

The Effect of Perceived Organizational Support, Organizational Commitment and Job Satisfaction on Employee Performance at PT Putra Perkasa Abadi & Group

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ABSTRACT

This study aims to determine the effect of perceived organizational support (X1), organizational commitment (X2) and job satisfaction (X3) on employee performance. The population in this study were all employees of PT Putra Perkasa Abadi & Group with Group Leader to Division Head positions totaling 845 people. Determination of the number of samples using Slovin's calculation with accidental sampling technique of 271 people. The analytical tool used in this research is multiple linear regression assisted by SPSS software for Windows V25. The results showed that (1) Perceived organizational support (X1) had a positive and significant effect on employee performance (Y), (2) Organizational commitment (X2) had a positive and significant effect on employee performance (Y), and (3) Job satisfaction (X3) has a positive and significant effect on employee performance (Y).

Keywords: *Commitment, Satisfaction, Performance*

INTRODUCTION

PT Putra Perkasa Abadi & Group is a company engaged in the mining industry sector, especially coal. From the results of research observations that have been carried out on performance appraisals carried out on employees, it is known that there is a decrease in performance. In the results of the 2013-2014 performance appraisal, the performance of the employees of PT Putra Perkasa Abadi & Group 80% is at a performance level above the predetermined target. Meanwhile, for the following years until the last assessment in 2019-2020 the average was only around the achievement of 46%. Apart from this, it is also known that the mining industry is also experiencing financial problems caused by economic conditions. The benchmark price of Newcastle coal has fallen from US\$ 70 per tonne in January to US\$ 58 per tonne, becoming a heavy burden for businesses in the coal industry. With the condition of the fall in the reference price, it indicates that managers will not have more time to be in a position to reduce costs (www.ekonomi.bisnis.com, 2020).

Employee performance is also a crucial factor for employees to contribute to organizational success (Tjahjono et al., 2020). The reason is that with the support of both internal and external factors employees will do their jobs harder (Hamid et al., 2020). Based on this, the organization or business unit needs to emphasize the effectiveness and efficiency of HR in order to achieve the original goals of the organization. To support this, high-quality human resources are needed which are reflected in

organizational commitment and support so as to create job satisfaction for employees which will then lead to increased performance.

One of the demands in HR development is to carry out continuous and effective HR development and create strategies to improve organizational performance (Annisa & Setyawan, 2017). HR is the main source of organizational performance so that it can continue to exist and become an organization that can meet the demands of change (Ariyanto et al., 2019). The way the organization treats employees will affect the employee's interpretation of the organizational motives that underlie the treatment, this indicates that employees hope to receive organizational support in various situations (State & Febrianti, 2019). This will also encourage an increase in employee performance with perceived organizational support. In addition to perceived organizational support, previous research has shown that organizational commitment can affect employee performance (Nathania, 2018). This is because when employees are committed to working in an organization, they will be able to increase the level of willingness to work better. Then in addition to perceived organizational support and organizational commitment, it is known that job satisfaction can also be a variable that can improve employee performance (Dewi et al., 2018).

LITERATUR REVIEW

Perceived Organizational Support

Perceived organizational support (POS) is defined by various figures differently but still contains

the same meaning. Rhoades & Eisenberger (2002: 698) describe the definition of POS as a development of global trust that is owned by individuals that focuses on the extent to which organizations value contributions and pay attention to their welfare. On the other hand, POS is also considered as assurance of the assistance that will be provided by the organization when needed to carry out one's duties effectively and how to deal with stressful situations.

Meanwhile Allen, Armstrong, Feid & Riemenschneider (2008: 558) define POS as a level of employee confidence that is influenced by their evaluation of experiences and observations about how the organization treats its employees. Robbins & Judge (2017: 108) defines POS as a level where employees believe that the organization recognizes its contribution and cares about the welfare of employees. So based on the explanations of these figures, it can be concluded that POS is a belief or confidence in individuals or employees that the organization or company where they work has given attention or care for work, welfare, is fair and appreciates the contributions that have been given.

