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**The Effect of Perceived Organizational Support and Transformational Leadership on Organizational Commitment and Performance of BUMDesa Officer in Gresik Regency, East Java Province, Indonesia**

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**Abstract.** The progress of a village in Indonesia can be measured by its poverty line. The increase in the poverty rate in East Java in 2020 arouses Indonesian researchers to study the BUMDesa program to help BUMDesa to become more advanced in increasing the welfare of rural communities. Perceived organizational support and transformational leadership are expected to positively impact organizational commitment and the successful performance of BUMDesa officers in the Gresik regency. The object of this study is the entire management of BUMDesa in the Gresik regency. The data were accumulated using a questionnaire from 156. They were analyzed using Structural Equation Model (SEM) with the help of the statistical program of the AMOS 24 version. The results of this study proved that organizational support has a significant positive effect on organizational commitment of officers, transformational leadership has a significant positive effect on organizational commitment, perceived organizational support has a significant positive impact on the performance of BUMDesa employees, transformational leadership has a significant positive effect on the performance of BUMDesa employees, and organizational commitment has a significant positive impact on the performance of BUMDesa employees in the Gresik regency.

**Keywords:** Perceived organizational support, Transformational leadership, Organizational commitment, Performance

### Introduction

The economic growth of a country can be seen from the progress of its most minor citizens, starting from the village level. The progress of a village can be measured from the poverty line. Information from the Central Statistics Agency of East Java Province shows that the percentage of the poverty rate from year to year faces a decline, which will increase in 2020. The government seeks poverty alleviation through several programs. To tackle rural poverty, the government provides village autonomy independently through a program called BUMDesa (Village Owned Enterprises).

The Covid-19 pandemic has made the rural economy slump. With village funds distributed to each village, the central government prioritizes the use of village funds for national economic recovery by village authorities. Permendes No. 7 of 2021 concerning Priority for using Village Funds in 2022 states that BUMDesa is one of the priorities for using village funds for village economic recovery. So that the village fund budget in 2022 is primarily absorbed in BUMDesa command posts, but in practice, many BUMDesa is still unable to distribute donations to the village government or village residents. An organization can be said to be successful if the performance of the members of the organization is excellent. Performance is a person's willingness to carry out activities and perfect them according to their responsibilities with the expected results.

Minister of Villages, improvement of disadvantaged areas, and Transmigration Abdul Halim Iskandar (2020) pronounced that as many as 2.4% of Village-Owned organisations (BUMDesa) in East Java have become country wide pilots. This achievement is still on a small scale compared to the goal of establishing BUMDesa. The success of BUMDesa can be achieved through great management performance and organizational commitment. BUMDesa

management is a state of affairs where an employee sided with the agency and the dreams and turned into inclined to keep membership inside the corporation involved.

The transformational leadership style is preferred because the leader does not put too much pressure on his subordinates so that subordinates can take work initiatives with sincerity. In the BUMDesa regency, the transformational leadership style applied by the village head to give full authority to the BUMDesa management in implementing efficient and effective innovation and creativity greatly influences work performance and success. Compared to the leadership style that has been widely applied so far, the management is obliged to work according to the direction of the village head. The pressure experienced by the management does not create morale but compulsion so that the results of the management's work are not good maximum.

Another aspect that functions in the success of work programs and achieving optimal performance is Perceived Organizational Support (POS). Village organizations that support each program planned by BUMDesa mean giving managers the confidence to carry out the program, which can motivate administrators to work optimally. Positive support from the village head, staff, the Executive Board, and all levels of the BUMDesa management will result in a conducive working atmosphere. Members' performance will be automatically encouraged to improve by getting this support. Not only that, but this support also raises the spirit of the team of workers so that they can trust each other and help each other and establish good bonds between workers in the work area. Organizational treatment received by employees is captured as an organized stimulus and interpreted into perceived corporate support experienced.

