

The Influence of Perceived Organizational Support, Grit, and Compensation on Employee Performance at Diamond Clinic

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Abstract

This study aims to analyze the influence of Perceived Organizational Support, Grit, and Compensation on Employee Performance at Diamond Clinic. A quantitative associative approach with a survey method was employed. The population consisted of 125 employees with a sample of 95 respondents determined using the Slovin formula and purposive sampling technique. Data were collected through a Likert 1–5 scale questionnaire and analyzed using IBM SPSS Statistics. Results indicate that Perceived Organizational Support ($\beta = 0.314$, $t = 4.684$, sig. < 0.001), Grit ($\beta = 0.702$, $t = 5.347$, sig. < 0.001), and Compensation ($\beta = 0.265$, $t = 5.357$, sig. < 0.001) positively and significantly affect Employee Performance both partially and simultaneously ($F = 43.672$, sig. < 0.001). Grit emerged as the most dominant factor influencing employee performance. The Adjusted R Square of 0.559 indicates that 55.9% of employee performance variation is explained by the three variables.

Keywords: Perceived Organizational Support, Grit, Compensation, Employee Performance

INTRODUCTION

Globally, the healthcare and aesthetics service industry has faced significant pressure post-pandemic, characterized by rising employee burnout, complex service demands, and high turnover due to low perceived organizational support and compensation imbalances. In Indonesia, the aesthetic clinic industry has shown rapid growth, reaching 4,438 units by November 2024—a 20% increase from the previous year—while simultaneously facing challenges including strong customer demands, sales pressure, and intensified competition that drive job stress and employee turnover (Jeong & Kim, 2022).

One factor believed to simultaneously improve performance and reduce turnover intention is Perceived Organizational Support (POS), defined as the degree to which employees feel valued and cared for by the organization (Eisenberger et al., 1986). When organizations demonstrate concern and recognition, employees reciprocate with greater commitment, loyalty, and performance based on Social Exchange Theory (Blau, 1964). The concept of grit—introduced by Duckworth et al. (2007)—captures perseverance and long-term goal consistency as critical determinants of individual performance in demanding service environments. Compensation—both financial and non-financial—also shapes motivation and job satisfaction, determining whether employees commit to delivering high-quality service (Nugraha & Tjahjawati, 2018).

Most prior research has focused on manufacturing, banking, or education sectors. The combination of POS, grit, and compensation in the beauty clinic context remains understudied in

Indonesia, creating a research gap this study addresses. The objective is to empirically test the partial and simultaneous effects of POS, Grit, and Compensation on Employee Performance at Diamond Clinic.

LITERATURE REVIEW

Perceived Organizational Support (POS)

POS was first conceptualized by Eisenberger et al. (1986) in the Journal of Applied Psychology as employees' beliefs that the organization values their contributions and cares for their well-being. Grounded in Social Exchange Theory (Blau, 1964), POS explains that organizational care and recognition motivate employees to reciprocate with commitment, loyalty, and superior performance. Key indicators include organizational care, recognition of contributions, fairness in treatment, and emotional support.

H1: Perceived Organizational Support (X1) has a positive and significant effect on Employee Performance (Y).

Grit

Grit is defined by Duckworth et al. (2007) as the combination of perseverance of effort and consistency of interest toward long-term goals. Individuals with high grit persist despite setbacks and maintain focus, leading to superior performance. Southwick et al. (2019) confirmed grit's relevance in organizational contexts as a predictor of work performance. Indicators include effort consistency, goal persistence, passion for long-term goals, and resilience to failure.

H2: Grit (X2) has a positive and significant effect on Employee Performance (Y).

Compensation

Compensation represents rewards given by organizations to employees for their contributions. Expectancy Theory (Vroom) and Equity Theory (Adams) explain that fair and competitive compensation enhances intrinsic and extrinsic motivation. Nugraha & Tjahjawi (2018) state that compensation is a form of organizational recognition that encourages employees to provide their best performance. Indicators include wage/salary adequacy, bonus and incentive fairness, non-financial recognition, and career development alignment.

H3: Compensation (X3) has a positive and significant effect on Employee Performance (Y).

Employee Performance

Employee performance is conceptualized through the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2017), which posits that job resources—such as supervisor support, autonomy, and feedback—enhance engagement and performance, while excessive job demands trigger burnout. Performance indicators include work quality, work quantity, timeliness, attendance, and teamwork capability.

H4: Perceived Organizational Support, Grit, and Compensation simultaneously have a positive and significant effect on Employee Performance (Y).

RESEARCH METHODS

Types and Approaches to Research

This study employs an associative quantitative approach using survey methods to analyze the influence of Perceived Organizational Support (X1), Grit (X2), and Compensation (X3) on Employee Performance (Y). According to Sugiyono (2023), associative research is used to determine relationships between two or more variables, including causal relationships.

