THE INFLUENCE OF ORGANIZATIONAL SUPPORT, EMPOWERMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AGAINST EMPLOYEE PERFORMANCE

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ABSTRACT

The background of this research is hospitals nowadays both private hospitals and public hospitals in many countries inclusive Indonesia are constantly adapting to the challenges of both the external and internal environments. Therefore, the hospitals must pay attention to the market and relevant changes to rearrange the state of strategic management for improving job performance of their employees in order to enhance customers' satisfaction.

The main objective of this research was to explore the effects of perceived organizational support, empowerment, and organizational citizenship behavior on job performance.

The Data for this study were collected using questionnaires with Likert scale of five points. The author delivered questionnaires using purposive sampling techniques to 250 u.s. nurses samples in private hospitals that operating in Jakarta. A total of 220 questionnaires were retrieved and out of which 13 were invalid. Therefore, 207 questionnaires were usable for analysis, representing usable response rate of 82.8%. SPSS for Windows version 19 was self-employed for data analysis to explore descriptive statistics, and correlation analysis. For testing hypotheses was using multiple regression and hierarchical multiple regression by reviewing the regression coefficients and coefficients of determination with a level of significant of .05.

The results of this research that the effect of perceived organizational support was found positively and significantly influenced job performance; the effect of empowerment was found positively and significantly influenced job performance; and the effect of organizational citizenship behavior was found positively and significantly influenced the on-the-job performance. The conclusion of this research is that the three hypotheses that were being given can be accepted. The limitations of this study, production management implication and suggestions for future research are discussed in this thesis.

Keywords: perceived organizational support, empowerment, organizational citizenship behavior, job performance, nurses
INTRODUCTION

Background

The role of hospitals in the public health system is very strategic because the hospital is a very important part in serving the health for the public at large. Hospitals in Indonesia are mostly owned and organized by the Government and private.

Nowadays the hospital both government hospitals and private hospitals in various countries including in Indonesia constantly adapt in order to respond to the challenges that arise from both the external and internal environment environment such as the demographic and epidemiological transition, application of new technologies, market changes, and changes in economic conditions and the continuous reform of the health care system (Supic, Bjegovic, Marinkovic, Milicevic, & Vasic, 2010).

Medical services included in the service. A service is any action or activity that can be offered to others. The service has four main characteristics: (1) The service is something intangible (intangibility); (2) Services can not be saved (perishability); (3) Services produced and consumed simultaneously and can not be separated from the producers (inseparability), and (4) The quality of service varies because it depends on who and when and where they were given (variability) (Masdek, Aziz and Awang, 2011).

On the characteristics of the services that the third and fourth (inseparability and variability), the role of human resources in the service of the patient in the hospital becomes very important because the quality of services depends greatly on the producers and who gave it.

The role of human resources such as nurses is critical in hospital to serve patients and operates health tools. If there is a failure in the service by a nurse, then a failure that can potentially cause a decrease in productivity and quality of service.

Many studies about health, focus on nurses and other medical personnel because there is still a gap (a major gap) in literature and the issue of professional in the health field.

Studies of nurses and medical personnel are helping the hospital management to be able to employ nurses in the long term in the hospital and has implications with respect to the service.

Many factors that affect the performance of an employee or a nurse. As an example of the results of research conducted by Chang and Liu (2008), shows that employee empowerment and innovative behavior is important in an organization because it can increase job productivities and job performance. To improve job performance competency improvements can be done through training and knowledge sharing (Abili, Thani, Mokhtarian & Rashidi, 2011). With the increasing competence of nurses will be able to improve their skills in serving the patients.

But an examination of nurses especially regarding personal factors, such as experience, knowledge, attitude, mentaland physical preparation, and psychological feelings, innovative behavior, emotional intelligence, perceived organizational support, psychological empowerment, organizational citizenship behavior still rarely done in assessing productivity and job performance of employees or nurses (Chang & Liu, 2008; Chiang & Hsieh, 2012).

The results of the latest research by Chiang and Hsieh (2012) entitled “The impacts of perceived
organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior”, showed that support for the organization and empowerment of employees which is also often called empowerment positively affect organizational citizenship behavior, and organizational citizenship behavior positively affect the performance of the employees.

Based on the description above, this study intends to test the influence of organizational support, empowerment, and organizational citizenship behavior on performance of employees in private hospitals.

Formulation of the Problem
1. Whether there is influence of support organizations (perceived organizational support) against the performance of employees (job performance)?
2. Whether there is influence of employee empowerment (empowerment) of employee performance (job performance)?
3. Whether there is influence of organizational citizenship behavior on performance of employees (job performance)?