From the background that has been discussed, the researcher wants to research the BUMDesa program's problems in the hope that it can help BUMDesa become more advanced and improve the welfare of rural residents. A good mix of perceived organizational support and transformational leadership is expected to positively impact organizational commitment and the success of management performance in implementing the planned work program.

The study aims to prove and analyze the effects of perceived organizational support and transformational leadership on the organizational commitment and the performance of BUMDesa officers in the Gresik regency and the effects of organizational commitment on the performance of BUMDesa officers in the Gresik regency.

## **Literature Review**

### **Human Resource Management**

According to Mathis and Jackson (2012), HRM is managing and making use of sources in people. The control and utilization are developed optimally in the international of work to achieve organizational goals and individual worker improvement. Based on some expert opinions above, human resource management is an activity of managing human resources in an organization or company that is carried out effectively and efficiently to realize the company's goals.

### **Perceived Organizational Support**

POS refers to employees' perceptions of the volume to which the employer values their contributions and cares approximately their health (Rhoades & Eisenberger, 2002). The indicators used in the Perceived Organizational Support variable from Rhoades and Eisenberger (2002) are as follows:

- 1 Organizational pride for the success of employees
- 2 The organization's concern for the welfare of employees
- 3 Organizational awards for contributions made by employees

- 4 Organizational consideration of employees' personal goals and values
- 5 Organizational respect for employees
- 6 Organizational availability to assist employees when they need special assistance

### Transformational Leadership

Transformational leadership is the behavior of leaders who can create a sense of pride and confidence in subordinates, inspire and motivate subordinates, stimulate creativity and innovation of subordinates, inspire and motivate subordinates, and continuously train and provide direction to associates (Bass & Riggio, 2006). The transformational leadership variable is measured using the following indicators:

1. Idealized influence
2. Inspirational motivation
3. Intellectual stimulation
4. Individual consideration

### Organizational Commitment

OC is often defined as a condition where an employee likes the organization. Willing to maintain membership in the organization concerned. Robbins (2008) classifies organizational commitment into three separate indicators:

1. Affective Commitment
2. Continuance Commitment
3. Normative Commitment

### Performance

According to Robbins & Coulter (2016), performance indicators are tools to measure the extent to which employee performance is achieved. The following are some indicators to measure employee performance:

1. Quality of Work
2. Quantity
3. Punctuality
4. Effectiveness
5. Independence

### The Conceptual Framework and Research Hypotheses

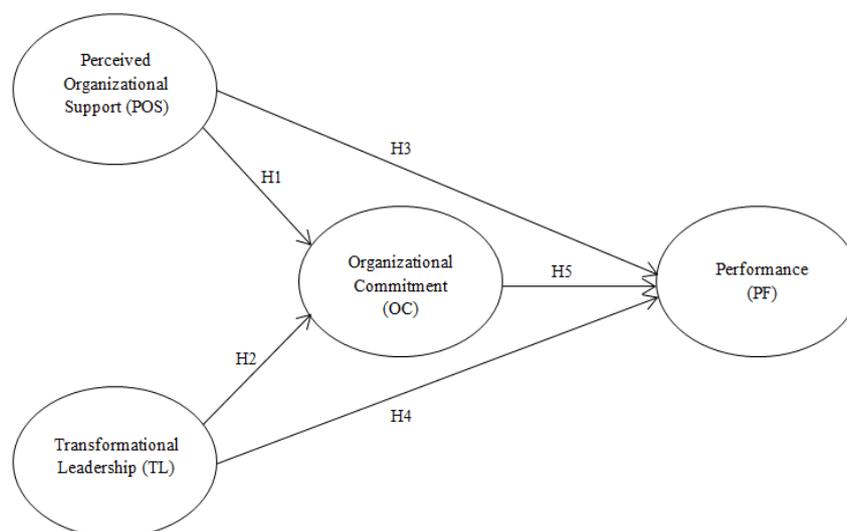


Figure 1. The Conceptual Framework

The conceptual framework of the research above shows that Perceived Organizational Support (POS), Transformational Leadership (TL), these variables which together are variables that influence Organizational Commitment (OC) and the Performance (PF) of BUMDesa officers in the Gresik regency.