Research Variables

This study consists of three independent variables and one dependent variable:

- Independent Variable (X1): Perceived Organizational Support
- Independent Variable (X2): Grit
- Independent Variable (X3): Compensation
- Dependent Variable (Y): Employee Performance

Table 1. Operational Definitions of Variables and Indicators

Variable	Operational Definition	Dimension	Indicator	Scale
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Perceived Organizational Support (X1)	The degree to which employees believe the organization values their contributions and cares about their well-being (Eisenberger et al., 1986).	1. Organizational care 2. Recognition of contributions 3. Fairness in treatment 4. Emotional support	1. Feeling valued by org. 2. Recognition of effort 3. Fair policy treatment 4. Emotional support provision	Likert 1–5
Grit (X2)	Perseverance of effort and consistency of interest in achieving long-term goals (Duckworth et al., 2007).	1. Effort consistency 2. Goal persistence 3. Passion for long-term goals 4. Resilience to failure	1. Sustained hard work 2. Goal-focused consistency 3. Long-term passion 4. Bounce-back from setbacks	Likert 1–5
Compensation (X3)	All forms of rewards given by the organization to employees for their contributions, both financial and non-financial (Nugraha & Tjahjawi, 2018).	1. Basic salary 2. Bonus/incentives 3. Non-financial recognition 4. Career development	1. Wage adequacy 2. Bonus fairness 3. Appreciation programs 4. Career opportunity access	Likert 1–5
Employee Performance (Y)	The totality of employees' efforts to achieve satisfying work results, considering quantity, quality, effectiveness, and efficiency (Selvia, 2025).	1. Work quality 2. Work quantity 3. Timeliness 4. Attendance 5. Teamwork	1. Output quality standard 2. Task completion volume 3. Deadline compliance 4. Attendance punctuality 5. Collaborative contribution	Likert 1–5

Source: Compiled by researchers, 2025

Population and Sample

The population consisted of 125 active Diamond Clinic employees. A sample of 95 respondents was determined using the Slovin formula and purposive sampling technique—a non-probability sampling method choosing respondents based on specific criteria aligned with the study objectives (Moh. Yudi Mahadianto & Adi Setiawan, 2013).

Data Collection Techniques

Data were collected through a structured Likert 1–5 scale questionnaire distributed via Google Form. According to Sugiyono (2023), questionnaires are efficient instruments for systematically collecting data from large respondent groups. The questionnaire covers all four variables (X1, X2, X3, and Y).

Data Analysis Techniques

Data analysis was performed using IBM SPSS Statistics, encompassing: (1) descriptive statistics; (2) validity test using Pearson Correlation ($r\text{-count} \geq r\text{-table} = 0.194$); (3) reliability test using Cronbach's Alpha ($\alpha \geq 0.70$); (4) classical assumption tests including normality (Kolmogorov-Smirnov) and multicollinearity ($VIF < 10$, $Tolerance > 0.10$); (5) multiple linear regression analysis $Y = a + b_1X_1 + b_2X_2 + b_3X_3$; and (6) hypothesis testing through t-test (partial), F-test (simultaneous), and R^2 (coefficient of determination).

RESULT AND DISCUSSION

Research Results

Respondent Profile

Table 2. Respondent Demographics

Demographics	Category	Frequency	Percentage
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Age	18–24 years	30	24.9%
	25–34 years	56	54.9%
	>35 years	16	15.7%
Gender	Male	38	37.3%
	Female	64	62.7%
Tenure	1–2 years	39	38.2%
	3 years	35	34.3%
	>4 years	28	27.5%

Source: Primary data processed, 2025

The majority of respondents are aged 25–34 years (54.9%), predominantly female (62.7%), and have 1–2 years of work experience (38.2%), representing a productive workforce with varied tenure levels.

Validity Test

Table 3. Validity Test Results – Perceived Organizational Support (X1)

Item	r-count	r-table	Result
X1.1	0.789	0.194	Valid
X1.2	0.486	0.194	Valid
X1.3	0.851	0.194	Valid
X1.4	0.470	0.194	Valid
X1.5	0.800	0.194	Valid
X1.6	0.860	0.194	Valid
X1.7	0.822	0.194	Valid
X1.8	0.788	0.194	Valid

Source: IBM SPSS Statistics output

Based on the validity test results for the Perceived Organizational Support (X1) variable, all statement items (X1.1–X1.8) obtained calculated correlation coefficients (r-values) greater than the critical r-table value of 0.194. The calculated r-values ranged from 0.470 to 0.860, indicating that all statement items were valid. These findings demonstrate that each indicator is capable of accurately measuring employees' perceptions of organizational support and is consistent with the underlying construct being examined in this study.

