

article category : Logistic Management

## The Role of Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS) on SMEs Performance by Mediation of Organizational Commitment

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### ARTICLE INFORMATION

#### Article history:

Received: February 17 , 2023

Revised: March 07, 2023

Accepted: June 06. 2023

#### Keywords:

Organizational Citizenship Behavior  
Perceived Organizational Support  
SME Performance  
Organizational Commitment

### ABSTRACT

The aim of this study is to analyze the relationship between organizational citizenship behavior (OCB) on organizational commitment, organizational citizenship behavior (OCB) on SMEs performance, perceived organizational support (POS) on organizational commitment, perceived organizational support (POS) on SMEs performance, organizational commitment on SMEs performance. This study used a quantitative method, the respondents of this study were 380 UKM owners who were determined by the simple random sampling method. The results of this study indicate that organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment, organizational citizenship behavior (OCB) has a positive and significant effect on SMEs performance, perceived organizational support (POS) has a positive and significant effect on organizational commitment , perceived organizational support (POS) has a positive and significant effect on SMEs performance, organizational commitment has a positive and significant effect on SMEs performance.

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## INTRODUCTION

The increasingly rapid industrial development marked by the creation of the industrial revolution era 4.0 made a change that had quite a big impact on all sectors related to industrial activities [1]. Human resources are one of the key reasons for achieving organizational goals. According to Choi et. all (2022) [2] quality human resources and high work effectiveness is one way for companies to increase their success and productivity. According to Ridwan et all. (2020) [3] The role of human resources is vital for the sustainability of the company. Where good human resource management is the initial foundation for the company in helping to realize the company's programs and goals so that they can be achieved optimally. The importance of the role of quality human resources becomes a separate impetus and motivation for the company to provide everything that is needed by employees so that these employees can be engaged. According to Balkin et all. (2023) [4] states that there are 36% of employees in Indonesia who experience highly bound conditions and 17% of employees who are not bound which can pose a risk of weakening employee productivity and performance. In addition, another 23% are classified as employees who are almost tied up because they feel they do not get support at work [5]. The rest are classified in the breakaway group. Employees who are committed) will of course make a maximum contribution and mobilize their dedication, time, energy, mind and all the resources they have for the glory of the company [6].

According to Balkin et all. (2023) [4] employees are an important element in the company so that currently many companies pay attention to employee welfare, and provide rewards for employee performance, in order to improve employee performance and loyalty to the company. According to Jing et all. (2022) [7] that an important element

that needs attention in an organization is behavior outside the formal rules of the organization (extra role). Compared to in-role behavior, namely doing work according to the tasks in the job description, which is associated with extrinsic rewards or monetary rewards, extra-role behavior is more associated with intrinsic rewards. According to Pahlevan et all. (2023) [8] This behavior arises because of feelings as members of the organization and feeling satisfied if they can do something more for the organization, employee loyalty can occur to the company which is quite low, even though the compensation provided by the company is comparable even more to the contributions made by employees. In addition, they are not ready to accept the latest changes because they are still based on habits, and there are still employees who behave indisciplinarily [9].

Organizational performance is very important in an organization such as private or public organizations. According to Mithulan et all. (2023) [10] these organizations can be distinguished according to their objectives, namely private organizations that focus on financial benefits and public organizations that aim at non-financial such as efficiency and also service quality. As an example, small and medium enterprises (SMEs) which are private organizations founded by the community and are private. According to Ridwan et all. (2020) [3] The existence of SMEs must be considered and receive special support in order to have sufficient capital to compete with large companies. The existence of small and medium enterprises is very important for the community because of their ability to provide employment opportunities, increase the income of local people and have the potential to become leading economic activities in the region. Small and Medium Enterprises (SMEs) have an important role in economic development in Indonesia. The

capacity of SMEs has been tested by various crises that hit Indonesia. According to Khassawneh et al. (2023) [11] stated that SMEs have proven to be able to attract workers more quickly than other industries, so that SMEs are important assets in building a competitive Indonesian economy in the future. This is shown from the gross domestic product (GDP), which has increased every year. The performance of SMEs in Indonesia requires hard work because they are still far behind in expressing their innovative product ideas to be able to compete in the business world. Conditions in the field found that many SMEs were unable to compete and went out of business. This is because the human resource capacity is still low.