Research Objectives
1. To find out whether there is influence of support organizations (perceived organizational support) against the performance of employees (job performance)
2. To find out whether there is influence of employee empowerment (empowerment) of employee performance (job performance)
3. To find out whether there is influence of organizational citizenship behavior on performance of employees (job performance).

The Limitations of the Research
1. First, the sample in this study involved only use nurses in private hospitals in Jakarta.
2. This includes Research into the study of cross-sectional whose data is collected at a time that is the result once the snap at any one given moment (Hermawan, 2006). So, data is collected at the same time, it is not collected in a long time (longitudinal) and the respondent did not have time to be interviewed in depth.

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Job Performance
Byington and Felps (2010) defines job performance as the degree to which episodes of employee behavior improve organizational effectiveness. Means, the performance of the employee’s level where State employee behavior can improve the effectiveness of keorganisasiah (Byington & Felps, 2010).

Next the Miao (2011) based on previous research that: “Job performance refers to scalable
actions, behavior and learning outcomes that employee engage in or bring about that are linked with and contribute to organizational goals. "From this opinion means the performance of employees refers to the Act or appropriate action, behavior, and the end result of an individual's involvement and contribution in achieving the objectives of the organization. Employee performance is task performance is defined as the ability to conduct activities which run an employee formally as part of his duties (Miao, 2011).

Miao (2011) also says that: "Job performance is multidimensional and is comprised of two types of behavior: in-role/task performance that is prescribed by the firm or its representatives and discretionary work behaviors that lie under the control of the employee." Thus, employee performance is multidimensional and is composed of two types of behavior: performance tasks (task performance prescribed by the company) and behavior in work in accordance with the options in the control of the employee.

From the above description, it can be seen that there are a variety of definitions of employee performance. But in principle the employee performance refers to an effective employee behavior in the Organization in order to achieve the objectives of the organization.

The Variables that Affect the Performance of the Employee

Many studies find that there is a significant relationship between the competence of an employee with a performance (Chang & Liu, 2008; Miao, 2011). Results of research of Miao (2011) also indicated that: "There are correlations of positively perceived organizational support and job satisfaction with task performance, and also showed positive associations of perceived organizational support and job satisfaction with organizational citizenship behavior".

From the results of research of Miao (2011), also shows that there is a positive correlation between organisasai support on working conditions and job satisfaction with task performance. There is also a positive relationship between the support organisasai on kondisis of work and job satisfaction of organizational citizenship behavior (Miao, 2011).

From the results of previous research also shows that the support organization at employee empowerment and working conditions have a significant effect on customer orientation. Employee empowerment and experience (developmental experience) can also improve the performance of employees and support organizations on working conditions can improve the Organization's performance against pride (Miao, 2011).

Chang and Liu (2008) States that pemberdaan employees and innovative behavior is important in an organization because it can improve the performance of employees and job productivitas. Research on nursing especially regarding personal factors, such as experience, knowledge, attitude, mental and physical preparation, and psychological feelings, innovative behavior, emotional intelligence, perceived organizational support, psychological empowerment, organizational citizenship behavior still rarely done in assessing productivity or performance of employees or nurses (Chang & Liu, 2008).

According to Culpepper (2011), the research also shows that affective commitment dealing positively with the employee's performance and organizational citizenship behavior (OCB).
Meanwhile, continuance commitment does not relate to the performance of employees, but negatively correlated with organizational citizenship behavior (OCB). Whereas, the normative commitment can enhance (moderated) relationship between the affective commitment to the performance of employees and OCB. According to Culpepper (2011), that the affective commitment refers to the extent to which the involvement of employees in the organization. Continuance commitment is cost perceived by employees in the Organization (perceived leaving costs).

Normative commitment is based on the norms of loyalty employees internally. The results of the latest research by Chiang and Hsieh (2012) entitled “The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior”, shows that the perceived organizational support and psychological empowerment in positif affect organizational citizenship behavior.

Psychological empowerment and organizational citizenship behavior also positively affect the performance of the employees. Their research in organizational citizenship behavior acts as a mediating variable between the support organization and empowerment of the employee against employee performance (Chiang & Hsieh, 2012).

**Perceived Organizational Support**

Chiang and Hsieh (2012) uses the definition of perceived organizational support by taking the opinions of previous researchers that is: “as an employee’s perception concerning the extents to which the organization values their contribution and cares about their well-being”. Means, the support organization is an employee’s perception of the extent to which organizations assess the employee’s contribution or against the organization or the Organization’s attention and concern on the lives and welfare of employees.

