

## Effect of Organization Support, Affective Commitment and Extra Behavior Role of Employee Performance: Case Study at Nur Medinah Intermedia Enterprise

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**Abstract:** The aim of this study was to analyze the influences of Perceived Organizational Support, Affective Commitment and Organizational Citizenship Behavior regarding to the Employee Performance which conducted in Nur Medinah Intermedia enterprise, thereby providing benefits in academic literature and provide information prior to the making decisions. By using primary data which collected by distributing questionnaires to 86 respondents and through field research as well. The study was conducted by analyzing through correlation and regression. Results of hypothesis testing indicated that; There was positive and significant influences between Perceived Organizational Support to the Affective Commitment. There is a positive and significant impact with a high degree of influence between Perceived Organizational Support to the Organizational Citizenship Behavior. There is a positive and significant between Affective Commitment and Organizational Citizenship Behavior. There is a positive and significant influences between Employee Performance to the Perceived Organizational Support. There is a positive and significant influences between the Employee Performance to the Affective Commitment. There is positive and significant correlation between Organizational Citizenship Behavior to the Employee Performance.

**Keywords:** perceived organizational support, affective commitment, organizational citizenship behavior, employee performance

### INTRODUCTION

There are three competitive challenges faced by companies that will enhance the interests of Human Resource Management practices, namely business continuity challenges, global challenges, and technological challenges. The challenge of business continuity is also related to employee performance in the company. Performance is related to behavioral aspect and work output. Nur Medinah Intermedia is a local digital television broadcasting company and satellite free to air in developing its business this company formed several business units namely; advertising, production house, travel, general trading and contractor, property, book printing and goat farming.

As a company engaged in broadcasting, Nur Medinah Intermedia enterprise in addition to continuously make efforts to improve the quality of human resource management owned also improve the quality of the broadcast by producing only quality event programs that are full of educational values therefore one of the efforts is to create production targets that

must be achieved either. However, the company is still feeling the low performance of employees so as not to achieve the target that has been determined as described in the form of employee performance table for the last 3 years. Employee performance data from 2013 to 2015 are presented in Table 1.

From Table 1 it is known that each year the company has not succeeded in achieving the set targets. However, when viewed from the production of the number of hours of airtime every year continues to increase. The concept of organizational support explains the interaction of individuals with companies in this case the interaction between employees with schools and about how the company treats its employees. Based on observation and direct interview with 30 employees of Nur Medinah Intermedia enterprise. The authors conclude that the company has not provided optimal organizational support in meeting the needs of employees such as the provision of health benefits, fulfillment of equipment needed for production activities and rewarding the efforts made by employees.

**Table-1: Production of Nur Madinah Intermedia Enterprise Event Program**

Key Performance Indicator	2013	2014	2015
Number of watch hour production	1125	1379	1905
Target number of watch hour production	1500	1800	2400
Number of event program variants	24	43	54
Target variant of event program	32	56	68
Performance achievement targets	75%	76.6%	79.4%

Source: Program Division of Nur Madinah Intermedia Enterprise

Another factor that can improve employee performance is affective commitment. Affective commitment is part of organizational commitment that refers to the inherent emotional side of an employee. Employees who have an emotional attachment with the company will show a high loyalty to the company so as to increase the effectiveness and productivity of the company. The low level of affective commitment possessed by employees can be demonstrated by the absenteeism and delay in attendance. Based on employee absenteeism data owned by Nur Madinah Intermedia enterprise, the percentage of attendance and delay in employee attendance still tend to be high for various reasons.

The behavior that the company demands today is not only in-role behavior, but also extra-role behavior. This extra-role behavior is known as Organizational Citizenship Behavior (OCB). OCB in this research is defined as extra role behavior. Based on the results of interviews, researchers get information that there are still some employees of Nur Madinah Intermedia enterprise, which has not shown extra role behavior, is indicated by some employees who are unwilling to help colleagues whose workload is excessive, there are employees who avoid when asked to work overtime outside working hours and there are also some employees who often do not obey company regulations.

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

1. Analyze the effect of organizational support on employee performance.
2. Analyzing the effect of affective commitment on employee performance.
3. Analyzing the effect of extra role behavior on employee performance.