According to Khassawneh et al. (2023) [11] Perceived Organizational Support (POS) reflects the type of organizational support that develops through interactions between employees and organizational agents such as supervisors/bosses. According to Ridwan et al. (2020) [3] POS also reflects employee confidence in the company's benchmarks for assessing performance and sympathy with employee welfare. When a company provides maximum support to employees, employees will repay this support with hard work, giving all their energy and thoughts to work and improving performance. Employees will also be more confident at work, the higher the perception of organizational support, the higher the self-efficacy and engagement of employees. Perceived Organizational Support according to Choi et al. (2022) [2] refers to employees' perceptions of the extent to which the organization values their contribution and cares about their well-being. If employees perceive that the organizational support they receive is high, then these employees will integrate membership as members of the organization into their self-identity and then

develop more positive relationships and perceptions of the organization. According to Pahlevan et al. (2023) [8] Organizational support for employees can be shown in ways, namely fairness for employees, support from supervisors for employee welfare, appreciation from the organization for employees and working conditions that are comfortable and safe for employees. According to Mithulan et al. (2023) [10] there is a phenomenon regarding perceived organizational support, namely the existence of appreciation by the organization for the dedication of employees or the efforts that have been made by employees in the form of recognition and attention, salary and promotion, as well as access to information or other forms needed to do their job well and concern for welfare employees by providing health insurance.

Wang et al. (2022) [12];Youn et al. (2022) [13] revealed that OCB is an extra behavior from someone that is beneficial to the organization. OCB is also a unique aspect of individual activity at work and is a habit or behavior that is carried out voluntarily, is not part of a formal job, and is indirectly recognized by the reward system. Therefore, OCB is known to increase the effectiveness, efficiency and performance of an organization. According to Setyorini et al. (2022) [14] ; Sun et al. (2022) [15] There are five dimensions of OCB, namely 1. Altruism, the behavior of helping colleagues who face difficulties that are closely related to the operational tasks of the organization without any coercion. 2. Conscientiousness, behavior that is shown to exceed the minimum requirements desired by the company , such as arriving early, making the most of work time 3. Sportmanship, positive behavior towards the organization, by providing tolerance or not complaining or demanding less than ideal conditions within the

organization 4. Courtesy, the behavior of maintaining good relations with fellow co-workers, prevent conflict in order to avoid interpersonal problems. 5. Civic Virtue, behavior that reflects responsibility and participation in the sustainability of the organization. According to Setyorini et al. (2022) [14]; Sumardjo et al. (2023) [16] Another factor that determines organizational success and is interesting to study is job satisfaction, because satisfied employees will be more productive, and vice versa employees who are dissatisfied with their jobs tend to behave not optimally and do not try to do things that are not optimal. the best thing. According to Setyorini et al. (2022) [14] stated that job satisfaction is an emotional reaction and an expression of one's behavior towards work which is the result of an assessment related to work achievement, work environment, and work life. According to Youn et al. (2022) [13] added that satisfied employees are more likely to speak positively about the organization, help each other, and maximize their performance. Furthermore, according to Youn et al. (2022) [13] confirms that job satisfaction is the result of a positive or negative evaluation of one's job or work situation.

The aim of this study is to analyze the relationship between organizational citizenship behavior (OCB) on organizational commitment, organizational citizenship behavior (OCB) on SMEs performance, perceived organizational support (POS) on organizational commitment, perceived organizational support (POS) on SMEs performance, organizational commitment on SMEs performance. Organizational Citizenship Behavior (OCB) on SMEs Performance through organizational commitment mediation, perceived organizational support (POS) on SMEs

performance through organizational commitment mediation.

