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DETERMINATION OF EMPLOYEE PERFORMANCE: PERCEIVED ORGANIZATIONAL SUPPORT, COMMUNICATION, AND LEADERSHIP STYLES (A HUMAN RESOURCE MANAGEMENT LITERATURE STUDY)

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomenon of the relationship or influence between variables. This article reviews the factors that influence organizational commitment and employee performance, namely: Perceived Organizational Support, Communication, and Leadership Style, a Human Resource Management Literature Study. The results of this research library are that: 1) Perceived Organizational Support has an effect on Employee Performance; 2) Communication has an effect on employee performance; 3) Leadership Style affects Employee Performance.

Keywords: Employee Performance, Organizational support, Communication and Leadership Styles

INTRODUCTION

Background

Students in general at the end of the lecture will be faced with their obligation to make a scientific paper in accordance with their field of knowledge in the form of an explanation of the results of research that discusses a problem / phenomenon in a certain field of science by using applicable rules. Students who are able to write scientific papers are considered capable of combining their knowledge and skills in understanding, analyzing, describing, and explaining problems related to the scientific field they are taking.

The scientific work made is a requirement for obtaining student status in every State University (PTN) and Private Higher Education (PTS) in Indonesia. In Indonesia, the scientific work that is required for undergraduate (S1) students is in the form of a thesis, for

undergraduate students (S2) in the form of a thesis, and for undergraduate students (S3) in the form of a dissertation.

But unfortunately, based on empirical experience, many students have difficulty finding supporting articles for their scientific work as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory under study, to see the relationship between variables and to build hypotheses, also very much needed in the discussion of research results.

This article specifically discusses the Leadership Style (X1), Perceived Organizational Support (X2), and Communication (X3) which affect Organizational Commitment (Y1) and Employee Performance (Y2) Employees, (A Study of Human Resource Management Literature). Of course, not all factors affect Organizational Commitment and Employee Performance in this article, only a small part will be reviewed and reviewed.

formulation of the problem

Based on the background, problems will be formulated that will be discussed in the literature review article so that it will focus more on literature review and the results and discussion later, namely:

- 1) Does the Leadership Style have a relationship and influence on employee performance.
- 2) Does Perceived Organizational Support have a relationship and influence on employee performance.
- 3) Does communication have a relationship and influence on employee performance.

LITERATURE REVIEW

Employee performance

Colquitt et al, (2011) stated that performance is the value of a series of worker behaviors that contribute, either positively or negatively, to the completion of organizational goals. Another opinion states that performance is the result of work related to organizational goals such as quality, efficiency and other performance than effectiveness (Gibson, et al, 2012). Rogelberg (2007), has defined performance activities that are usually part of work and individual activities and must do so.

According to Sinambela (2016) employee performance is the ability of employees to do certain skills. Employee performance is very necessary, because with this performance it will be known how far their ability is in carrying out the tasks assigned to them. Mangkunegara (2011) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Wibowo (2016) performance is about doing work and the results achieved from that work. Performance is about what to do and how to do it.

In theory, many factors can affect performance, according to Mangkunegara (2011), which states that the factors that can affect performance are:

- a) The ability factor (psychologically, the ability of employees consists of potential abilities (IQ) and reality abilities (knowledge + skills). This means that employees who have an IQ above the average (IQ 110-120) with adequate education for position and skilled in doing daily work, it will be easier to achieve the expected performance. Therefore, employees need to be placed in jobs that are in accordance with their expertise.
- b) The motivational factor. Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees who are

directed to achieve organizational goals (work goals). Mental attitude is a mental condition that encourages employees to strive for maximum work performance. The mental attitude of the employee must be a mental attitude that is psychophysically (ready mentally, physically, goals, and situations), meaning that an employee must be mentally prepared, physically capable, understand physically, understand the main goals of the work targets to be achieved, be able to utilize, and create work situations.

Meanwhile, according to Wirawan (2009) the factors that affect the performance of human resources include:

- 1) Internal employee factors, namely factors from within the employee which are congenital factors from birth and factors obtained when he develops. Congenital factors, such as talents, personal traits, and physical and psychological conditions. Meanwhile, the factors obtained, for example, such as knowledge, skills, work ethic, work experience, and work motivation.
- 2) Organizational internal environmental factors. In carrying out their duties, employees need the support of the organization where they work. This support greatly affects the level of employee performance. Internal organizational factors include robot technology, compensation systems, work climate, organizational strategy, support for the resources needed to carry out work, and management and compensation systems.
- 3) Organizational external environmental factors. Organizational external environmental factors are circumstances, events, or situations that occur in the organization's external environment, for example an economic crisis.