## THEORITICAL REVIEW

### Performance

Sutrisno (2010: 171) [1] defines that the performance of employees is an achievement that someone gained in doing the task. The success of the organization depends on the performance of the actors of the organization concerned. According to Sutrisno (2010: 170) [1] states that the performance is expected to be a person can function and behave in accordance with the tasks that have been charged to him. According to Rivai and Sagala (2013: 543) [2] concluded that performance is a

function of motivation in the ability to complete a task or job a person should have a degree of willingness and a certain level of ability.

Companies need to look at employee performance as an important issue, so as to assess employee performance. The company demands and performs overall and continuous improvement of performance to ensure the company's existence as well as the overall performance of the company. From several definitions above, it can be concluded that performance is a positive result of the work done by an employee for the achievement of organizational goals.

### Organizational Support

Shella Mary (2013) [3] describes, "Organizational support is the belief of employees that the organization cares and assesses its contribution to success organization. According to Danish, Ramzan and Ahmad [4], "Organizational support is an expectation of employees that the organization respects the contribution and work that employees are doing with should. Gyecke and Salminen (2007: 190)[5] describe, "post denotes the general perception concerning the extent to which workers perceive their organizations' contributions and concern for their well-being." Perceived Organizational Support (POS) is a common perception of employees to the organization that contribution and welfare are concerned.

Erdogan and Enders (2007) [6], "perceived organizational support refers to the degree to which the individual believes that the organization cares about him / her, values his / her input and provides his / her with help and support." is the degree of individual trust in the organization that the organization cares about it, assesses every input it provides, and provides help and assistance for it. Allen et al. (1990) [7] describes, "Organizational support is defined as how many organizations judge employees' contribution and care about it. From some of the above descriptions, it can be synthesized that organizational support is the belief of employees about how far the organization in which he works appreciates his contribution and care for his well-being, with the following indicators: (1). Attention to employees, (2). Fulfill needs, and (3). Response to complaints.

**Affective Commitment**

Colquitt, Le. Pine and Wesson [2] describe states, "Affective commitment is the emotional attachment of an employee with organizations and engaging in organizations (Table 2). The left column of Table 2 explains the emotional reasons to stay together with the organization that runs, these kinds of emotional reasons create an affective commitment that is defined as the desire to remain an organization member due to emotional attachment to engage in the organization and reflect on the emotional attachment to organization. The

middle column reflects some cost-based reasons, including salary and benefit-benefit issues, and promotions. These reasons will create a sustained commitment, defined as the desire to remain a member of an organization because of awareness of the associated costs. The right column reflects some of the reasons based on the obligation to stick with the running organization. This type of reason creates a normative commitment, defined as the desire to remain a member of the organization caused by feelings or obligations.

**Table-2: Three types of organizational commitment**

What Makes Someone Want to Stay with their Current Organization?		
EMOTION-BASED REASONS	COST-BASED REASONS	OBLIGATION-BASED REASONS
Some of my best friends work in my office . . . I'd miss them if I left.	I'm due for a promotion soon . . . will I advance as quickly at the new company?	My boss has invested so much time in me, mentoring me, training me, showing me "the ropes."
I really like the atmosphere at my current job . . . it's fun and relaxed.	My salary and benefits get us a nice house in our town . . . the cost of living is higher in this new area.	My organization gave me my start . . . they hired me when others thought I wasn't qualified.
My current job duties are very rewarding . . . I enjoy coming to work each morning.	The school system is good here, my spouse has a good job . . . we've really "put down roots" where we are.	My employer has helped me out of a jam on a number of occasions . . . how could I leave now?
		
Staying because you <i>want</i> to.	Staying because you <i>need</i> to.	Staying because you <i>ought</i> to.

Source: Colquitt, Le Pine dan Wesson [2]

Darshani and Priyankara (2013: 18) [8], "affective commitment is an emotional attachment, identification, and involvement of employees with the organization and its objectives. From the above description, it is synthesized that affective commitment is a psychological state that has the power to bind a person with his organization, with indicators of organizational affective commitment is (1). Emotional attachment, (2). Identification of self with organization, and (3). Engagement with the organization.