## RESEARCH METHOD

This study used a quantitative method, the respondents of this study were 380 UKM owners who were determined by the simple random sampling method. Online questionnaire questions are provided with answer options with rules based on a 5-point Likert scale. Online questionnaires were distributed to respondents using social media. All answers are tabulated for further processing to obtain results and conclusions. Data analysis in this study used structural equation modeling (SEM) with smartPLS 4.0 software tools. The stages of data testing are data validation and reliability tests and hypothesis testing.

The variable of this research is the independent variable Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS). The dependent variable is SME Performance and the mediating variable is Organizational Commitment

### Organizational Citizenship Behavior (OCB) Indicators

According to Bakeer et al. (2022) [17]; Balkin et al. (2023) [4]; Jing et al. (2022) [7] OCB is built from five dimensions, each of which is unique, namely:

1. Altruism, is an attitude of helping each other. The behavior of employees in helping co-workers who are experiencing difficulties in the situation they are facing both
2. regarding tasks in the organization and other people's personal problems. This dimension leads to giving help that is not an obligation that is borne.

3. Civic virtue, is mutual support in work. Behavior indicating responsibility for organizational life (following changes in the organization, taking the initiative to recommend how the organization's operations or procedures can be improved, and protecting the resources owned by the organization).
4. Conscientiousness, is responsible for producing the best work for the organization.
5. Courtesy, is a sense of helping lighten the workload of others. Maintain good relations with co-workers to avoid interpersonal problems.
6. Sportsmanship, is a picture of employee sportsmanship at work.
- and accepts suggestions or input from employees.
4. The organization cares deeply about the welfare of its employees.
5. The organization will notify employees when they are not doing a good job.
6. The organization is concerned with the general satisfaction of employees' jobs.
7. The organization shows great concern for employees.
8. The organization feels proud of the success of its employees at work.

According to Pahlevan Sharif et al. (2023) [8]; Purwanto et al. (2022) [19]; Ridwan et al. (2020) [3] several indicators of employee commitment are as follows:

#### Indicator

Here are 8 indicators that can be used to measure the level of Perceived organizational support (POS) According to Choi et al. (2022) [2]; Deschênes et al. (2023) [18]; Khasawneh et al. (2023) [11]; Mithulan et al. (2023) [10] namely:

1. The organization values employee contributions. The extent to which the organization values and cares about the contributions and roles played by employees in a job.
2. The organization appreciates the extra effort employees put in. Not infrequently in an organization, employees give more effort than required, from this it is not uncommon for organizations to also provide extra to these employees.
3. The organization will pay attention to all complaints from employees. The extent to which the organization listens, pays attention to and cares about complaints felt by employees
- a. Stay (work) in the company, don't want to move.
- b. Willing to work extra, work overtime to complete the task.
- c. Maintain company confidentiality.
- d. Promote, boast of the company to other people or society.
- e. Obey the rules even when unsupervised.
- f. Willing to sacrifice personal goals or interests to achieve company goals.
- g. Using and or buying products (services) produced by the company.
- h. Provide suggestions for improvement.
- i. obey orders.
- j. Safeguard company property.
- k. Do not abuse leave or permission policies.
- l. Help other employees.

The hypothesis in this study is show in [figure 1](#).

- H1: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Organizational Commitment
- H2: Organizational Citizenship Behavior (OCB) has a positive and significant effect on SMEs Performance

- H3: Perceived Organizational Support (POS) has a positive and significant effect on Organizational Commitment
- H4: Perceived Organizational Support (POS) has a positive and significant effect on SMEs Performance
- H5: Organizational Commitment has a positive and significant effect on SMEs Performance