Support the organization here is the support received and perceived by employees on working conditions within an organization. This kind of feeling and perception can cultivate a certain trust level assessment and the award of the organization or hospital employee contributions and concerns of the Organization against the life or well-being of the employees. Miao (2011) stated that the Organization’s support in high inclined working conditions can improve employee attitude and gave birth to an effective behavior.

Support organizations that accepted and perceived by employees on working conditions was in the form of fairness (fairness), support to subordinate superiors (supervisors support), rewards of the Organization (organizational rewards), and situations and organisation of good environmental conditions (Miao, 2011). A good organization environment conditions (favorable job conditions) can be either giving a decent salary, support the management of the environment a better organization, a fair employee promotion, training that supports the job that is being held by the employees concerned (Miao, 2011).

Chiang and Hsieh (2012) States that support organizations on working conditions and employee performance related positively.

From the explanation above, based on previous research it can be concluded that the organization received support and perceived by the working conditions of employees in an
organization are such as: administering a decent salary, promotion, training, management support, fairness, supervisor support, job conditions are favorable. Next in this thesis support variables the organization received and perceived by employees on working conditions in an organization called the support organization.

Empowerment

Researchers have developed and improved the concept of empowering employees. Their research suggested that the empowerment of employees is an important factor in stimulating the effectiveness of the Organization and performance of the organization. But the good, according to researchers as well as practitioners, it turns out the empowerment of employees and its role within the Organization, there is still much need to be studied (Ellinger, Keller & Bass, 2010).

According to Ellinger et al. (2010) an employee who was in the front (frontliner) is inseparable from good service and we recommend that they be empowered for the purpose of service of the employee empowerment because Prime is the key of success of a satisfactory service to customers. Empowerment of employees related to offer to employees in terms of control, freedom of information, and to participate in decision-making and the activities of the organization. In the sector of hospitality industries, many researchers do investigation about employee empowerment (Chiang & Jang, 2008).

Chiang and Hsieh (2012) also explains that there are four dimensions in which employee empowerment (meaning, competence, self-determination, and impact) with explanation as follows:
(1) Meaning. Meaning is the value of the work or purpose, the assessment of the individual standard or ideal itself. Meaning include a match against the requirements of the role and confidence in the work, values, and behaviors; (2) The Competence. Competence, or his own business for capable, is an individual’s beliefs about versatility in doing his work with skilled. Analog with competence, excellence, personal beliefs or attempts to reach the expected performance. Dimension of competence is more than an appreciation for myself because competence is more focus on specific efforts in the role in the job rather than the more common efforts; (3) Self-determination. Self determination is a reflection of the autonomy in the beginning and continuation or behavior and processes in the work, an example is making decisions about work methods, measures and efforts in work; (4) Impact. Impact is the level at which an individual can influence strategy, administration, or the end result of an occupation.

It means that individuals understand the impact (impact) which reflects the orientation of employees in its role in the job.

Organizational Citizenship Behavior

Definition of organizational citizenship behavior is as an employee of his own business and refers to proactive collaboration and helping their fellow employees as well as a good organization to behave (Chiang & Hsieh, 2012). Organizational citizenship behavior within an organization is an organization that makes an employee’s behavior for the better. Although behavior in organizational citizenship behavior can enhance the effectiveness of the Organization, but this behavior is not formally expected rewards in the running behavior in organizational citizenship behavior.
Organizational citizenship behavior include the behavior of employees in your organization who can strengthen and maintain the social system in the Organisation (Ng & Feldman, 2011). Organizational citizenship behavior is sometimes also referred to as pro-social behaviors, extra-role behaviors, or contextual performance and not specifically for an individual in the jabatanya, but more than that is the things that support the environmental performance of the organization in improving performance (Ng & Feldman, 2011).

According to Chiang and Hsieh (2012) there are three behaviors that are necessary in organizational citizenship behavior to achieve effective organizational operations, namely: (1) The desire to live with employee organizations; (2) The behavior of employees who exceed the job description; and (3) Be proactive more than responsibility in his post. The behavior of the first and second is the role of the employee and the third is an employee who works beyond his responsibilities included working together, improve yourself, and create the image of a positive organization.

According to Chiang and Hsieh (2012) organizational citizenship behavior consists of five dimensions: (1) Altruism; (2) Conscientiousness; (3) Sportsmanship; (4) Courtesy, and (5) Civic Virtue; Subtitled as follows: (1) The Altruism, which is an initiative to help a fellow Member organizations in solving problems; (2) The Conscientiousness, that do additional tasks in following the provisions your organization, work more than what is required by the Organization through hard work; (3) In Sportsmanship, which compliance with organizational regulations and tolerance on a situation that is not perfect without complaint; (4) The Courtesy, that avoid the problems in employment and further remind and inform to friends employers associations; (5) The Civic virtue, that is attentive and proactive in participating in organizational activities.