According to Armstrong and Baron (2000), it fully explains that four factors affect performance, namely: 1) personal factors, including individual skills, competence, motivation, and commitment, 2) leadership factors, namely the quality of the motivation, guidance and encouragement provided by the leadership, 3) work system factors and facilities provided by the organization, and 4) situational factors, including changes and emphasis on internal and external factors.

Based on the theories that have been described above, the writer finally concludes that the factors that affect individual performance in the organization can come from the environment (including the organization) and factors that come from within the employees themselves. Environmental factors, namely factors related to organizations, such as leadership support, work environment, perceived organizational support, compensation, communication, organizational culture, work performance appraisal and so on. While the factors that come from the employees themselves (individuals), namely those related to the character, behavior and personal qualifications of employees which are implemented in the form of job satisfaction, motivation, organizational commitment, loyalty, work discipline, and so on. The factors that affect employee performance are described as follows:

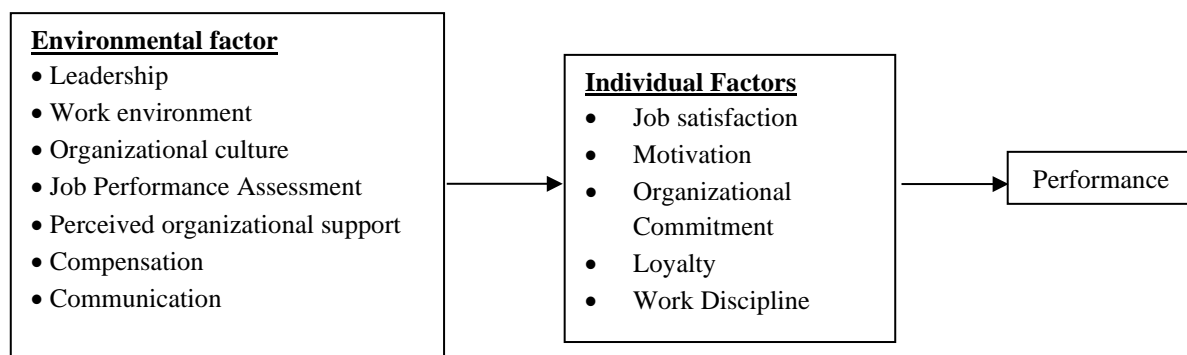


Figure 1. Factors Affecting Performance

According to Mitchel in Sedarmayanti (2013), employee performance can be measured through: 1) Quality of work; 2) Promptness (Punctuality of time); 3) Initiative (Initiative in completing tasks); 4) Capability (Ability to complete tasks); and 5) Communication (Ability to cooperate with other parties).

Furthermore, Gomes (2013) stated that to assess performance can be measured through several indicators as follows: 1) Quantity of work, namely the amount of work done in a predetermined time period; 2) Quality of work, namely the quality of work achieved based on terms of suitability and readiness; 3) Job knowledge, namely the breadth of knowledge about work and skills; 4) Creativeness, namely the authenticity of ideas that appear and action skills; 5) Cooperation, namely the willingness to cooperate with other people; 6) Dependability, namely awareness and trustworthiness in terms of attendance and work completion; 7) Initiative, namely the enthusiasm to complete new tasks in enlarging the responsibilities; and 8) Personal quality, which concerns personality, leadership, hospitality, and personal integrity.

Then according to Werther and Davis (2010) employee performance appraisal in an organization can be measured through the following indicators:

- a) Performance improvement, which allows employees and managers to take actions related to improving performance.
- b) 2) Compensation adjustment, which helps decision makers determine who is entitled to receive a salary increase or vice versa.
- c) Placement decision, namely determining promotion, transfer, and demotion.
- d) Training and development needs, namely evaluating the development needs of employees so that their performance is more optimal.
- e) Career planning and development, namely guiding to determine the type of career and potential that can be achieved.
- f) Staffing process deficiencies, namely influencing employee recruitment procedures.
- g) Informational inaccuracies and job-design errors, which help explain what errors have occurred in human resource management, especially in the fields of job-analysis, job-design, and human resource management information systems.
- h) Equal employment opportunity, which shows that the placement decision is not discriminatory.
- i) External challenges. Sometimes employee performance is influenced by external factors such as family, personal finances, health, and others. Usually these factors are not very visible, but by conducting a performance appraisal, these external factors will appear so that it helps the human resources department to provide assistance for improving employee performance.
- j) Feedback. Provide feedback for employment and for employees.