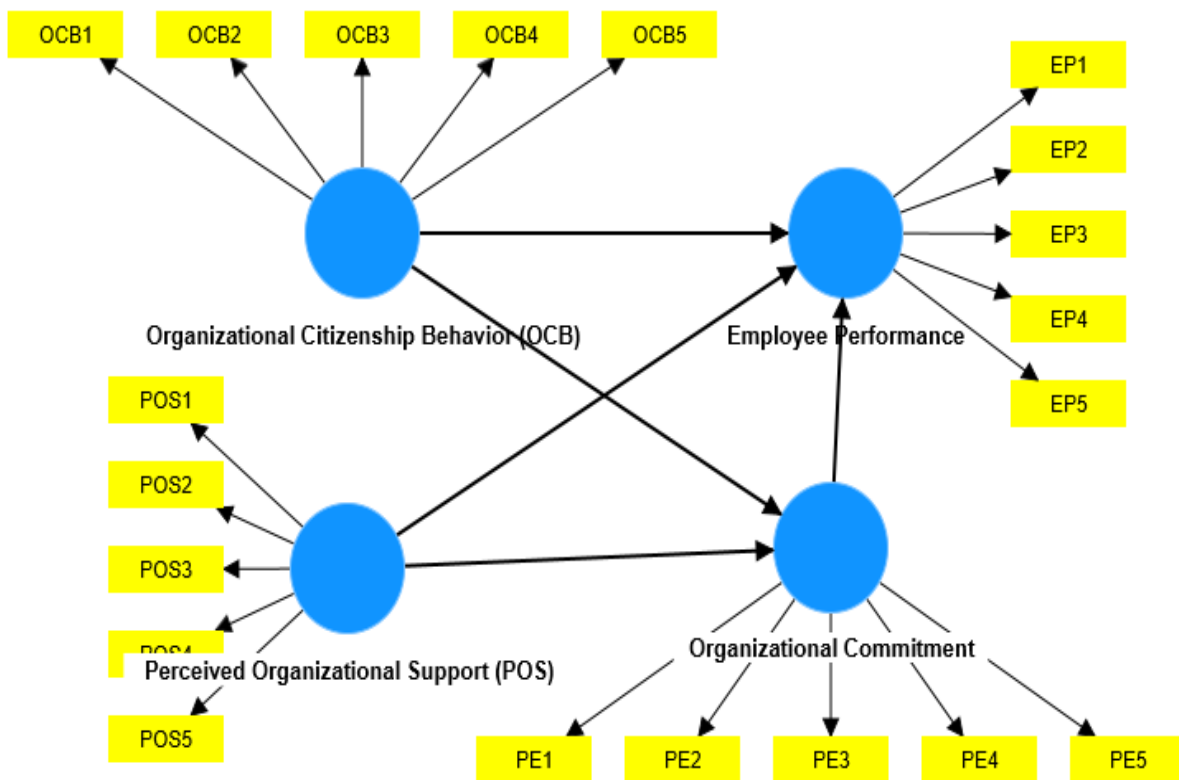


Figure 1. Research Model

## RESULT AND DISCUSSION

### Convergent Validity

Based on data analysis from the online questionnaire shown in [Figure 2](#), it is

known that all research variable indicators have an outer loading value greater than > 0.7 so that all indicators meet the requirements for convergent validity.