From the above description, it can be concluded there are varying opinions about the organizational citizenship behavior. In this thesis is the organizational citizenship behavior is as an employee of his own business and refers to proactive collaboration and helping their fellow employees as well as behave well for the Organization, including in collaboration with colleague, improve yourself, and create the image of a positive organization and do not deal directly with rewards (Chiang & Hsieh, 2012).

The Variables that Affect Organizational Citizenship Behavior

Ng and Feldman (2011) has been conducting research using the metaanalytical approach to affective organizational commitment, and organizational citizenship behavior. They use 40 kinds of study and number of respondents as much 11,416 people. The result, among others, is the affective organizational commitment affect organizational citizenship behavior (OCB).

According to Ng and Feldman (2011), based on earlier research that:

"affective organizational commitment has greater relevance for predicting OCB than normative and continuance commitment do since the performance of OCB is often driven by positive affect and emotions rather than obligations and calculations. So they are focusing on the affective organizational commitment to inspect it as antecedent organizational citizenship behavior and Ng and Feldman (2011) found that: "affective organizational commitment has been observed in meta-analyses to be positively related to OCB as well (Ng & Feldman, 2011)."
So the fact that based on meta-analyses affective organizational commitment had a positive relationship with the organizational citizenship behavior (Ng & Feldman, 2011).

The research found there is some potential variables affect organizational citizenship behaviors, namely: job satisfaction and organizational commitment can affect directly on organizational citizenship behaviors; then the researchers also find leadership support, professional development, and employee empowerment can influence indirectly against organizational citizenship behaviors and effect directly against the job attitudes (Wang & Wong, 2011).

Contextual factors such as organizational culture and job characteristics also influence on organizational citizenship behaviors (Miao, 2011).

Results of research of Miao (2011), also States that many researchers find job satisfaction is the antecedent of organizational citizenship behaviors. Job satisfaction employee’s refers to an overall sense of well-being at work (Miao, 2011). Next the Miao (2011) revealed some of the results of research show that job satisfaction is as an antecedent of organizational citizenship behaviors. Job satisfaction and organizational citizenship behaviors has strong relationships (Miao, 2011).

Research results from Salavati et.al. (2011) also found that there is a positive and significant correlation between organizational socialization and organizational citizenship behavior in employees who are in a higher-education organization.

Based on the results of earlier research, Chiang and Hsieh (2012) States that:

"Generally, past studies of personality traits are used. OCB employee attitudes, perceptions of fairness, leader behavior, and job characteristics as antecedent variables. Perceived organizational support (POS) was, however, a more important variable of OCB antecedent."

Thus in General can be again seen that the variables that could affect organizational citizenship behavior is also the personality traits, employee attitudes, perceptions of fairness, leader behavior, and job characteristics; and perceived organizational support is the antecedent variables that are more important.

To improve the efficiency of the use of resources in the Organization, the organizational citizenship behavior can support improved performance and employee productivity. Therefore, organizational citizenship behavior can also be used as a mediator variable between support organizations on working conditions and employee empowerment employee performance.

According to Chiang and Hsieh (2012), the existing behavior in organizational citizenship behavior can improve employee performance. This can be seen when employees want to strive and work beyond what is contained in the job description, so that existing resources in an organization can be used more effectively.

Results of a study by Chen (2008) examines the organizational citizenship behavior as the mediator variable, found that employees with the support organization at high working conditions can develop organizational citizenship behavior that can further improve the performance of employees.

So to endeavour to increase the performance of the employee, then the employee should have to perform and develop such behavior in organizational citizenship behavior.

Attention and help from the hospital against the employees can increase organizational citizenship behavior. Empowerment of employees in hospitals can also improve the performance of employees (Tsai et al., 2007).
More Chiang and Hsieh (2012) holds that: “the High levels of psychological empowerment among employees allow quick response to customer requests, improving service effectiveness and job performance.” So, the higher the empowerment of employees, then the higher is also the motivation of employees to improve their performance.

When employees feel the positive things that are against the empowerment of employees, they will be more motivated to do organizational citizenship behavior, and will further improve the performance of employees (Chiang & Hsieh, 2012). Previous research has also found that the support organizations on working conditions and employee empowerment to significantly affect the performance of the employees. Then the organizational citizenship behavior can affect job performance (Chiang & Hsieh, 2012).