Organizational Commitment

Commitment and organization can refer to the individual's strong depiction of the organization and the feeling that he or she is part of the organization. If the workload is higher, the commitment to work productivity will also increase the responsibility for something related to the company. Commitment can be defined as the desire of employees to stay in an organization. Business

results can be used in work due to the acceptance of organizational goals by employees. Mathis & Jackson in Hamid et al. (2020) defines "organizational commitment is the degree to which employee believe in and accept organizational goals and desire to remain with the organization".

Organizational involvement is the extent to which employees believe and accept organizational goals and leave or leave the organization.

Meyer and Allen in Nathania (2018) explained that there are three dimensions of organizational commitment so that employees will have the option to stay or leave the organization based on the norms they have. The three dimensions are affective commitment, continuance commitment and normative commitment.

Job satisfaction

Luthans (2015) defines job satisfaction as a positive feeling that arises from an employee's assessment of his work based on the employee's perception of how good his job is, so that what is obtained at work has fulfilled what is considered important. Luthans (2015) also explained that the indicators of job satisfaction are (1) satisfaction with salary payments, (2) satisfaction with the work itself, (3) satisfaction with coworkers, (4) satisfaction with promotion, and (5) satisfaction with supervision. work.

Employee performance

Performance is a word that comes from the word performance with the same meaning. In addition, performance is also sometimes interpreted as the results of work or achievements produced after work.

Basically, performance has a broader meaning, not only covering the results of work but also in the process during which work takes place. The definition of the word performance itself is a description of how far the achievement of the implementation of an activity program or policy in achieving the goals, objectives, vision and mission of a particular organization is reflected through the organization's strategic planning. Performance itself can be known and measured if an individual or group of employees already has criteria or standards of success that have been previously set by the organization (Moehariono, 2014: 95).

Performance can also be defined as the result of work both in quality and quantity that has been achieved by an employee in carrying out work in accordance with the responsibilities given (Mangkunegara, 2017: 9). Another definition of performance is the level of success of an employee as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or targets or criteria that have been previously determined or mutually agreed upon (Rivai, 2015: 12). The performance of an employee in an organization or work institution can be influenced by various factors, both internal and external factors such as the work environment itself.

Hypothesis Floating

The Influence of Perceived Organizational Support on Employee Performance

The support provided by the company to employees will be able to give a good perception. Having a high level of perceived organizational

support (POS) will be able to improve employee performance. Ariyanto et al. (2019) and Negara & Febrianti (2019) with previous research showing the results that perceived organizational support has a positive and significant effect on employee performance.

H1: Perceived organizational support has a positive effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

Employees will be able to make decisions regarding the determination or choice to leave the company based on the norms they have. When a company develops and has increased employee performance, it is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization. Nathania (2018) with previous research shows that organizational commitment has a positive and significant influence on employee performance.

H2: Organizational commitment has a positive effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Employees who can get jobs that match their skills will be able to have more opportunities to develop their abilities. In addition, if employees are given appropriate remuneration and a better future career path, it can also encourage employees to work better. Research by Dewi et al. (2018) shows that job satisfaction has a positive and significant effect on employee performance.

H3: Job satisfaction has a positive

effect on employee performance.

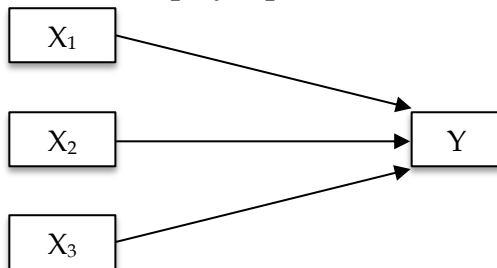


Figure 1 (with relevant captions)

METHODS

The research used is a correlational quantitative approach. The quantitative approach itself is a research method that uses statistical analysis to prove research hypotheses. Meanwhile correlational explains that researchers are trying to analyze the relationship between the variables in the study (Sugiyono, 2017). In this study, the variables consist of Perceived Organizational Support (X1), Organizational Commitment (X2), Job Satisfaction (X3) and Employee Performance (Y).