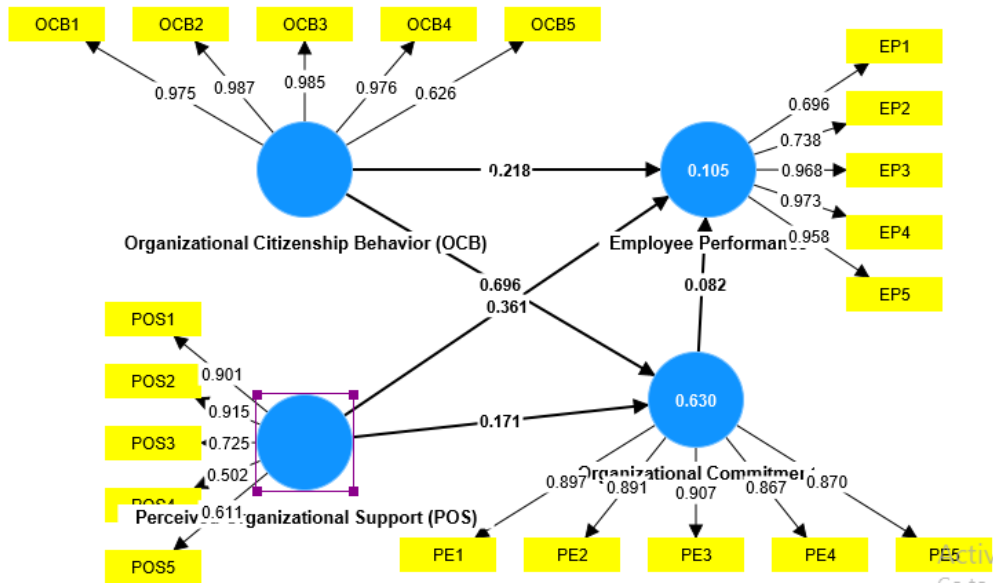


Figure 2. Loading Factors

**Discriminant Validity**

Based on the data presented in table 1 it is known that the AVE value of all variables is greater than > 0.5. Thus it can be stated

that all variables have good discriminant validity, the composite reliability value of all research variables is greater than > 0.7.

Table 1. Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Citizenship Behavior (OCB)	0.854	0.815	0.776	0.653
Perceived Organizational Support (POS)	0.854	0.816	0.865	0.614
SME Performance	0.817	0.875	0.807	0.645
Organizational Commitment	0.865	0.803	0.854	0.675

Discriminant validity uses the Cross loading value already showed good results, and the AVE value was also above 0.5 all, then PLS SEM analysis is still feasible to continue.

**Heretroit – Monotrait Ratio (HTMT)**

The best recent measurement criterion is to look at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is <0.90 then a construct has good discriminant validity.

**Table 2.** Heretroit – Monotrait Ratio (HTMT)

Variables	Heretroit – Monotrait Ratio (HTMT)		
	OCB	POS	Performance
Organizational Citizenship Behavior (OCB)			0.472
Perceived Organizational Support (POS)			0.402
SME Performance			
Organizational Commitment			

The conclusion of the Heteroit-Monotrait Ratio (HTMT) in table 2 test is as follows following:

1. Organizational Citizenship Behavior (OCB) and Organizational Commitment has a Heteroit-Monotrait Ratio value of 0.401<0.90 meaning that the discriminant validity is good, or really different from other constructs (unique constructs).
2. Organizational Citizenship Behavior (OCB) and SMEs Performance has a Heteroit-Monotrait Ratio (HTMT) value of 0.472 <0.90, meaning that discriminant validity is good, or completely different from other constructs (unique constructs).
3. Perceived Organizational Support (POS) and Organizational Commitment has a Heteroit-Monotrait (HTMT) value of 0.431 <0.9 meaning that the discriminant validity is good, or really different

from other constructs (unique constructs).

4. Perceived Organizational Support (POS) and SMEs Performance has a Heteroit-Monotrait (HTMT) value of 0.402 <0.9 meaning that the discriminant validity is good, or really different from other constructs (unique constructs).
5. Organizational Commitment and SMEs Performance has a Heteroit-Monotrait (HTMT) value of 0.431 <0.9 meaning that the discriminant validity is good, or really different from other constructs (unique constructs).

**Variant Analysis (R2) or Determination Test**

Analysis of Variant (R2) or Determination Test, namely to find out the influence of the independent variables on the dependent variable, the value of the coefficient of determination can be shown in Table 3.

**Table 3.** R-square value

Variable	R-Square
SME Performance	0.105
Organizational Commitment	0.630



Based on the r-square value in Table 3 it shows that Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) explains Organizational Commitment variable of 0.630 or 63.1 %, and the remaining 36.9 % is explained by other constructs outside those examined in this study. Based on the r-square value in Table 3 it shows that Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS) and Organizational Commitment explains SME Performance variable of 0.105 or 10.5 %, and the remaining 89.5 % is explained by other constructs outside those examined in this study.

**F-Square**

The F-square measurement is a measure used to assess the relative impact of an influencing variable (exogenous) on an affected variable (endogenous). The F-square criteria according to are as follows: (1) If the value of F-square = 0.02 means the small effect of exogenous variables on endogenous; (2) If the F-square value = 0.15 means that the effect is being/moderate from the exogenous variable to the endogenous one; and (3) If the F-square value = 0.35, it means that the effect is large from the exogenous variables on the endogenous ones.

