sqrt{(0,6541)^2 \cdot (0,1109)^2 + (0,3550)^2 \cdot (0,1097)^2 + (0,1097)^2 \cdot (0,1109)^2} \\
 &= \sqrt{0,00531 + 0,001564 + 0,000154} \\
 &= \sqrt{0,006927} \\
 &= 0,0832286
 \end{aligned}$$

Thus the value of the t test is obtained as follows:

$$t = \frac{P_{12}}{S_{e12}} = \frac{0,232206}{0,0832286} = 2,789978$$

The magnitude of the coefficient of direct and indirect influence between Perceived Organizational Support (POS) variables on employee performance (KK) with the mediation of Organizational Citizenship Behavior (OCB) is seen in Table 9.

**Table 9. Path Coefficients**

			Original Sample (O)	T Statistics ( O/STERR )	Information (t table)	Conclusion
Perceived Organizational Support (POS)	→	Employee Performance (KK)	0,6541	5,9619	≤2,001717 Tidak signifikan	Hipotesis diterima
Perceived Organizational Support (POS)	→	Employee Performance (KK) → Organizational Citizenship Behavior (OCB)	0,2322	2,789978	≥2,001717 Tidak signifikan	Hipotesis diterima

Source: Primary Data Processed with SmartPLS, 2019

Based on table 5.19 it is known that the magnitude of the coefficient of direct influence of Perceived Organizational Support (POS) on performance (KK) and above mediated by Organizational Citizenship Behavior (OCB) is positive, both in direct influence (POS on employee performance) which is 0.6541, or through OCB mediation, which is 0.2322. This means that there is a positive influence between POS variables on employee performance through OCB mediation. The data also shows that the t value of 2.789978 is greater than 2.001717 which means that the mediation parameters are significant.

Thus, the model of the indirect effect (mediation) of the Perceived Organizational Support (POS) variable on Employee Performance (KK) through Organizational Citizenship Behavior (OCB) can be accepted. Thus the hypothesis "Effect of Perceived Organizational Support (POS) on performance through mediation Organizational Citizenship Behavior (OCB) for employees of PT Kendari Ekspres "accepted".

## V. Discussion

Based on the test results statistically it can be seen clearly that partially (individually) all independent variables influence the dependent variable with the mediating variable. The influence of the independent variable on the dependent variable is positive and significant, the results are in accordance with the hypothesis proposed.

### H1: Perceived Organizational Support (POS) on employee performance

The results of hypothesis testing (H1) have proven that there is a positive and significant influence between Percived Organizational Support (POS) on employee performance. Based on the results of hypothesis testing shows that the variable relationship perceived organizational support (POS) with employee performance at PT Kendari Ekspres shows the path coefficient value of 0.6541 with a t value of 5.9619, greater than t table

(2.001717). This means that the relationship is said to be significant and positive if the value of t is greater (>) than the value of t table.

### **H2 : Organizational Citizenship Behavior (OCB)**

The results of hypothesis testing (H2) have proven that there is a positive and significant influence between Organizational Citizenship Behavior (OCB) on employee performance at PT Kendari Ekspres. Based on the results of the analysis obtained shows the path coefficient value of 0.3550 with a value of t count of 3.2028, greater than the value of t table (2.001717). Correspondingly, the results of the analysis in this study of the respondents' responses regarding Organizational Citizenship Behavior (COB) variables on each indicator (concern, discipline, positive attitude, kindness and awareness as members in the organization / company) showed that the respondents' average responses on a 4.05 scale in the "good" category. Likewise the responses of respondents to the performance of employees (KK) in the company PT. Kendari Ekspres has an average value of 4.06 in the "good" category. This means that the performance of PT. Kendari Ekspres is "good", which includes the quality of work, quantity / quantity of work, timeliness, effective and efficient use of resources, carrying out work without having to have supervision, and ability to maintain interpersonal skills. It means that all respondents' responses according to each COB indicator in working are good. Thus, the relationship between OCB and the performance of employees of PT Kendari Ekspres is quite close so that OCB employees can produce good quality, on target (quantity) and on time.