The subjects in this study were all employees of PT Putra Perkasa Abadi & Group with the position of Group Leader to Division Head totaling 845. So the object in this study was PT. Putra Perkasa Abadi & Jakarta Group. The research was conducted during September to November 2021 located in Jakarta, South Borneo, East Borneo, Central Borneo, South Sumatra.

The determination of the number of samples is based on the Slovin calculation formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where

n : Number of Samples

N : Total Population

e : Error Rate

so that:

$$n = \frac{845}{1 + 845x(0,05)^2}$$

$$n = \frac{845}{3,1125}$$

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$$n = 271,485944$$

Based on the results of the calculation of the Slovin formula, it can be concluded that the number of samples in this study was 271,485944 or 271 samples. Then in determining the sampling using accidental sampling technique. Data was collected through a questionnaire distributed via Google Form.

Then the data analysis techniques include instrument quality test, classical assumption test, and linear regression analysis. The instrument quality test includes validity and reliability tests. Meanwhile the classical assumption test includes normality test, multicollinearity test and heteroscedasticity test. Data analysis used the following regression equation:

$$Y = a + bX_1 + bX_2 + bX_3$$

The measurement indicator of perceived organizational support variable refers to the exposure of Qi et al. (2019), which amounted to 17, the organizational commitment variable refers to Nathania (2018), which is 6, the job satisfaction variable refers to Changgriawan (2017) which is 10 and the employee performance variable refers to Changgriawan (2017) which amounts to 10 indicators.

Table 1 Measurement Indicator

Variables	Indicator	
<i>Perceived Organizational Support</i>	1	Bosses are willing to listen to ideas given by subordinates
	2	Bosses want to provide opportunities for subordinates to prove their abilities at work
	3	The boss is willing to discuss targets and how to achieve them
	4	The boss is willing to discuss when there is a problem
	5	Bosses are willing to replace their subordinates when unable to attend
	6	Bosses are willing to answer work-related questions
	7	The superior is willing to listen to the requests of the subordinates
	8	Superiors encourage subordinates not to hesitate to discuss when there is a problem
	9	Bosses are easy to contact when there is an urgent matter
	10	The company wants to care about the opinions expressed by its members
	11	The company takes into account the welfare of its employees
	12	The company appreciates employees who put in more effort
	13	The company considers members' complaints
	14	The company appreciates the work of the employees
	15	The company cares about overall employee satisfaction
	16	The company shows its concern for its employees
	17	The company is proud of my achievements during my work
<i>Organizational Commitment</i>	1	I still want to be in this company no matter what happens
	2	I feel like I'm a part of this company
	3	I plan to stay loyal to this company for a long time
	4	I find it difficult to get a job if I leave this company
	5	I feel a loss if I leave the company because there is no other income
	6	I feel I have an obligation to keep working here
<i>Job satisfaction</i>	1	The amount of salary received is satisfactory
	2	The bonus given by the company in addition to the basic salary is satisfactory
	3	Working conditions in the company make it comfortable to work

	4	The company creates challenging working conditions to use the skills I have
	5	Colleagues can help each other at work
	6	My boss gave me the opportunity to participate in making decisions
	7	I get more responsibility when I get promoted
	8	There is a promotion opportunity that the company gives to its members
	9	Superiors provide direction to subordinates on how to improve performance
	10	The boss is willing to listen to the complaints of the subordinates and wisely doesn't force his will
	1	Trying to work perfectly
	2	Striving to work skillfully
	3	Strive to achieve the target that has been set
	4	Striving to be able to complete additional work (overtime)
	5	Strive to be able to complete the work in accordance with the specified deadline
	6	Try not to come late
	7	Employees have the ability according to their field
	8	Employees use existing raw materials optimally
	9	Employees have responsibilities
	10	Employees are committed to work