**Table 4.** F-Square

Variables	F-Square			
	OCB	POS	Performance	Commitment
Organizational Citizenship Behavior (OCB)			0.570	0.562
Perceived Organizational Support (POS)			0.509	0.621
SME Performance				0.643
Organizational Commitment				

The conclusion from the F-Square results from the table 4 above is as follows:

- a) Organizational Citizenship Behavior (OCB) and Organizational Commitment has f-square=0.562 means that the effect is large from the endogenous exogenous variables.
- b) Organizational Citizenship Behavior (OCB) and SMEs Performance has f-square=0.570 means that the effect is large from the endogenous exogenous variables.

- c) Perceived Organizational Support (POS) and Organizational Commitment has f-square=0.621 means that the effect is large from the endogenous exogenous variables.
- d) Perceived Organizational Support (POS) and SMEs Performance has f-square=0.509 means that the effect is large from the endogenous exogenous variables.
- e) Organizational Commitment and SMEs Performance has f-

square=0.643 means that the effect is large from the endogenous exogenous variables.

where the higher the Q-Square value indicates that the structural model is getting fit with the data. The Q-square test in this study can be seen in the following table:

**Q-square**

The Q-square value is also used to determine the goodness of the model,

**Table 5.** Q-square Test Results

Variabel	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Organizational Citizenship Behavior (OCB)</b>	600,000	600,000	
<b>Perceived Organizational Support (POS)</b>	600,000	600.000	
<b>SME Performance</b>	600,000	383,651	0.410
<b>Organizational Commitment</b>	600.000	383,710	0.370

Based on the table 5 above, it is known that the sum of the QSquare values for the two endogenous variables is 0.78. These results mean that the magnitude of the diversity of data described by this research model is 78.%. While the remaining percentage of 22% is explained by other factors that are outside the model of this study.

**Goodness of Fit (GoF).**

The criteria for the strength and weakness of the model are based on GoF measurements, namely 0.36 (GoF large); 0.25 (GoF medium), and 0.10 (GoF small). To find out the GoF value in PLS SEM it was done manually and the resulting GoF value = 0.321 Small GoF value = 0.1, medium GoF = 0.25, and large GoF = 0.38. From testing R2, Q2 and GoF, it can be seen that the

model formed is robust. So that hypothesis testing can be conducted.

**Hypothesis Testing**

**Direct Effect**

Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values <0.05 . The research hypothesis was carried out with the help of SmartPLS (Partial LeastSquare) 3.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this study are the t-statistic >1.96 with a significance-value level of 0.05 (5%) and the beta coefficient is positive. The value of testing the research hypothesis can be shown in Table 6.

**Table 6.** Hypothesis testing

Correlation	T Statistics	P Values	Result
<b>Organizational Citizenship Behavior (OCB) -&gt; Organizational Commitment</b>	9.943	0.000	Supported

Correlation	T Statistics	P Values	Result
Organizational Citizenship Behavior (OCB) -> SMEs Performance	4.244	0.000	Supported
Perceived Organizational Support (POS) -> Organizational Commitment	5.046	0.000	Supported
Perceived Organizational Support (POS) -> SMEs Performance	6.617	0.000	Supported
Organizational Commitment -> SMEs Performance	4.356	0.000	Supported

**Relationship between Organizational Citizenship Behavior (OCB) and Organizational Commitment**

Based on the hypothesis test, the result is that the t value is 9.943 greater than 1.96 so it can be concluded that there is a significant relationship, Organizational Citizenship Behavior (OCB) has a positive and significant effect on Organizational Commitment. According to ;Ridwan et al. (2020) OCB increases the productivity of co-workers.. According to Jing et al. (2022) OCB is the behavior of employees who contribute more than the demands of their work, while job satisfaction is a positive emotional state that comes from evaluating one's work or work experience. According to Balkin et all. (2023) [4]; Jing et all. (2022) [7] OCB is important for the success and sustainability of the company, so OCB needs to be raised and improved. Job satisfaction is an employee's perception of their work, therefore one person's job satisfaction will be different from the others. Job satisfaction can be described by many indicators, such as salary suitability, work facilities, relationships with co-workers, employee opportunities for advancement, supervision by leaders and also the work itself.