### **H3 : Perceived Organizational Support (POS) terhadap Organizational Citizenship Behavior (OCB )**

The results of hypothesis testing (H3) have proven that there is a positive and significant influence between Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) where the results of the analysis obtained path coefficient values of 0.8875, are positive. Positive values indicate there is a positive relationship between the perception of organizational support for OCB, namely when the perception of organizational support (POS) increases, then the behavior or attitude (OCB) of employees of PT. Kendari Ekspres, Kendari also increases and vice versa. Then the statistical value generated is 24,6006, greater (>) than the value of t table 2.001717, meaning that POS has a significant effect on OCB.

### **H4: Effects of Perceived Organizational Support (POS) on Performance Through Organizational Citizenship Behavior (Ocb) Mediation in Pt Kendari Ekspres Employees**

The results of hypothesis testing (H4) have proven that there is a positive and significant influence between perceptions of organizational support (POS) on performance through mediating Organizational Citizenship Behavior (OCB) on employees of PT Kendari Ekspres. The analysis shows that the magnitude of the indirect coefficient of the Perceived Organizational Support (POS) variable on employee performance (KK) mediated by OCB of 0.0832286 is positive. Positive values indicate there is a positive relationship between the perception of organizational support (POS) on employee performance mediated by OCB, so that when the perception of organizational support (POS) is mediated by OCB, the performance of employees of PT. Kendari Ekspres, Kendari, and vice versa. Meanwhile, the statistical t value between the perception variables of organizational support (POS) on OCB-mediated employee performance of 2.789978 is greater (>) than the value of the t table (2.001717) so that the relationship is significant. This means that the variable Perceived Organizational Support (POS) on performance through mediation of Organizational Citizenship Behavior (OCB) on employees of PT Kendari Ekspres is "accepted".

The findings of this study reinforce the results of previous research by Chiang and Hsieh (2012) and Agustiningrum, (2016). Chiang and Hsieh (2012) showed that the perception of organizational support (POS) does not directly affect employee performance, but POS influences employee performance through mediation OCB. Meanwhile, Agustiningrum's research, (2016) shows that OCB mediates perceptions of organizational support (POS) variables that have a positive and significant effect, where the keofisen value is 0.309 (positive) and the statistical t value of 4.306 is greater (>) than t table ie 1, 96, it means significant.

The results of observations and interviews revealed that employees of PT. Kendari Ekspres has a perception of the organizational support provided by PT. Kendari Ekspres to employees in the form of appreciation for the contributions and efforts of employees so that the company raises a sense of pride, including the provision of welfare felt by employees both directly (salary) and given to their families, compensation, bonuses, and rewards. PT. Kendari Ekspres has implemented this (organizational support), so that the results shown by current employees are to emerge OCB attitudes and / or behaviors such as the care shown by employees and fellow colleagues, discipline in complying with the rules applied by the company by arriving on time and doing good and honest work, being positive by supporting each other in carrying out their duties and not complaining. A good attitude then emerges as an implication of employee awareness as an important part of the company.

Thus, the perception of organizational support (POS) can help companies in an effort to improve performance through the formation of behavior of Organizational Citizenship Behavior (OCB) on employees of PT. Kendari Ekspres, Kendari. This means that from the perception of organizational support held by employees will lead to OCB behavior, so that the indirect influence is greater than the direct influence. This means, the higher perceptions of organizational support will increase OCB behavior in employees which will have an impact on improving employee performance in accordance with the responsibilities given, both in quantity, quality, timeliness in completing performance.

## VI. Conclusion

Based on the results of research and discussion, it can be concluded as follows:

1. Perceived Organizational Support (POS) has a positive and significant influence on employee performance at PT. Kendari Ekspres, Kendari. Perception of organizational support (POS) by PT. Kendari Ekspres to employees includes; respect for the contribution and extra effort of employees; employee complaints; employee welfare; notifying employees who do not do good work; care about employees; attention to employees; and proud of the success of employees.
2. Organizational Citizenship Behavior (OCB) has a positive and significant influence on employee performance at PT. Kendari Ekspres, Kendari. The attitude and behavior shown by employees to the company PT. Kendari Ekspres in work is concern, discipline, positive attitude, kindness and awareness as members in the organization / company.
3. Perceived Organizational Support (POS) has a positive and significant influence on Organizational Citizenship Behavior (OCB) on employees of PT Kendari Ekspres, Kendari. The better the perception of organizational support (POS), the better the attitude of employees (OCB) in showing their performance.
4. Perceived Organizational Support (POS) has a positive and significant influence on employee performance through mediating Organizational Citizenship Behavior (OCB) on employees of PT Kendari Ekspres, Kendari.

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