**The Framework of Thought**

Figure 1: Conceptual Framework for Research

Formulation of Hypothesis

*H01. There is no influence of perceived organizational support against the job performance.*

*Ha1. There is the influence of perceived organizational support against the job performance.*

*H02. There is no influence of empowerment against job performance.*

*Ha2. There is the influence of empowerment against job performance.*

*H03. There is no influence of organizational citizenship behavior against job performance.*

*Ha3. There is the influence of organizational citizenship behavior against job performance.*
METHODS

Identification of Variables

This study tested the effects of perceived organizational support, and organizational citizenship behavior (OCB) against the job performance at a private hospital in Jakarta with using a sample is a nurse at a private hospital. In the study there is a bound variable (the dependent variable), namely job performance and there are three free variables (the independent variable), namely: perceived organizational support, empowerment, and organizational citizenship behavior (OCB).

Variable perceived organizational support, job performance is undimensional, its means each variable consists of a single construct. While variable empowerment is composed of four dimensions, namely: meaning, competence, self-determination, and impact. Whereas variables of organizational citizenship behavior consists of five dimensions: altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Variables and Measurements

The variables used in this study totalling four variables. Measurements of each of these variables was adopted from the measurements that have been used by Chiang and Hsieh (2012), all item totalled 44 consisting of: performance measurement (six items); the measurement of organizational support (five items); employee empowerment measurement there are 11 items consisting of: meaning (three items), competence (three items), self-determination (two items), and impact (three items); the measurement of organizational citizenship behavior there are 22 items consisting of: altruism (five items), conscientiousness (five items), sportsmanship (four items), courtesy (five items), and the civic virtue (three items). Therefore, the sample in the research it is the employee who served as a nurse at a private hospital, then to facilitate the understanding of respondents fill out questionnaires, in this study the term employee questionnaire is replaced by nurses.

This survey uses a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Likert scale designed to elucidate how strong the subject agree or disagree, that is:
1. Scale 1-strongly disagree;
2. Scale 2-Disagree;
3. Scale 3-neutral;
4. Scale 4-Agree;
5. Scale 5-strongly agree.

Selection of Research Methods

The methods used in this research is descriptive research to describe the research variables. The study also uses the correlation analysis to examine the relationship (correlation) of each other among the variables of the study.

Hypothese testing well done to test the hypothesis against hypothesis put forward in the study. Hypothesis testing aims to test the hypothesis of the research that describes the characteristics of the particular influences or differences between groups or the independence of two or more factors in a
given situation (Sekaran & Bougie, 2010), on the basis of decision making is to check the value of their significance, namely:
- If the value is significant < 0.05, Ho rejected and Ha accepted.
- If the value is significant > 0.05, Ho accepted and Ha rejected.

This research included a cross-sectional study in which this research data is collected in the same time in a sense once upon a time on one particular moment (Sekaran & Bougie, 2010).

Population and Sample

The population of this research are all employees who serve as nurses who work full-time on some private hospitals operating in Jakarta. From a number of private hospitals in Jakarta, in a non-purposive random sampling selected three private hospitals, each of which is the Hospital Of Manggarai in South Jakarta, Daan Mogot Hermina hospital, West Jakarta, and Hermina Hospital Jatinegara in East Jakarta.

The third elections this private hospital as an object of research is based on the ease to get data on the third of these private hospitals are relatively easier. Thus, the sample in this study using employees who serve as nurses who work full-time on a third of the private hospitals, which means the unit of analysis in this study is an individual.

Basic of calculation of the number of samples that are targeted by using the formula of Slovin and proportionate stratified random sampling technique, with a limit of tolerance error (margin of error) with a significant level of 0.05 (5%) and with a confidence level 95% (Sekaran & Bougie, 2010).

To determine the magnitude of the total sample then uses the Slovin’s formula as follows:

\[
n = \frac{N}{1 + N(e)^2}
\]

where:

\(N\) = the number of the population.
\(n\) = number of sample
\(e\) = error rate (errors) in the taking of a sample from a population (here used error of 5% which means the level of confidence of 95%).

Using the formula above, Slovin obtained numerous samples which act as respondents in this research are:

\[
n = \frac{540}{1 + 540 (0.05)^2} \rightarrow n = 230
\]

From the results of the above calculation, obtained the total number of respondents as much as 230 people. To calculate the number of samples which act as respondents in each hospital sample retrieval techniques used in proportionate stratified random sampling technique, and thus obtained
the number of samples in each hospital, as listed in Table 1.