**Relationship between Organizational Citizenship Behavior (OCB) and SMEs Performance**

Based on the hypothesis test, the result is that the t value is 4.244 greater than 1.96, so it can be concluded that there is a significant relationship. Organizational Citizenship Behavior (OCB) has a positive and significant effect on SMEs Performance. According to Choi et all. (2022) [2] OCB helps save energy, a scarce resource to maintain group functions.. The success of an industry is not only determined by the behavior of employees according to their job descriptions, but also by the behavior of employees outside their job description (extra-role behavior). OCB is individual behavior that is independent and explicitly rewarded by the formal reward system, and as a whole encourages the effectiveness of organizational functions. Research by Khassawneh et all. (2023) [11];Mithulan et all. (2023) [10] concluded that organizations that want employees to do things or work beyond the job description are proven to have advantages over other companies. Therefore, many companies want their employees to have OCB. Sumardjo et all. (2023) [16];Sun et all. (2022) [15];Wang et al. (2022) [12];Youn et all. (2022) [13] argue that the benefits of OCB are that it can increase work productivity. This statement is reinforced by Deschênes et all. (2023) [18] which revealed that OCB can affect organizational performance. Several studies on the influence of the relationship between OCB and employee

performance have a significant positive relationship.

### **Relationship between Perceived Organizational Support (POS) and Organizational Commitment**

Based on the hypothesis test, the result is that the t value is 5.046 greater than 1.96 so it can be concluded that there is a significant relationship, Perceived Organizational Support (POS) has a positive and significant effect on Organizational Commitment. According to Setyorini et al. (2022) [14]; Sumardjo et al. (2023) [16] the support provided by companies to employees shows the company's commitment to them. This support is reciprocated by employees in the form of employee commitment to the organization. More specifically, organizational support such as promotions, salary increases, training, company assistance will be interpreted by employees as a sign of the company's respect and attention to employees. So that organizational support is returned by employees in the form of trust and the quality of their relationship with the company by trying to develop positive behaviors towards the company.

### **Relationship between Perceived Organizational Support (POS) and SMEs Performance**

Based on the hypothesis test, the result is that the t value is 6.617 greater than 1.96, so it can be concluded that there is a significant relationship. Perceived Organizational Support (POS) has a positive and significant effect on SMEs Performance. According to Purwanto et al. (2022) [19]; Ridwan et al. (2020) [3] stated that if employees feel the organization is really interested in their well-being and have the motivation to share profits, then trust in the organization will emerge. Employees will also work harder because

they want the organization to be successful. According to Ridwan et al. (2020) [3] POS may be very powerful in terms of maintaining or improving individual as well as organizational results. Based on these various opinions, it can be concluded that the benefits of POS are: Increase employee confidence in the organization. Increase employee morale. Employees are more committed to the organization. Individual and organizational work results will increase. A comfortable and conducive work environment is created so that work can be completed more easily and more quickly.

### **Relationship between Organizational Commitment and SMEs Performance**

Based on the hypothesis test, the results show that the t value is 4.356 greater than 1.96 so it can be concluded that there is a significant relationship, Organizational Commitment has a positive and significant effect on SMEs Performance. Someone who has a commitment in his life will see himself as a dedicated member of the organization, they will ignore sources of job dissatisfaction and have long tenure with the organization. Whereas someone who is not committed in his life will express things about his dissatisfaction more openly, and will have a shorter tenure with the organization. In addition, commitment has other benefits, namely employees who are committed tend to have better attendance records and longer working years. longer than employees who are less committed.

### **Indirect Effects**

The purpose of the Indirect Effect analysis is useful for testing the hypothesis of the indirect effect of an influencing variable on endogenous influenced variables which are mediated/mediated by an intervening variable. The criteria for determining the indirect effect are if the P-Values are >

0.05, then it is not significant, meaning that the mediator variable (Organizational Commitment) does mediate the effect of

an exogenous variable on an endogenous variable, as shown in [table 7](#).