**Extra Behavior Role**

Extra role behavior is a translation of Organizational Citizenship Behavior (OCB). OCB according to Gareth R. Jones and Jennifer M. Gorge (2010: 83) [9] is, "organizational citizenship behavior (OCBs) is that organizational citizenship behaviors are organizational efficiency, effectiveness, and gaining a competitive advantage. OCB is a behavior that is not a requirement of an organization member but is capable of improving and important for the organization's efficiency, effectiveness and competitive advantage. Robbins and Mary Coulter (2013: 401) [10] describes

"organizational citizenship behavior (OCB) is discretionally behavior that is not a part of an employee's formal job requirements, but which promotes the effective functioning of the organization." OCB is a voluntary behavior that is not part of formal employment requirements of an employee, but improving the effectiveness of organizational functions.

According to McShane and Von Glinow (2010) [11], "organizational citizenship behaviors (OCBs) are various forms of cooperation and helpfulness to others that support the organization's social and psychological context". OCB is a form of cooperation and help others who support social organization and the context of psychology.

Kreinetner and Kinicki(2010) [12], "organizational citizenship behavior (OCBs) consisting of employee behaviors that are beyond the call of duty, such as gestures as constructive statements about the department expression of personal interest in the work of others, suggestion for improvement, training new people, respect for the spirit of rules, care for

organizational property, and punctuality and attendance well beyond standard or enforce able level. "OCB consists of employee behaviors that exceed their obligations, such as expression of interest employees with others in the workplace, improving performance, training new employees, taking care of the rules and maintaining the organization's property. While Newstrom(2011) [13] describes OCB as, "discretionary actions that promotes the organization's success." The OCB is a voluntary action that employees make to their successful organization to work successfully. From some of the above descriptions, it can be synthesized that OCB is OCB is a voluntary behavior that is not part of the formal employment requirements of an employee and can improve the efficiency and effectiveness of organizational functions, with indicators of helping others, respecting others, sportsmanship, obedience, and responsibility answer.

The organs et al (2006:15) [14] suggest five primary dimensions of the behavior of extraordinary roles, among others: (1) Altruism, is an initiative to help or help co-workers in organizations voluntarily; (2) Courtesy, is the behavior of individuals who maintain good relationships with colleagues to avoid disputes among members within the organization. A person who has this dimension is a person who values and cares for others; (3) Sportsmanship, is the willingness of the individual to accept whatever the organization specifies even in an unnatural state; (4) Conscientiousness, is a high dedication to work and a desire to exceed the standards of attainment; and (5) Civic virtue, is an individual behavior that indicates that the individual has a responsibility to engage, participate, participate, and care in the various activities organized by the organization.

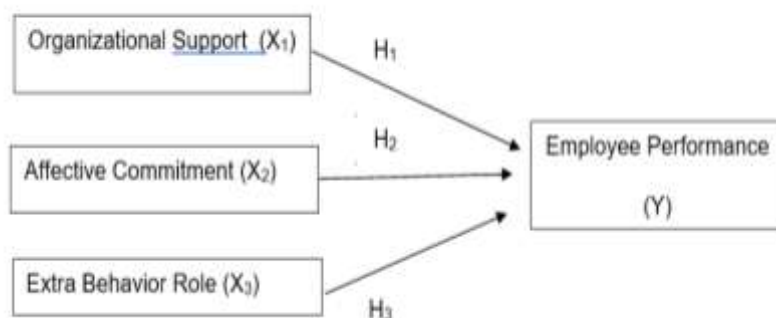
**Previous Research**

Studies on the performance of previous research have been carried out such as research conducted by Rony Febrianto, Dewi Tri Wijayati (2014) [15] with the title of the influence of organizational commitment and job stress on employee performance. The results of his research concluded that the two independent variables of organizational commitment and work stress have a significant influence on employee performance variables in PT. Lion Superindo branch of Citraland Surabaya. Partially the two independent variables of organizational commitment and work stress have a significant influence on the dependent variable of employee performance PT. Lion Superindo branch of Citraland Surabaya.