Table 1: Details of the Number of Nurses and Sample (Respondents) in each Research Object

<table>
<thead>
<tr>
<th>No</th>
<th>Hospital - Location</th>
<th>Number of Nurses</th>
<th>Percentage</th>
<th>Number of Sample (*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Agung Hospital - Manggarai</td>
<td>150</td>
<td>27.8</td>
<td>64</td>
</tr>
<tr>
<td>2</td>
<td>Hermina Hospital - Daan Mogot</td>
<td>90</td>
<td>16.7</td>
<td>38</td>
</tr>
<tr>
<td>3</td>
<td>Hermina Hospital - Jatinegara</td>
<td>300</td>
<td>55.5</td>
<td>128</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>540</td>
<td>100.0</td>
<td>230</td>
</tr>
</tbody>
</table>

(*) calculated based on proportionate stratified random sampling technique

**Instrumentation and Data Collection**

This research using primary data collected directly from respondents. Data collection techniques are used that is purposive sampling technique, namely data collection techniques by using research criteria or specific considerations (Sekaran & Bougie, 2010).

So with the reasoning that the data collected from the employees who serve as nurses who work full-time on some private hospitals operating in Jakarta.

**Test Validity**

The validity of a test is to test the accuracy of the size of the items that are used in the questionnaire. Therefore, the validity of the tests carried out to find out and prove that the measuring instrument or questionnaire used was valid or invalid means that if the measuring instrument is used indeed can measure or not, what it wants to be measured (Hair et al., 2010).

In this study using a more practical and faster for making its decision whether an instrument is valid or invalid. Test the validity of the technique in this study was done by calculating the correlation Pearson Product-Moment of any statement against the total score (Sekaran & Bougie, 2010).

The result of the calculation of correlation Pearson Product-Moment, it turns out there is one statement that was contained in the measurement of organizational citizenship behavior in the dimensions of courtesy that the statement “I attended the meeting which was not ordered, but the meeting was considered not essential”. Invalid statement is not included anymore (drop) from further analysis.

**Test Reliability**

Testing for reliability on measuring instrument needs to be done to ensure the instrument from the measuring instrument used is consistent and accurate. With regard to reliability, accuracy, consistency and predictability of a measuring instrument (Hair, Black, Babin, & Anderson, 2010; Sekaran & Bougie, 2010).

Alpha value criteria used in this study is greater than or equal to 0.70 (> 0.70) which means that the indicators used according to measure the concept (Hair et. al., 2010).

So, if:

a. Cronbach’s Alpha (α) > 0.70 statement is reliable.

b. Cronbach’s Alpha (α) < 0.70 statement is not reliable.
The Method of Data Analysis

Data that has been collected in this research program, processed with SPSS (Statistical Package for Social Sciences) for window version 19. Processing and analysis of data was done using descriptive statistics, correlation analysis, multiple regression and analysis (Hair et al., 2010).

Descriptive statistics used to provide an overview of variable research. Analysis of the correlation using the Pearson Correlation Coefficient was to review correlations between the variables. To test the influences between variables also used Multiple Regression to examine the Coefficient standart Beta, coefficient of regression, adjusted R², and Significance. To find out how big a role or contribution of each independent variable on the dependent variable is done by calculating the coefficient of determination with the notation r results i.e. R² (coefficient of correlation) squared (Hair et al., 2010).

Other data analysis methods used is multiple regression analysis to test the hypothesis, namely test influence the dependent variable to the independent variable (Hair et al., 2010). In the study of multiple regression analysis was used to examine the influence of perceived organizational support, empowerment, and organizational citizenship behavior against job performance at a private hospital in Jakarta.

RESULTS AND DISCUSSION

Job Performance

Score average of the respondent’s answers, the results to the variable performance of employees is amounted to 3.75 with a minimum answers is 2.83 and a maximum answers is 4.67 with standard deviation 0.5093.

Based on those figures above, it can be interpreted that the respondent’s responses to the statement proposed in the questionnaire about the performance of employees who worked as a nurse on average was found to agree even from the answers of the respondents strongly agree approaching maximum. That is, the nurses have been doing is entirely his responsibility; performance of nurses expectations and performance standards in the work; the performance level of nurses, nurses are working effectively; nurses are better than the performance of the other nurses, and nurses working with high quality.

Perceived Organizational Support

Score average of the answers of the respondents, for the support organization is the variable of 3.82 with the minimum answers is 2.40 and maximum answers is 5.00 with standard deviation 0.4622.

Based on those figures above, it can be interpreted that the respondent’s responses to the statement proposed in the questionnaire about the support organization at private hospitals on average was found from the answers of the respondents agree and strongly agree maximum. That is, the Hospital where the nurse worked felt concerned to the opinions of nurses; Hospital where nurses work really matter against the welfare of nurses; the Hospital where nurses work very correctly weigh the purpose
and value of nurses; the nurse got help decent from the Hospital where she worked as a nurse has a problem; and the Hospital where the nurse worked will forgive if there are errors the nurse.