**Table 7.** Indirect Effects

Correlation	P Values	T VAlues	Result
<b>Organizational Citizenship Behavior (OCB) -&gt; Organizational Commitment -&gt; SMEs Performance</b>	0.003	4.765	Supported
<b>Perceived Organizational Support (POS -&gt; Organizational Commitment -&gt; SMEs Performance</b>	0.004	3.123	Supported

**Relationship between Organizational Citizenship Behavior (OCB) and SMEs Performance through the mediation of organizational commitment**

Based on the hypothesis test, the result is that the t value is 4.765 greater than 1.96, so it can be concluded that there is a significant relationship. Organizational commitment is able to mediate relationships Organizational Citizenship Behavior (OCB) and SMEs Performance.

**Relationship between Perceived organizational support (POS) and SMEs performance through the mediation of organizational commitment.**

Based on the hypothesis test, the result is that the t value is 3.123 greater than 1.96, so it can be concluded that there is a significant relationship. Organizational commitment is able to mediate relationships Perceived organizational support (POS) and SMEs Performance.

According to Setyorini et al. (2022) [14]; OCB saves resources owned by management and the organization as a whole. According to Sa'adah et al. (2022) ; Sumarsi et al. (2022) [20] POS is an employee's assessment that the organization feels proud of the work they have done, then compensates fairly and

follows their needs. This is what causes POS to be a reciprocal relationship between employees and the organization, where employees contribute and the organization is fair to employees. POS also refers to interpersonal relationships that support and trust each other and supportive management will increase psychological security. Employees will feel safe in a work environment characterized by openness and organizational support. According to Deschênes et al. (2023) [18] Perceived organizational support emphasizes the social exchange relationship between employees and organizations. Based on the various opinions that have been put forward by experts, it can be concluded that perceived organizational support (POS) is an employee's assessment of an organization that can provide support when there are problems at work, establish procedures that meet expectations, and provide facilities that can prosper them.

According to Choi et al. (2022) [2] strong organizational commitment is characterized by the presence of: A support for and acceptance of organizational goals and values. A desire to exert sufficient effort on behalf of the organization. A desire to remain with the

organization. The existence of strong organizational commitment is certainly beneficial for many parties. Both members of the organization and the organization that oversees each benefit. Among the benefits obtained are: Organizational members will work in totality. Organizational member initiatives for organizational progress are high so that it will give birth to many innovations. A dynamic work environment makes the atmosphere not monotonous or boring. High levels of solidarity, both among members and between departments, so as to create a mutually supportive atmosphere. According to Deschênes et al. (2023) [18]; Khasawneh et al. (2023) [11]; Mithulan et al. (2023) [10] Members feel comfortable so they feel happy. Organizational members are willing to do their best, even when the source of motivation is no longer there. The organization is a place that is longed for. The organization develops fast because the people in it are happy and responsible. The benefits of organizational commitment are that it triggers an increase in member participation in the running of the organization. There is an incentive to always be highly dedicated to the progress of the organization. The emergence of the availability to give up everything for the benefit of the organization. An increased sense of responsibility for all policies and rules that have become a mutual agreement.

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## CONCLUSION

The results of this study indicate that organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment, organizational citizenship behavior, has a positive and significant effect on SMEs performance, perceived organizational support (POS) has a positive and significant effect on organizational commitment, perceived organizational support (POS) has a positive and significant effect on SMEs performance, organizational commitment has a positive and significant effect on SMEs performance. Organizational Citizenship Behavior (OCB) has a positive and significant effect on SMEs Performance through mediation of organizational commitment, perceived organizational support (POS) has a positive and significant effect on SMEs performance through mediation of organizational commitment. OCB saves resources that belong to management and the organization as a whole. This means more time for managers to do more important tasks. Employees will feel safe in a work environment characterized by openness and organizational support, perceived organizational support as the level of employee confidence which is influenced by employee evaluations of experience and observations about how the organization treats its employees in general. Employees feel their needs and interests are supported by the organization. Perceived organizational support for employees based on the principle of reciprocity.

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