RESULT

Validity Test Results

Table 2 Instrument Validity Test Results Perceived Organizational Support

Question naire	r _{cou} nt	Question naire	r _{cou} nt
POS1	0,8 74	POS10	0,8 58
POS2	0,7 97	POS11	0,8 60
POS3	0,8 60	POS12	0,8 45
POS4	0,8 74	POS13	0,8 28
POS5	0,8 58	POS14	0,8 20
POS6	0,8 67	POS15	0,8 28

POS7	0,8 74	POS16	0,8 45
POS8	0,8 03	POS17	0,8 12
POS9	0,8 44		

Tabel 3 Organizational Commitment Instrument Validity Test Results

Question naire	r _{cou} nt	Question naire	r _{cou} nt
KO1	0,6 73	KO4	0,6 08
KO2	0,6 57	KO5	0,6 49
KO3	0,6 86	KO6	0,6 32

Tabel 4 Job Satisfaction Instrument Validity Test Results

Question naire	r _{cou} _{nt}	Question naire	r _{cou} _{nt}
KEP1	0,8 12	KEP6	0,8 54
KEP2	0,8 46	KEP7	0,8 97
KEP3	0,7 84	KEP8	0,8 56
KEP4	0,8 93	KEP9	0,8 36
KEP5	0,8 49	KEP10	0,8 97

Tabel 5 Employee Performance Instrument Test Results

Question naire	r _{cou} _{nt}	Question naire	r _{cou} _{ntg}
KK1	0,5 83	KK6	0,5 19
KK2	0,5 76	KK7	0,7 09
KK3	0,5 69	KK8	0,7 34
KK4	0,5 99	KK9	0,7 76
KK5	0,6 14	KK10	0,7 53

From the results of the validity testing that has been used, where the validity test itself is used to determine the ability of an instrument to describe a variable (Ghozali, 2018), it is found that the entire instrument has a calculated r value > 0.1381. Which 0.1381 is obtained from the number of respondents as many as 271 and the use of a probability level of 0.05 and the r table value is 0.1381. So based on this it can be concluded that the entire questionnaire item can be said to be valid.

Instrument Reliability Test Results

Table 6 Instrument Reliability Test Results Perceived Organizational Support

Reliability Statistics	
Cronbach's Alpha	N of Items
0,974	17

Tabel 7 Organizational Commitment Instrument Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,725	6

Tabel 8 Job Satisfaction Instrument Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,957	10

Tabel 9 Employee Performance Instrument Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,845	10

From the results of the reliability testing that has been carried out, where the reliability test itself is used to determine the consistency of research respondents' answers if repeated research is carried out at different times with the same conditions (Ghozali, 2018). All items get Cronbach's Alpha value > 0.6 so it can be said that the research instrument is reliable.

Normality Test Results

Table 10 Normality Test Results

One-Sample Kolmogorov-Smirnov Test	Unstandardized Residual
N	271
Normal Mean	.0000000

Parameters	Std.	2.72273367
a,b	Dev	
Most	Absolu	.052
Extreme	te	
Difference	Positiv	.033
s	ve	
	Negati	-.052
	ve	
Test Statistic		.052
Asymp. Sig. (2-tailed)		.072 ^c

From the results of normality testing that has been carried out by researchers, it can be concluded that the significance value obtained is 0.072. In accordance with the determination criteria, if the significance value is > 0.05, it can be said that the research data is normally distributed (Ghozali, 2018).

Multicollinearity Test Results

Table 11 Multicollinearity Test Results

Model	Colinearity Statistics	
	Tolerance	VIF
X1	0,280	3,576
X2	0,164	6,092
X3	0,314	3,184

From the results of multicollinearity testing that has been carried out by researchers, it can be concluded that the research model has been free from multicollinearity symptoms. The reason is because the Tolerance value > 0.10 and the VIF value < 10.00 (Ghozali, 2018).