Based on the formulation problem that has been described previously, the hypotheses in this study are as follows:

1. Perceived organizational support has a significant effect on organizational commitment. Research conducted by Mankanjee, Hartzer, and Uys (2006), and Aggarwal-Gupta, Vohra, and Bhatnagar (2010) on the effect of Perceived organizational support on organizational commitment also serves as the basis for our proposal;  
*Hypotheses 1: Perceived organizational support significantly affects the Organizational Commitment of BUMDesa officers in the Gresik regency.*
2. Transformational Leadership has a significant effect on Organizational commitment. Research conducted by Baek-Kyoo Joo et al. (2012) and Fatima Bushra, Ahmad Usman, and Asvir Naveed (2011) also serves as the basis for our proposal;  
*Hypotheses 2: Transformational leadership significantly affects the Organizational commitment of BUMDesa officers in the Gresik regency.*
3. Perceived organizational support has a significant effect on performance. Research conducted by Elvira Nica (2016) on the effect of Perceived organizational support on performance also serves as the basis for our proposal;  
*Hypotheses 3: Perceived organizational support significantly affects the performance of BUMDesa officers in the Gresik regency.*
4. Transformational leadership has a significant effect on performance. Research conducted by Zohra Kalsoom, Mukaram Ali Khan Syed, Sohaib Zubair (2018) and O. A. Afolabi, O. J. Obude, A. A. Okediji, and L.Ezeh (2009) on the effect of Transformational leadership has a significant impact on the performance also serves as the basis for our proposal;  
*Hypotheses 4: Transformational leadership significantly affects the performance of BUMDesa officers in the Gresik regency.*
5. Organizational commitment has a significant effect on performance. Research conducted by Angela Shin-Yih Chen, Hou, Yu-Hsiang Fan, and Kai-Tai (2009) on the effect of Organizational commitment has a significant impact on the performance also serves as the basis for our proposal;  
*Hypotheses 5: Organizational commitment significantly affects the performance of BUMDesa officers in the Gresik regency.*

### **Research Methods**

This study uses a deductive model framework and makes a hypothesis that will be a reference for an answer to a problem in research so that the methodology must be tested further. This type of research uses an explanatory research approach, meaning that in explaining the causal relationship between the variables, the hypothesis must first be tested to obtain the correct test results so that causal conclusions can be drawn (causation), or it can also be done through hypothesis testing.

This research was conducted throughout the developed BUMDesa in the Gresik regency. At the same time, the scope of the study is the influence of Perceived Organizational Support, Transformational leadership on Organizational Commitment, and Performance of BUMDesa officers in the Gresik Region. The data was collected using a questionnaire distributed via Google forms. The data were processed and analyzed using SEM analysis with the AMOS statistical program version 24.

The population in this study were all officers (Secretary, Treasurer, and 2 members) of the advanced BUMDesa in the Gresik regency. The research sample will be used 39 BUMDesa Maju multiplied by 4 officers. Because there are 4 respondents from BUMDesa (Secretary, Treasurer, and 2 members), the total BUMDesa is  $39 \times 4 = 156$  people.

The research instrument in this study used a questionnaire. To answer all the existing statements using five categories, namely the Likert scale. The statement items on each variable and the score can be seen as follows:

- a. Strongly Disagree (SD) = 1
- b. Disagree (D) = 2
- c. Neutral (N) = 3
- d. Agree (A) = 4
- e. Strongly Agree (SA) = 5

This research was conducted on the Advanced classification of BUMDesa officers in the Gresik regency. The time required to collect data is carried out within 3 (three) months. The data collection technique used a survey technique with a questionnaire instrument, which was done by giving questionnaires to the officer of BUMDesa Maju in the Gresik regency.