Research conducted by Dwie, Tri Wijayati (2014) [15] under the title The Influence Of Personality And Organizational Culture On Employee Performance Through Organizational Citizenship Behavior. The result of his research concludes that this study is aimed at determining the effectiveness of the employee's performance through the OCB BPR throughout the Gianyar district of Bali province. This study used a sample sampling technique of simple random sampling of the respondents who are not the leaders of BPR in Gianyar Bali, the data collecting used in this study is a questionnaire. The results show that the employee's personality and organizational culture have an indirect effect on employee performance through OCB of all BPR (Rural Credit Agency) in Gianyar Bali.

**Conceptual Framework**

The framework of thought in this study is arranged in Figure 1. The research framework includes the influence of Organizational Support (X1) on Employee Performance (Y), Influence of Affective Commitment (X2) on Employee Performance (Y), and Influence of Extra Behavior Role (X3) on Employee Performance (Y).



**Fig-1: Conceptual Framework**

**Research Hypothesis**

Based on this framework, then the hypothesis which is a temporary answer to the problems faced by

Nur Medinah Intermedia enterprise to be tested empirically as below:

H1: Organizational support has a positive and significant effect on employee performance.

H2: Affective commitment has a positive and significant effect on employee performance.  
 H3: Extra role behaviors have a positive and significant impact on employee performance.

**RESEARCH METHODS**

This research use survey research method. There are 3 independent variables studied are (1). organizational support variables with indicators of measuring attention to employees, meeting needs, and responses to complaints, (2). Affective commitment with indicators of measurement of emotional attachment, self-identification with the organization, and involvement with the organization and (3). extra-role behavior with measurement indicators helping others, respecting others, sportsmanship, obedience, and responsibility. The dependent variable of employee performance with quality measurement indicators generated, quantity produced, working time and cooperation.

Target population in this research is employees of production division of PT. Nur Medinah Intermedia

enterprise counted 86 people. According to Arikunto (1998:104) [16] if the number of population is less than 100 people, then the total sample is taken as a whole, but if the population is greater than 100 people, it can be taken 10-15% of the population. So the number of samples in this study amounted to 86 people.

Sampling technique in this research was conducted with non probability sampling type. Non-probability sampling technique is selected with saturated sampling is the method of sampling when all members of the population serve as a sample. Methods of data analysis using descriptive statistics and analysis of multiple regression equations.

**RESULTS AND DISCUSSION**

Descriptive statistics in this study are presented to provide information about the characteristics of research variables, among others, the lowest value, the highest value, the average value and standard deviation (Table 3).

**Table-3: Descriptive Statistics**

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Organizational Support (X <sub>1</sub> )	86	61	89	74.36	7.836
Affective Commitment (X <sub>2</sub> )	86	40	97	74.95	7.278
Extra Behavior Role (X <sub>3</sub> )	86	55	98	73.16	10.796
Employee performance (Y)	86	45	97	74.93	7.938

Source: Data Processing

Based on Table 3 it is known that the number of respondents (N) is 86. The lowest value of the organization support variable is 61, the highest value is 89, the mean value is 74.36 and the standard deviation is 7.836. This condition indicates that respondents tend to respond to favorable organizational support seen from the average value close to the maximum value of 89. The lowest affective commitment variable is 40, the highest value is 97, the mean is 74.95 and the deviation standard is 7.278. This condition indicates that respondents tend to answer agree affective commitment variables seen from the average value close to the maximum value of 97. The lowest value of the extra behavioral variable dalah 55, the highest value 98, the average value (mean) is 73.16 and the standard deviation 10.796. This condition indicates that respondents tend to respond to favorable organizational support seen from the average value close to a maximum value of 98.

Test instruments used in this study is the test of validity and reliability test. Validity test aims to measure the validity of a questionnaire. The validity of

the questionnaire was tested by calculating the correlation between the score of each item with the total score of the questionnaire so that the Pearson Correlation value was obtained. Questionnaires are considered valid if the correlation coefficient between scores is positive and worth greater than 0.3 (Sugiyono, 2012) [17].