Empowering Employees (Empowerment)

Score average of the answers of the respondents, for the empowerment of employees is variable 3.97 with minimum answers is 3.00 and maximum answers is 4.75 and standard deviation 0.3672. Based on those figures above, it can be interpreted that the respondent’s responses to the statement proposed in the questionnaire about the support organization at private hospitals on average was found to agree and the answers of the respondents strongly agree approaching maximum. That is, the Hospital where the nurse worked felt concerned to the opinions of nurses; Hospital where nurses work really matter against the welfare of nurses; the Hospital where nurses work very correctly weigh the purpose and value of nurses; the nurse got help decent from the Hospital where she worked as a nurse has a problem; and the Hospital where the nurse worked will forgive if there are errors the nurse.

Organizational Citizenship Behavior (OCB)

Score average of the answers of the respondents, for the empowerment of employees is variable 3.77 with minimum answers is 3.05 and maximum answers is 4.59 and standard deviation 0.3032.

Based on those figures above, it can be interpreted that the respondent’s responses to the statement proposed in the questionnaire about the organizational citizenship behavior with dimensions are altruism, courtesy, civic virtue, sportsmanship and conscientiousness at private hospitals on average feel agrees and answers of respondents strongly agree approaching maximum. That is, a nurse at the Hospital where the nurse worked had behaved as mandated in the organizational citizenship behavior with dimensions are altruism, courtesy, civic virtue, sportsmanship and conscientiousness.

Test of Hypothesis 1:

H01. There is no influence of support organizations (perceived organizational support) against the performance of employees (job performance).

H1a2. There is the influence of support organizations (perceived organizational support) against the performance of employees (job performance).

Values of the coefficient component of beta (β) between employee performance with organizational support of 0.458 with the value of the significant of 0.000. Therefore the value of significant < 0.05, then his decision H01 is rejected, which means that H1a is acceptable.

Based on this decision, it can be proven that there is influence of support organizations (perceived organizational support) against the performance of employees (job performance) (β = 0.458; p < 0.01).

Regression test results in partial regression equation is obtained as follows:

\[ Y = -0.458 + 1.544 \times X_1 + e \text{ (the regression Equation 1)} \]

\( Y \) = Employee Performance; \( X_1 \) = the support organization; \( e \) = error
Based on a regression equation 1 above, indicates that the employee’s performance will be a constant value of 1,544, if other factors do not change (a constant). But when the perceived organizational support increased by one unit, then the performance of the job performance will be increased by 0,458.

**Test Hypothesis 2:**

H02. *There is no influence of employee empowerment (empowerment) of employee performance (job performance).*

Ha2. *There is the influence of employee empowerment (empowerment) of employee performance (job performance).*

Values of the coefficient component of beta (β) of empowerment and job performance is 0,325 with significant value of 0.000. Because the value of significant < 0.05, then its decision is H02 rejected, which means the Ha2 is acceptable. Based on this decision, it can be proven that there is influence of empowerment of job performance (β = 0.325; p < 0.01).

Regression test results in partial regression equation is obtained as follows:

\[
Y = -1,544 + 0.325 \times X1 + \varepsilon \text{ (the regression Equation 2)}
\]

(Y = Employee Performance; X1 = employee Empowerment; \(\varepsilon\) = error)

Based on a regression equation 2 above, shows that employee performance will be worth -1,544-constant, if other factors do not change (constant). But when the empowerment increased by one unit, then the performance of the job performance will be increased by 0,325.

**Test Hypothesis 3:**

H03. *There is no influence of organizational citizenship behavior on performance of employees (job performance).*

Ha3. *There is the influence of organizational citizenship behavior on performance of employees (job performance).*

Values of the coefficient component of beta (β) between organizational citizenship behavior of the employee’s performance is equal to 0.250 with significant value of 0.000. Therefore the value of significant < 0.05, then its decision is H03 rejected, which means that Ha3 is acceptable. Based on this decision, it can be proven that there is influence of organizational citizenship behavior on performance of employees (β = 0.250; p < 0.01).

Regression test results in partial regression equation is obtained as follows:

\[
Y = -1,544 + 0.250 \times X1 + \varepsilon \text{ (the regression Equation 3)}
\]

(Y = Employee Performance; X1 = the organizational citizenship behavior; \(\varepsilon\) = error)

Based on a regression equation 3 above, indicate that the job performance would be worth -1,544 constant, if other factors do not change (constant). But when the organizational citizenship behavior increased by one unit, then the job performance will be increased by 0.250.
As for the multiple regression model linear as follows:
\[ Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]
\[ Y = -0.458 + 1.544 X_1 + 0.325 X_2 + 0.250 X_3 + \varepsilon \] (the regression equation 4)

Where:
- \( a \) = Constant;
- \( Y \) = the performance of employees;
- \( X_1 \) = the support organization;
- \( X_2 \) = employee Empowerment;
- \( X_3 \) = the organizational citizenship behavior; \( \varepsilon \) = error.