Data evaluation on this study became accomplished the usage of the Structural Equation model (SEM) method. The software used for structural analysis is AMOS 24.

### Analysis of Research Results

This chapter presents an overview of research data obtained from respondents' answers, data processing, and analysis of the data processing results. Data processing will then be used as a basis for analysis and answering the proposed research hypothesis. Descriptive data analysis describes the condition of respondents' answers for each variable.

There were 156 questionnaires distributed to respondents. The questionnaires collected were 156 questionnaires (100%). The data analysis used on this research is Structural Equation Modeling (SEM).

### Instrument Validity Test

The validity test measures how accurately the respondent will be asked a statement in the questionnaire. The calculation of the validity test in this study uses the Pearson Correlation method by looking at the significance value contained in the table, if the significance value shows a number  $< 0.05$ , then the statement item can be said to be valid, but if the significance value is  $> 0.05$ , then the statement item is declared invalid.

**Table 1. Instrument Validity**

Indicator	Pearson Correlations	Sig.	Standard Sig.	Description
<b>Perceived Organizational Support</b>				
POS-POS1	0,492	0,000	<0,05	Valid
POS-POS2	0,489	0,000	<0,05	Valid
POS-POS3	0,420	0,000	<0,05	Valid
POS-POS4	0,527	0,000	<0,05	Valid
POS-POS5	0,605	0,000	<0,05	Valid
POS-POS6	0,555	0,000	<0,05	Valid
<b>Transformational Leadership</b>				
TL-TL1	0,499	0,000	<0,05	Valid
TL-TL2	0,389	0,000	<0,05	Valid
TL-TL3	0,400	0,000	<0,05	Valid
TL-TL4	0,388	0,000	<0,05	Valid

<b>Organizational Commitment</b>				
OC-OC1	0,346	0,000	<0,05	Valid
OC-OC2	0,226	0,005	<0,05	Valid
OC-OC3	0,242	0,002	<0,05	Valid
<b>Performance</b>				
PF-PF1	0,562	0,000	<0,05	Valid
PF-PF2	0,495	0,000	<0,05	Valid
PF-PF3	0,446	0,000	<0,05	Valid
PF-PF4	0,544	0,000	<0,05	Valid
PF-PF5	0,601	0,000	<0,05	Valid

### Instrument Reliability Test

Reliability shows the extent to which the measurement results with this tool can be trusted. High reliability is indicated by the Cronbach Alpha value of close to 1. The general agreement is that reliability is considered satisfactory if 0.700.

**Table 2. Instrument Reliability**

<b>Variable</b>	<b>Cronbach Alpha</b>	<b>Standard Cronbach Alpha</b>	<b>Description</b>
Perceived Organizational Support	0.765	0,7	Reliable
Transformational Leadership	0.772	0,7	Reliable
Organizational Commitment	0.782	0,7	Reliable
Performance	0,763	0,7	Reliable

### CFA (Confirmatory Factor Analysis) Test

The CFA test is used to determine the feasibility of the statement given to the respondent. The statement will be declared valid if the statement on the questionnaire can show the ideal test value. Validity analysis using Confirmatory Factor Analysis (CFA) has a minimum value of 0.50 (Ferdinand, 2006). The results of the validity test with Confirmatory Factor Analysis (CFA) all indicators of each variable using AMOS are as follows:

**Table 3. Loading Factor**

<b>Indicator</b>	<b>Loading Factor</b>
POS1	0.867
POS1	0.921
POS1	0.792
POS1	0.893
POS1	0.883
POS1	0.895
TL1	0.634
TL2	0.731
TL3	0.837
TL4	0.914
OC1	0.841
OC2	0.797
OC3	0.94
PF1	0.903
PF2	0.822

PF3	0.795
PF4	0.879
PF5	0.916

Each loading factor value has a value above 0.50, it can be said that the indicators forming each variable have shown their validity.