Heteroscedasticity Test Results

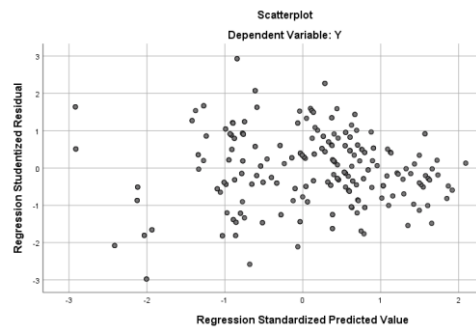


Figure 1 Heteroscedasticity Test Results

From the results of heteroscedasticity testing that has been carried out by researchers, it can be concluded that the research model has been free from heteroscedasticity symptoms. The reason is because (1) the data points do not form a certain bell pattern or pattern and (2) the data points do not only gather below or above the number 0 (Ghozali, 2018).

Multiple Linear Regression Analysis Results

Table 12 Results of Regression Analysis

Model	Beta	Std. Error
X1	0,580	0,022
X2	0,186	0,103
X3	0,417	0,034

From the results of the multiple linear regression analysis that has been carried out, the following equation is obtained:

$$Y = 0.580POS + 0.186KO + 0.417KE$$

From Table 12 it can be seen that the POS variable (X1) has a beta value of 0.580. This indicates that there is a positive influence between the POS variables on employee performance.

From Table 12 it can be seen that the variable Organizational Commitment (X2) has a beta value of 0.186. This indicates that there is a positive influence between the

variables of Organizational Commitment on employee performance.

From Table 12 it can be seen that the Job Satisfaction variable (X3) has a beta value of 0.417. This indicates that there is a positive influence between the variable job satisfaction (X3) on employee performance.

In addition, the beta value of 0.580 on the POS variable is greater than the beta value of the Organizational Commitment (0.186) and Job Satisfaction (0.417) variables. This means that the variable that has the most dominant influence is Perceived Organizational Support/POS (X1).

t Test Results Statistics

Table 13 t-test results statistics

Model	t	Sig
X1	12,136	0,000
X2	2,979	0,003
X3	9,232	0,000

In this study, a sample of 271 respondents was used with the use of a probability level of 0.05 so that the t table value was 1.65251. From the results of the statistical t test that has been carried out, it can be explained the explanation of hypothesis testing as follows:

1. The t-count value of perceived organizational support (X1) on employee performance (Y) is 12.136 > 1.65251. So it can be concluded that there is a positive and significant effect of perceived organizational support (X1) on employee performance (Y), which if it is associated with the research hypothesis then H1 is accepted.
2. The t-count value of organizational commitment (X2) on employee performance (Y) is 2.979 >

1.65251. So it can be concluded that there is a positive and significant influence between the organizational commitment variable (X2) on employee performance (Y), which if it is associated with the research hypothesis then H2 is accepted.

3. The t value of job satisfaction (X3) on employee performance (Y) is 9.232 > 1.65251. So it can be concluded that there is a positive and significant influence between the job satisfaction variable (X3) on employee performance (Y), which if it is associated with the research hypothesis then H3 is accepted.

F Statistic Test Results

Table 14 F-Statistical Test Results

F	Sig
432,319	0,000

From the results of the F statistic test that has been carried out by the researcher, it is known that the calculated F value obtained is 432.319 > F table (2.64). Due to the calculated F value < F table, it can be concluded that the variables perceived organizational support (X1), organizational commitment (X2) and job satisfaction (X3) simultaneously have a positive and significant effect on employee performance (Y).