Table 4. Validity Test Results – Grit (X2)

Item	r-count	r-table	Result
X2.1	0.872	0.194	Valid
X2.2	0.839	0.194	Valid
X2.3	0.942	0.194	Valid
X2.4	0.888	0.194	Valid

Source: IBM SPSS Statistics output

The validity test results for the Grit (X2) variable indicate that all statement items (X2.1–X2.4) obtained calculated correlation coefficients (r-values) exceeding the critical r-table value. The calculated r-values ranged from 0.839 to 0.942, demonstrating that all items were valid. These

findings suggest that the instrument used is capable of accurately measuring employees' perseverance and consistency of effort, reflecting the intended dimensions of the grit construct.

Table 5. Validity Test Results – Compensation (X3)

Item	r-count	r-table	Result
X3.1	0.841	0.194	Valid
X3.2	0.783	0.194	Valid
X3.3	0.872	0.194	Valid
X3.4	0.867	0.194	Valid
X3.5	0.760	0.194	Valid
X3.6	0.665	0.194	Valid
X3.7	0.848	0.194	Valid
X3.8	0.888	0.194	Valid
X3.9	0.830	0.194	Valid
X3.10	0.881	0.194	Valid

Source: IBM SPSS Statistics output

Based on the validity test results for the Compensation (X3) variable, all statement items (X3.1–X3.10) obtained calculated correlation coefficients (r-values) greater than the critical r-table value of 0.194, with values ranging from 0.665 to 0.888. Therefore, all statement items for the Compensation variable were deemed valid. These results indicate that the items effectively represent the various aspects of compensation received by employees and are capable of measuring the construct accurately.

Table 6. Validity Test Results – Employee Performance (Y)

Item	r-count	r-table	Result
Y1	0.764	0.194	Valid
Y2	0.655	0.194	Valid
Y3	0.635	0.194	Valid
Y4	0.714	0.194	Valid
Y5	0.759	0.194	Valid
Y6	0.664	0.194	Valid
Y7	0.666	0.194	Valid
Y8	0.792	0.194	Valid
Y9	0.755	0.194	Valid
Y10	0.693	0.194	Valid

Source: IBM SPSS Statistics output

The validity test results for the Employee Performance (Y) variable indicate that all statement items (Y1–Y10) obtained calculated correlation coefficients (r-values) greater than the critical r-table value of 0.194, with values ranging from 0.635 to 0.792. Therefore, all statement items for the Employee Performance variable were deemed valid and suitable for measuring employees'

performance levels. These findings confirm that the instrument effectively captures the dimensions of employee performance and can be used reliably for further analysis.

Reliability Test

Table 7. Reliability Test Results (Cronbach's Alpha)

Variable	Cronbach's Alpha	Standard	Result
Perceived Organizational Support (X1)	0.921	0.70	Reliable
Grit (X2)	0.908	0.70	Reliable
Compensation (X3)	0.946	0.70	Reliable
Employee Performance (Y)	0.889	0.70	Reliable

Source: IBM SPSS Statistics output

Based on the reliability test results, all variables achieved Cronbach's Alpha coefficients exceeding the accepted threshold, indicating that they are reliable. The variables of Perceived Organizational Support (0.921), Grit (0.908), Compensation (0.946), and Employee Performance (0.889) demonstrate that the questionnaire items are internally consistent in measuring their respective constructs. Therefore, the research instrument is considered reliable and suitable for further analysis.

Classical Assumption Tests

The normality test was conducted to determine whether the collected data were normally distributed. In this study, normality was assessed using the Normal P-P Plot of Regression Standardized Residuals. If the data points are distributed around the reference line and follow the direction of the diagonal line in the plot, this indicates that the data are normally distributed. Consequently, the regression model can be considered to satisfy the assumption of normality.

In addition, the statistical procedure used to assess normality in this study was the Kolmogorov-Smirnov test, which was performed using SPSS software. This test was employed to provide statistical evidence regarding the distribution of the data and to support the evaluation of the normality assumption.

Multiple Regression Analysis and Hypothesis Testing

The multicollinearity test was conducted to determine whether multicollinearity exists among the independent variables. This test was assessed using the Variance Inflation Factor (VIF) and Tolerance values. A model is considered free from multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 10.0. The results of the multicollinearity test are presented in the table below.