**Construct Reliability and AVE (Average Variance Extracted)**

According to Hair et al. (2010), a variable is reliable if it has a CR value greater than 0.6. Average Variance Extracted (AVE) > 0.50 indicates that the variance of the indicators extracted by the latent construct is greater than the error variance.

**Table 4. Construct Reliability**

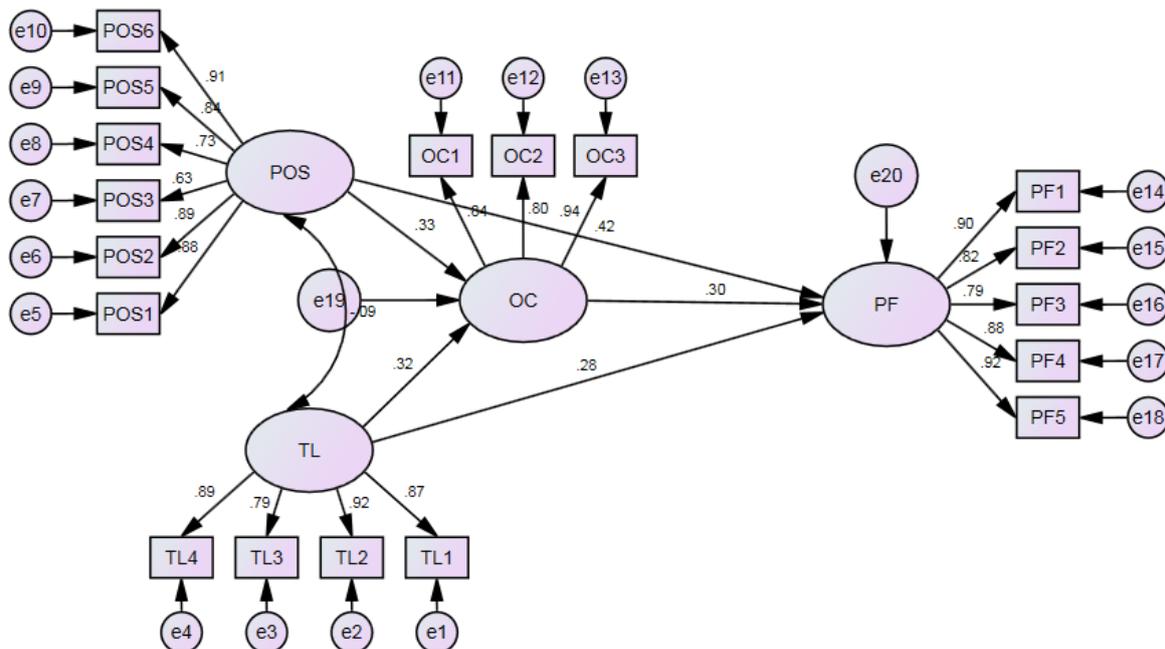
Variable	CR	Standard CR	Description
POS	0.9383	0,6	Reliable
TL	0.8000	0,6	Reliable
OC	0.8649	0,6	Reliable
PF	0.9168	0,6	Reliable

**Table 5. Average Variance Extracted**

Variable	AVE	Standard AVE	Description
POS	0.7676	0.5	Valid
TF	0.6181	0.5	Valid
OC	0.7420	0.5	Valid
PF	0.7470	0.5	Valid

**Path Diagram Model Analysis**

Based on the theoretical study in the previous chapter, a path diagram of the causal relationship between constructs and their indicators can be made. In the preparation of the path diagram, as explained above, consists of 4 (four) constructs and 18 (eighteen) indicators.



**Figure 2. Full Model**

Each variable, Perceived Organizational Support (6 indicators), Transformational Leadership (4 indicators), Organizational Commitment (3 indicators), and Performance (5 indicators), with a straight line as the path of the relationship between the independent variable to the dependent variable, and a curved line as the covariance line of the relationship between the dependent variable and the dependent variable.