Value result of correlation r calculate instrument variable Support Organization item no. 1, 3, 11, 15, 16, 18 and 20 produce a value smaller than the r correlate table of 0.212 so the item is declared invalid. Value of result r calculates instrument Affective Commitment variable item no. 8 and no.17 produce a value smaller than r table of 0.212 so the item is declared invalid. Value of result r count instrument variable Extra Behavior The role of item no. 1 to item no. 20 produces a value greater than the r correlate table of 0.212 so that all the instruments of Extra Behavior Roles instruments can be declared valid. Value result r arithmetic variable Employee Performance item no. 10 produces a value smaller than the r correlate table of 0.212 so that the item can be declared invalid.

**Table-4: Results Calculation Reliability**

Variable	Sample	Cronbach's Alpha	N of Items
Organizational Support	86	0.761	20
Affective Commitment	86	0.936	20
Extra Behavior Role	86	0.929	20
Performance	86	0.898	20

Source: Data Processing

Reliability test is a tool to measure a questionnaire which is an indicator of the variable. A questionnaire is said to be reliable or reliable if one's response to a statement is consistent or stable over time. Reliability test in this research use Alpha Cronbach value to measure reliability degree of each variable. A variable is said to be reliable if it gives Alpha Cronbach value > 0.6 (Table 4).

The result of reliability calculation shows that the value of Cronbach's Alpha Organizational Support variable is 0.761, Affective Commitment is 0.936, Extra Behavior Role of 0.929, and Employee Performance of 0.898. The results of Cronbach's Alpha Organizational Support variables, Affective Commitments, Extra Behavior Roles, and Employee Performance approached 1 so that all variables in this study were

stated reliably. Results of calculations using SPSS version 21.

The data analysis will discuss the classical assumptions and regression analysis used in this study. Classic assumption test that will be done in this research is normality test, multicollinearity and heterokedastisitas. Autocorrelation test was not performed in this study because the data used did not use time series data. The data used is data taken one period only.

The normality test is performed to determine whether in the regression model the residual value is normally distributed. A good regression model has a normally distributed residual value. Normality test is done by Kolmogorov Smirnov test. Data is normally distributed if the residual is greater than 0.05 (Table 5).

**Table-5: Test Results Data Normality**

Equation	Kolmogorov Smirnov Z	Asymp. Sig (2-tailed)
$Y = -13.336 + 1.167 X_1 + 0.429 X_2 + 0.443 X_3 + \epsilon$	0.983	0.288

Source: Data Processing

Based on Table 5 it is known that Asymp. Sig (2-tailed) on two models of regression equation has a value greater than 0.05. So it can be concluded that the regression equation model has met the assumption of data normality.

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (Ghozali, 2013: 105) [18]. A good regression model is that there is no correlation between independent variables. Multicollinearity occurs if Tolerance value < 0.01 or VIF value > 10 (Table 6).

**Table-6: Multicollinearity Test Results**

Variable	Tolerance	VIF
Organizational Support	0.974	1.072
Affective Commitment	0.979	1.022
Extra Behavior Role	0.956	1.046

Source: Data Processing

Table 6 shows that no tolerance value less than 0.01 means no correlation between independent variables whose value is more than 95 percent. VIF value is much smaller than 10, meaning there is no

correlation between independent variables that nialinya more than 95 percent. It can be concluded that there is no mutikolinearity among independent variables in the regression model.

**Table-7: Heteroscedasticity Test Results**

Variabel	t test	Sig.
$Y = -13.336 + 1.167 X_1 + 0.429 X_2 + 0.443 X_3 + \epsilon$	0.630	0.533
	-0.067	0.947
	-1.868	0.071

Source: Data Processing

The heterokedastitas test is used to test whether in the regression model there is a variance inequality of the residual one observation to another observation (Ghozali, 2013: 139) [18]. A good regression model is if the variance from one to the other remains fixed. The statistical model used in this study to determine the regression model freed from the problem of heterokedastitas is Glejser test. Table 7 shows that there are no independent variables that have significant effect on the dependent variable that is Absolute

Residual (Absres). This is indicated by the significance value of tcount which is all greater than alpha ( $\alpha = 0.05$ ). So it can be concluded that in both regression models no symptoms of heterokedastitas.