Based on a regression equation 4 above, indicates that the employee's performance will be a constant value of -1.544, if other factors do not change (constant). But when a support organization, empowering employees, and organizational citizenship behavior each increased by one unit, then the performance of employees will be increased by 0.458 + 0.250 + 0.325 = 1.033.

From the above description, can be interpreted that the highest influence on employee performance (job performance) is a support organization (perceived organizational support), then followed by empowering employees (empowerment), and organizational citizenship behavior. Of the three hypotheses have been proposed in this research, it all proves to be acceptable.

**Analysis of the Determination Coefficient**

The value of \( R^2 \) independent variables (support organization, empowering employees, and organizational citizenship behavior) of the employee's performance shows the determination of the coefficient of 0.886. Based on \( R^2 \) by 0.886, means the role or contribution of independent variables to the dependent variable i.e. the role or contribution of support organizations, employee empowerment, and organizational citizenship behavior in the same joint on performance of employees is 88.6%. Means, the role or contribution of the support organization, empowering employees, and organizational citizenship behavior together on performance of employees is very large.

The role of the independent variables are contribution or partial of the dependent variables can be known through the Pearson correlation coefficient (r value).

The value of \( r \) support organization (perceived organizational support) against the performance of employees (job performance) = 0.87. Mean value of \( R^2 = (0.87)^2 = 0.757 \). That is, the role or contribution of support organizations against the performance of employees = 75.7%.

The value of \( r \) employee empowerment of employee performance = 0.86. So the value of \( R^2 = (0.86)^2 = 0.739 \). That is, the role or contribution of employee empowerment of employee performance = 73.9%.

The \( r \) value of organizational citizenship behavior on performance of employees = 0.83. Mean value of \( R^2 = (0.83)^2 = 0.689 \). That is, the role or contribution of organizational citizenship behavior on performance of employees = 68.9%.
CONCLUSION

1. It is evident that there is influence of support organizations against the performance of employees ($\beta = 0.458; p < 0.01$).

2. It is evident that there are influences of employee empowerment of employee performance ($\beta = 0.325; p < 0.01$).

3. It is evident that there is influence of organizational citizenship behavior on performance of employees ($\beta = 0.250; p < 0.01$).

4. The independent variable affect the dependent variable (performance) is the influence of support organizations against the performance of employees ($\beta = 0.458; p < 0.01$). Then followed the influence of employee empowerment of employee performance ($\beta = 0.325; p < 0.01$), and the influence of organizational citizenship behavior on performance of employees ($\beta = 0.250; p < 0.01$).

5. The role of the Organization support contributions, empowerment of employees, and organizational citizenship behavior on performance of employees collectively very big (88.6%). Partially the role or contribution of support organizations against the performance of employees is the most high (75.7%) compared to the role or contribution of employee empowerment of employee performance (73.9%), and the role or contribution of organizational citizenship behavior on performance of employees (68.9%).

Managerial Implications

This research is expected to primarily provide benefits to the leadership element in particular private hospital that became the object of this research as a consideration to improve the performance of employees, especially the nurses who are working at the hospital.

Given the results of this research have proved that the influence of support organizations (perceived organizational support) against the performance of employees (job performance) is huge and the role or contribution of the Organization to support the employee’s performance is also very large, then in order to improve the performance of employees, in particular in the private hospital, elements of the leadership at the hospital should be able to increase the support organization (perceived organizational support) for its employees.

So did the activities empowerment of employees can be upgraded to improve the performance of employees. This is very important because it has been proven that if the support organization and empowerment of employees is dropping may also decrease the performance of the employees (job performance).

This research has also proven that there is influence of organizational citizenship behavior on performance of employees. Therefore, the element of leadership in hospitals should be able to improve behavior-behaviors like existed in organizational citizenship behavior in order to improve the performance of employees, for example, by enhancing existing properties in the altruism, courtesy, civic virtue, sportsmanship, and conscientiousness.

In order to increase the support organization and empowering employees, then it needs to be considered by the Chairman of the hospital to improve the competence and professional level
of employees by increasing the frequency of employee training and knowledge sharing between employees, in accordance with the development of science and technology advances that are balanced with decent compensation support, so that they can continue to work more actively with higher performance.

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