The normality test of the data in this study was carried out using the criteria for the critical value of the skewness ratio of -2.58 to +2.58. Data is generally distributed if the critical ratio skewness value (c.r.) is below the absolute value of 2.58 (Ferdinand, 2000). The vital value of the skewness ratio of all indicators is less than +2.58 and more than -2.58. With these results, the data used in this study is normally distributed.

The outlier test in this study was conducted to see data conditions with unique characteristics that look very different from other observations and appear in extreme forms. Detecting multivariate outliers is done by examining the Mahalanobis distance value. There is a multivariate outlier problem if the Mahalanobis distance value is higher than the chi-square value (Ferdinand, 2000). Based on the study's results, it is known that the calculation of the mahalanobis distance with the largest value is 40,022, which is smaller than the chi-square value of 230,293. As a result, it can be assumed that no multivariate outlier problem existed in this study, and the data used was not troublesome.

### Goodness of Fit Model Test

At this stage of the goodness of fit test, testing is carried out on the model's suitability by studying various goodness of fit criteria. The results of processing research data using a path diagram that has been designed and using data from a questionnaire totaling 238 respondents. The calculation results from the SEM model of this study produce goodness of fit index with a probability level of 0.061 (more than 0.05) so that the hypothesis in the model can be accepted.

**Table 6. Goodness of Fit Criteria**

Criteria	Test results	Critical Value	Conclusion
P	0,061	$\geq 0,05$	Good
Chi-Square	230,293	low	Good
CMIN/DF	1.785	$\leq 2,00$	Good
RMSEA	0.071	$\leq 0,08$	Good
GFI	0.861	$\geq 0,90$	Moderate
AGFI	0.816	$\geq 0,90$	Moderate
TLI	0.951	$\geq 0,95$	Good
CFI	0.954	$\geq 0,95$	Good

The model testing resulted in a good Goodness of Fit confirmation value with all criteria having a better value than the critical value. The GFI and AGFI tests are below the critical value but are still accepted.

### Hypothesis Test

Testing the path of the relationship between research variables has produced results with good and acceptable model suitability criteria. The following are the outcomes of evaluating the hypothesis proposed in this study:

**Table 7. Hypothesis test**

Variable Relation	Path Coefficient	C.R.	P	Description
POS ⇒ OC	0.326	3.206	0.004	Positive and Significant
TL ⇒ OC	0.319	3.153	0.005	Positive and Significant
POS ⇒ PF	0.424	3.955	0.000	Positive and Significant
TL ⇒ PF	0.289	2.956	0.016	Positive and Significant
OC ⇒ PF	0.297	3.058	0.012	Positive and Significant

Note: POS = Perceived Organizational Support; TL = Transformational Leadership; OC = Organizational Commitment; PF = Performance

## Discussion

### The Effect of Perceived Organizational Support on Organizational Commitment

The results of testing the first hypothesis (H1), the effect of perceived organizational support on Organizational Commitment, resulted in a positive path regression with an estimated value of 0.326 and a significant probability with a value of 0.004. Based on the results of these hypotheses, the higher the amount of perceived organizational support in the BUMDesa in the Gresik regency, the higher the level of organizational commitment of the BUMDesa officer in the Gresik regency. The results of this study are supported by research conducted by Makanjee, Hartzler, and Uys (2006), and Aggarwal-Gupta, Vohra, and Bhatnagar (2010).

### The Effect of Transformational Leadership on Organizational Commitment

The results of testing the second hypothesis (H2), the effect of transformational leadership on organizational commitment, resulted in a positive path regression with an estimated value of 0.319 and a significant probability of 0.005. Based on the results of these hypotheses, it can be concluded that the higher the level of transformational leadership in the BUMDesa in the Gresik regency, the higher the organizational commitment level of the BUMDesa officer in the Gresik regency. The results of this study are supported by research conducted by Baek-Kyoo Joo et al. (2012) and Fatima Bushra, Asvir Naveed, and Ahmad Usman (2011).