Matrix Correlation between dimensions is a matrix that explains the influence between dimensions of the variable (Table 8). Results of calculations using SPSS version 21 program.

**Table-8: Correlation Matrix Dimension**

Variable		Performance (Y)			
Dimension		1	2	3	4
X <sub>1</sub>	1	0.385	0.377	0.456	0.317
	2	0.595	0.575	0.397	0.405
	3	0.584	0.583	0.286	0.397
X <sub>2</sub>	1	0.605	0.611	0.165	0.286
	2	0.484	0.489	0.405	0.165
	3	0.613	0.517	0.360	0.405
X <sub>3</sub>	1	0.378	0.288	0.340	0.360
	2	0.496	0.485	0.375	0.637
	3	0.556	0.588	0.358	0.673
	4	0.540	0.525	0.390	0.375
	5	0.567	0.602	0.358	0.258

**Information:**

**Organizational Support Variable Dimension (X1):**

1. Attention To Employees
2. Fulfillment of Needs
3. Response Against Complaints

**Dimension of Affective Commitment Variable (X2):**

1. Emotional Attachment
2. Identification of Self with Organization
3. Engagement with the Organization

**Extra Behavior Variable Dimension Roles (X3):**

1. Helping Others
2. Respect Others
3. Sportive
4. Obedient Acts
5. Responsibility

**Employee Performance Variable Dimension (Y):**

1. Quality produced
2. Quantity generated
3. Working Time
4. Cooperation

The correlation of organizational support (X1)

with the strongest employee performance (Y) is indicated by the correlation of the fulfillment dimension with the resulting quality of 0.595 (Table 8), while the weakest dimension correlation is indicated by correlation of response dimension to complaint with work time of 0.286.

The correlation of affective commitment (X2) with the strongest employee performance (Y) is shown by the correlation of the dimension of involvement with the organization with the resulting quality of 0.613, while the weakest dimension correlation is indicated by the correlation of self identification dimension with the organization with the cooperation of 0.165.

The correlation of extra-role behavior (X3) with the strongest employee performance (Y) is shown by the correlation of sportive dimension with the cooperation of 0.673, while the weakest dimension correlation is indicated by the correlation of the responsibility dimension with the cooperation of 0.258.

The results were analyzed by using multiple linear regression analysis. The results of multiple linear regression analysis are presented in Table 9.

**Table-9: Results of Multiple Linear Regression**

Variabel	Unstandardized Coefficient		Standardized Coefficient Beta	T	Sig.
	B	Std. Error			
Constant	-13.366	7.805		-1.712	0.097
X <sub>1</sub>	1.167	0.265	0.501	4.411	0.000
X <sub>2</sub>	0.429	0.144	0.337	2.980	0.006
X <sub>3</sub>	0.443	0.128	0.396	3.457	0.002
F	16.231				
Sig. F	0.000				
R Square	0.611				
Adjusted R Square	0.573				

Source: Data Processing

The regression equation can be formulated as follows:  $Y = -13.336 + 1.167X_1 + 0.429X_2 + 0.443X_3 + \epsilon$

The constant value -13.366 (negative) means that when the three independent variables are not available, the employee's performance is valued at -13.366 below the minimum defined performance standard. The regression coefficient of independent organizational support variables (X1) is worth 1.167 (positive) with a significance of 0.000 smaller than the defined level of significance (0.05) indicating that organizational support has a positive effect on employee performance. This is also supported by the average respondent's answer to organizational support indicating good enough value (agree). It also shows when the leadership has provided support so employee performance will increase. This research succeeded in proving hypothesis 1 which stated that organizational support had positive effect on employee performance.

Organizational support is a form of support from the organization given to employees. This means that when the organization has provided support to employees while performing their duties and functions within the organization, employee performance will increase. Thus the results of this study support the previous research conducted by Miao and Kim (2010) [19] who all said that the support organization has a positive and significant impact on employee performance.