Coefficient of Determination Test Results (R2)

Table 15 Coefficient of Determination Test Results (R2)

R	R Square	Adjusted R Square
0,911	0,829	0,827

From the results of testing the coefficient of determination that has been done, it can be concluded that the R2 value is 0.829. This means that

the ability of perceived organizational support (X1), organizational commitment (X2) and job satisfaction (X3) variables in explaining their effect on employee performance (Y) is 0.829 or 82.9%. While the remaining 17.1% is influenced by other variables outside the research that has been done.

DISCUSSION

Effect of Perceived Organizational Support (X1) on Employee Performance (Y)

The research that has been done shows that the beta value of the perceived organizational support variable on employee performance is 0.580 which indicates a positive influence. Meanwhile, from the results of the statistical t-test as a hypothesis test, the t-count value is $12.136 > 1.65251$ with a significance value of $0.000 < 0.05$. So it can be concluded that the perceived organizational support variable has a positive and significant effect on employee performance.

The results showed that the POS variable had the most dominant influence when compared to other variables. This is interesting so management must pay attention to its management practices. The underlying reason is that this study proves that the performance of employees at PT Putra Perkasa Abadi & Group is most dominantly influenced by the presence of POS/perceived organizational support/perceived organizational support.

In practice, PT. Putra Perkasa Abadi & Group has a tendency to be able to listen to the aspirations of all levels of the organization. Not only

limited to superiors, but subordinates are also given the opportunity to participate, especially if there are problems in a team/division. This is also encouraged by the motivation from superiors (leader group/division head) so that subordinates are more confident in participating more.

The implication of this condition is that employees will have the desire to work more and make a better contribution to the company. Employees will also feel that their skills are being tested so that they can show off what they can do. This is the reason the POS variable has a more dominant influence when compared to other variables (Organizational Commitment & Job Satisfaction).

The results of this study are in accordance with the research conducted by Ariyanto et al. (2019) and Negara & Febrianti (2019) which showed a positive and significant effect of perceived organizational support on employee performance. While the results of this study are not in accordance with the research conducted by Tjahjono et al. (2020) which proves that perceived organizational support has no effect on employee performance.

The Effect of Organizational Commitment (X2) on Employee Performance (Y)

The research that has been done shows that the beta value of the organizational commitment variable on employee performance is 0.186 which indicates a positive influence. Meanwhile, from the results of the statistical t test as a hypothesis test, the t-count value was $2.979 > 1.65251$ with a significance value of $0.003 < 0.05$. So it can be concluded that the variable of organizational

commitment has a positive and significant effect on employee performance.

Research respondents consisting of employees of PT. Putra Perkasa Abadi & Group section of the Group Leader and Division Head feel they have more commitment to remain in the company. Based on the results of the tests that have been carried out and the observations of researchers, it is known that the reasons that encourage this are largely influenced by companies that want to support employee welfare. It is proven by the existence of the POS variable which has a more dominant influence than Organizational Commitment. So it is possible if the attitude of employees who are committed to PT Putra Perkasa Abadi & Group is due to the support from the company itself. In this study, this form of support is described as POS (Perceived Organizational Support).

Companies that have good POS rates will get feedback from employees. This is indicated by the statement of research respondents in the questionnaire that they always try to provide the best for the company. This condition directly indicates that Organizational Commitment can encourage increased employee performance.

The results of this study are in accordance with research conducted by Nathania (2018) which also indicates that organizational commitment has a positive and significant effect on employee performance. While the results of this study are not in accordance with the research conducted by Hamid et al. (2020) which proves that organizational commitment has no

effect on employee performance.

CONCLUSIONS

This study aims to determine the effect of perceived organizational support, organizational commitment and job satisfaction on employee performance. Researchers describe the conclusions of the research that has been done as follows:

1. Perceived organizational support (X1) has a positive and significant effect on employee performance (Y).
2. Organizational commitment (X2) has a positive and significant effect on employee performance (Y).
3. Job satisfaction (X3) has a positive and significant effect on employee performance (Y).

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