Table 8. Multiple Regression Coefficients

Model	B	Std. Error	Beta	t	Sig.		
(Constant)	7.086	3.421		2.071	.041		
POS (X1)	.314	.067	.273	4.684	<.001		
Grit (X2)	.702	.131	.370	5.347	<.001		
Compensation (X3)	.265	.049	.364	5.357	<.001		

Source: IBM SPSS Statistics output

The resulting regression equation is:

$$Y = 7.086 + 0.314 X_1 + 0.702 X_2 + 0.265 X_3$$

Based on the results of the multiple linear regression analysis, Perceived Organizational Support (POS), Grit, and Compensation were found to have a positive and statistically significant effect on Employee Performance, as indicated by the significance values for each variable being less than 0.001 ($p < 0.05$). These findings suggest that higher levels of organizational support, employee perseverance, and compensation contribute to improved employee performance. Based on the standardized beta coefficients, Grit ($\beta = 0.370$) exhibited the strongest influence on employee performance, followed by Compensation ($\beta = 0.364$) and Perceived Organizational Support ($\beta = 0.273$). Therefore, employees' perseverance and consistency of effort appear to be the most influential factors in enhancing employee performance.

Table 9. ANOVA Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.	
Regression	—	3	—	43.672	<.001	
Residual	—	91	—			
Total	—	94				

Source: IBM SPSS Statistics output

Based on the ANOVA results presented in Table 9, the calculated F-value was 43.672, with a significance level of $p < .001$, which is lower than the established significance threshold of .05. These findings indicate that Perceived Organizational Support (POS), Grit, and Compensation collectively have a significant effect on Employee Performance. Therefore, the regression model employed in this study is considered statistically significant and appropriate for explaining the influence of the three independent variables on the dependent variable.

Table 10. Model Summary (Coefficient of Determination)

Model	R	R Square	Adjusted R Square	Std. Error
1	0.752	0.565	0.559	—

Source: IBM SPSS Statistics output

Based on Table 10, the R Square value is 0.565 and the Adjusted R Square value is 0.559. These results indicate that 55.9% of the variance in Employee Performance can be explained by Perceived Organizational Support (POS), Grit, and Compensation, while the remaining 44.1% is attributable to other factors not included in the research model. Therefore, the model demonstrates a relatively strong ability to explain variations in Employee Performance.

Discussion

The positive and significant effect of Perceived Organizational Support on Employee Performance confirms that when Diamond Clinic employees perceive genuine organizational care—equitable treatment, welfare attention, and policy support—they reciprocate with greater work discipline and output quality. This finding is grounded in Social Exchange Theory (Blau, 1964) and consistent with Diana & Frianto (2021), confirming that POS functions as a psychological motivator, creating stronger organizational attachment and commitment.

Grit emerged as the most dominant predictor ($\beta = 0.702$), underscoring the critical role of individual character in service performance. In Diamond Clinic's high-demand, customer-facing environment, employees who demonstrate perseverance and long-term goal consistency deliver superior service quality. This aligns with Duckworth et al. (2007) and Southwick et al. (2019), who established grit's relevance as a work performance predictor. Practically, this finding suggests management should invest in grit-building interventions—mentorship programs, challenging but realistic goals, and resilience training—to develop this character dimension systematically.

Compensation also positively and significantly affects performance ($\beta = 0.265$), confirming Expectancy Theory (Vroom) and Equity Theory (Adams): when employees perceive their compensation as fair relative to their contributions, they increase effort and commitment. This is consistent with Nugraha & Tjahjawi (2018). Although compensation shows the smallest coefficient among the three variables, its t-value (5.357) is the highest, indicating its statistical reliability in predicting performance changes. This suggests Diamond Clinic's compensation system, while perhaps not the primary motivator, is a consistent and significant baseline factor for sustained performance.

CONCLUSION AND SUGGESTIONS

Conclusion

- Perceived Organizational Support (X1) positively and significantly affects Employee Performance (Y) at Diamond Clinic ($t = 4.684$, sig. < 0.001). The higher the organizational support perceived by employees, the higher their performance.
- Grit (X2) positively and significantly affects Employee Performance (Y) and is the most dominant influencing variable ($t = 5.347$, $\beta = 0.702$, sig. < 0.001). Employees with higher perseverance and long-term goal consistency deliver superior performance.

- Compensation (X3) positively and significantly affects Employee Performance (Y) ($t = 5.357$, $\text{sig.} < 0.001$). Fair and adequate compensation motivates employees to work optimally.
- POS, Grit, and Compensation simultaneously and significantly affect Employee Performance ($F = 43.672$, $\text{sig.} < 0.001$), collectively explaining 55.9% of performance variation.

Suggestions

- Management should strengthen organizational support through transparent communication, equitable policy implementation, and demonstrated care for employee welfare to leverage POS as a performance driver.
- Given grit's dominant influence, Diamond Clinic should invest in systematic grit development programs—mentoring, realistic stretch goals, and resilience training—to build this character dimension in all employees.
- The compensation system should be regularly reviewed to ensure adequacy, fairness, and alignment with individual contributions, including both financial rewards and non-financial recognition such as career development opportunities.
- Future research should incorporate additional variables—leadership style, organizational culture, and work environment—to more comprehensively explain the remaining 44.1% of performance variation.

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