### The Effect of Perceived Organizational Support on Performance

The results of testing the third hypothesis (H3), the effect of perceived organizational support on performance, resulted in a positive path regression with an estimated value of 0.424 and a significant probability of 0.000. Based on the results of these hypotheses, it can be concluded that the higher the level of perceived organizational support in the BUMDesa in the Gresik regency, the higher the performance level of the BUMDesa officers in the Gresik regency. The results of this study are supported by research by Elvira Nica (2016).

### The Effect of Transformational Leadership on Performance

The results of testing the fourth hypothesis (H4), the effect of perceived organizational support on performance resulted in a positive path regression with an estimated value of 0.289 and a significant probability of 0.016. Based on the results of these hypotheses, it can be concluded that the higher the level of transformational leadership in the BUMDesa in the Gresik regency, the higher the performance level of the BUMDesa officers in the Gresik regency. Research conducted by Zohra Kalsoom supports the results of this study, Sohaib Zubair, Mukaram Ali Khan Syed (2018) and O. A. Afolabi, O. J. Obude, A. A. Okediji and L. Ezech (2009).

### **The Effect of Organizational Commitment on Performance**

The results of testing the fifth hypothesis (H5), the effect of organizational commitment on performance produces a positive path regression with an estimated value of 0.297 and a significant probability with a value of 0.012 which states that each indicator of the organizational commitment variable can increase the value of each indicator of the performance variable.

Based on the results of these hypotheses, it can be concluded that the higher the level of organizational commitment in the BUMDesa officers in the Gresik regency, the higher the performance level for the BUMDesa officers in the Gresik regency. The results of this study are supported by research from Angela Shin-Yih Chen et al. (2009).

### **Contributions to the Development of Economic Theory**

The results of this study contribute to the development of economics, especially in the field of Human Resource Management regarding the variables of Perceived Organizational Support and Organizational Commitment, where these variables can be used as a tool to improve officers' performance in BUMDesa Gresik regency.

The results of this study can also be applied in managing the officer's performance in the BUMDesa environment to achieve superior performance efficiently and effectively to encourage and develop to meet community standards and demands.

### **Conclusion**

- 1) Perceived Organizational Support has a positive and significant effect on the organizational commitment of BUMDesa management in the Gresik regency. The results of this study can confirm the theory of Rhoades & Eisenberger (2002) and Robbins (2008). The results of this study are the same as those conducted by Makanjee, Hartzer, and Uys (2006), and Aggarwal-Gupta, Vohra, and Bhatnagar (2010).
- 2) Transformational leadership has a positive and significant effect on the organizational commitment of BUMDesa management in the Gresik regency. The results of this study can confirm the theory of Bass & Riggio (2006) and Robbins (2008). The results of this study are the same as those of Baek- Kyoo Joo, Hea Jun Yoon, Chang-Wook Jeung (2012), Fatima Bushra, Ahmad Usman, and Asvir Naveed (2011).
- 3) Perceived Organizational Support has a positive and significant effect on the performance of BUMDesa management in the Gresik regency. The results of this study can confirm the theory of Rhoades & Eisenberger (2002) and Robbins & Coutler (2016). The results of this study are the same as those conducted by Elvira Nica (2016).
- 4) Transformational leadership has a positive and significant effect on the performance of BUMDesa management in the Gresik regency. The results of this study can confirm the theory of Bass & Riggio (2006) and Robbins & Coutler (2016). The results of this study are the same as those conducted by Zohra Kalsoom, Mukaram Ali Khan Syed, Sohaib Zubair (2018) and O. A. Afolabi, O. J. Obude, A. A. Okediji, and L.Ezeh (2009).
- 5) Organizational Commitment has a positive and significant effect on the performance of BUMDesa management in the Gresik regency. The results of this study can confirm the theory of Robbins (2008) and Robbins & Coutler (2016). The results of this study are the same as those conducted by Angela Shin-Yih Chen, Hou, Yu-Hsiang Fan, and Kai-Tai (2009).

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