The regression coefficient of the independent variable of affective commitment (X2) is 0.429 (positive) with significance 0.006 smaller than the defined level of significance (0.05) indicating that affective commitment has a positive effect on employee performance. This is also supported by the average respondent's answer to the affective commitment of the employee that shows good enough value (agree). This shows that the more employees have affective commitment then the performance of employees will increase. This research succeeded in proving hypothesis 2 which states that affective commitment has a positive effect on employee performance.

Affective commitment is an attitude that will be related to employee loyalty to the organization. In addition, affective commitment also illuminates the extent to which employees' emotional attachment to all things are related to the organization despite its tasks and functions within the organization. The second hypothesis in this study states that affective commitment has a positive effect on employee performance is acceptable. This means that when the affective commitment of employees increases it will improve the employee's performance. Thus the results of this study support previous research conducted by Nurandini (2014) [20], Kurniawan (2015) [21], Khan *et al.* (2010). [22], and Tolentino (2013) [23], all of whom claim that affective commitment has a positive and significant effect on employee performance.

The regression coefficient of independent variable of extra role behavior (X3) is 0.443 (positive) with significance 0.002 smaller than defined level of significance (0.05) indicating that extra employee role behavior have positive influence on employee performance. This is supported by the average respondent's answer for extra role behavior indicates good enough value (agree). This shows the increasing behavior of extra role then the employee's performance will increase. This research proves hypothesis 3 that express behavior of extra role have positive effect on employee performance.

Extra role behavior is an individual characteristic associated with behavior that is very loyal to the organization where he works, so that will run the activities of the organization although outside the duties and functions. This is done to support the smoothness of organizational activities. The third hypothesis in this study stated that the extra role behavior has a positive and significant effect on the employee's performance is acceptable. Thus the results of this study support previous research conducted by Chelagat *et al.*, (2015) [24], Asiedu *et al.*, (2015) [25], Sukmawati and Surachman (2010) [26], who all claim that extra-role behavior has a positive and significant impact on employee performance.



## CONCLUSION AND SUGGESTION

Based on the results of hypothesis testing, it can be concluded things as follows:

- 1) Organizational support has a positive and significant impact on employee performance Nur Medinah Intermedia enterprise. This means that when the organization has provided support to employees while carrying out its duties and functions within the organization, employee performance will increase. Correlation of organizational support dimension with employee performance dimension. The strongest dimension correlations are shown by the correlation of the dimensions of fulfillment with the resulting quality dimensions. The weakest dimension correlation is indicated by correlation of response dimension to complaint with work time dimension.
- 2) Affective commitment has a positive and significant effect on employee performance. This means any effort to increase affective commitment can have a real effect on employee performance. Correlation of affective commitment dimension with employee performance dimension. The strongest dimension correlations are represented by the correlation of the dimension of engagement with the organization with the resulting quality dimensions. While the weakest correlation is indicated by the correlation of self identification dimension with organization with dimension of cooperation.
- 3) Extra role behavior has a positive and significant effect on employee performance in Nur Medinah Intermedia enterprise. This means that as extra employee roles increase, the performance will increase. Correlation of extra role behavior dimension with employee performance dimension. The strongest dimension correlations are shown by the correlation of sportive dimensions with the dimensions of cooperation. While the weakest dimension correlation is indicated by the correlation of the dimensions of responsibility with the dimension of cooperation.

Based on the findings and conclusions of research results that have been done before, then in an effort to improve employee performance Nur Medinah Intermedia enterprise, especially from Table 8, the suggestions given in this thesis are as follows:

- 1) Stakeholders in Nur Medinah Intermedia enterprise is expected to be able to classify and meet the needs of employees so that they can motivate employees to improve the quality of their work.
- 2) Stakeholders in the environment of Nur Medinah Intermedia enterprise is expected to always try to involve employees in every activity held company. For example, employees can be involved as a committee activity and become

participants of training held company. This is so that the more employees involved in the activities of the company, then able to motivate employees to improve the quality of work.

- 3) Stakeholders in the environment of Nur Medinah Intermedia enterprise is expected to conduct training on personality development so that the learner can develop sportive attitude in work so that the employees are expected to work together in team to run and finish every work.
- 4) The results of research on employee performance require further research. Further research is expected to reveal other factors that affect employee performance in addition to organizational support, affective commitment and extra role behavior.

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