Based on the description above, it can be synthesized that employee performance is the overall result of the work done and the level of success achieved by employees in their field of work which can be directly reflected in the output produced in terms of both quantity and quality, according to the criteria applied to the job. Which can be measured through several

indicators as follows: 1) Quality of work; 2) Quantity of work; 3) Job knowledge; 4) Attitude; 5) Communication; and 6) Initiative.

Employee performance has been researched by many previous researchers, including: (Ali et al., 2016), (Prihartono & Ali, 2020), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016),

Leadership Style

Leadership is included in the group of applied sciences or social sciences, because the principles and formulations are useful in improving human welfare. As a first step to studying and understanding everything related to aspects of leadership and its problems, it is necessary to first understand the meaning or understanding of leadership through various perspectives. Robbins and Judge (2013) suggest that a leader is someone who is responsible for a group to achieve its goals and visions.

Leadership (Leading) means using influence to motivate employees to achieve organizational goals. Leadership means creating shared values and culture, communicating goals to employees throughout the organization, and injecting enthusiasm to show the highest performance to employees (Daft, 2010).

According to Northouse (2017) leadership is a process where individuals influence a group of individuals to achieve common goals. Leadership includes influence. Leadership is concerned with how leaders influence followers. Influence is an essential element of leadership. Without influence, leadership does not exist. In line with Yukl (2017) leadership is the process of influencing others to understand and agree on what is needed in carrying out tasks and how to do that task, as well as processes for facilitating individual and collective efforts to achieve common goals.

Basically a leader has different behaviors in managing his members, and this behavior is called a leadership style. The leadership style is thus the way a leader influences members and cooperates with various programs and predetermined ways. Therefore leadership contains a dynamic force in encouraging, motivating, and coordinating the organization to achieve the expected goals (Agussalim, 2013).

According to Northouse (2017) leadership style contains behavior patterns of someone who tries to influence others. It includes command (task) behavior and supportive (relationship) behavior. Command behavior helps group members achieve goals by giving orders, achieving goals and evaluation methods, setting deadlines, assigning roles, and demonstrating how to achieve goals. Command behavior describes, often in one-way communication, what needs to be done, how it is done, and who is responsible for doing it. Supportive behavior helps group members feel good about themselves, their coworkers, and the situation. Supportive behavior involves two-way communication and responding which shows social and emotional support to others.

Leadership style is a behavior norm that is used by a person when that person tries to influence the behavior of others as he sees it. In this case, the effort to align perceptions between people who will influence behavior and those whose behavior will be influenced is very important (Thoha, 2015: 49). According to Sedarmayanti (2017: 364) leadership style is a pattern of behavior shown by leaders in influencing others. Behavioral patterns can be

influenced by several factors, such as: the values assumptions, perceptions, expectations, and attitudes that exist within the leader.

According to Davis (2010), the main characteristics a leader must have are:

- 1) Intelligence: Studies generally show that a leader has a higher level of intelligence than his followers, but is not very different.
- 2) Maturity, Social and Broad Social Relations (Social maturity and Breadth): Leaders tend to have stable emotions and are mature or mature, and have extensive activities and concerns.
- 3) Self-motivation and drive for achievement: Leaders have relatively high achievement motivation and drive, working harder for intrinsic value.
- 4) Human relations attitudes: A successful leader will recognize the self-esteem and dignity of his followers, have high attention and are oriented towards his subordinates.

Meanwhile, according to Pasolong (2013) leadership style can be measured through:

- 1) Decisions are made together
Democratic leaders do not hesitate to be involved together with subordinates to make decisions and carry out work activities for the achievement of organizational goals.
- 2) Respect the potential of each of his subordinates
Democratic leadership values every individual potential and is willing to recognize the expertise of specialists in their respective fields, able to utilize the capacities of each member as effectively as possible at the right time and conditions.
- 3) Hearing criticism, suggestions / opinions from subordinates
Receiving criticism, suggestions / opinions from subordinates is a natural thing in organizational life. Thus there will be a tendency to further increase self-potential and be better than before and learn from the mistakes that have been made.
- 4) Cooperating with subordinates.
A good leader is a leader who is able to work together / be directly involved together in carrying out tasks for the achievement of organizational goals. Leaders also do not hesitate to go directly to the field to carry out their duties.

Leadership styles have been studied by many previous researchers, including: (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017).

Perceived Organizational Support (POS)

Perceived organizational support (POS) refers to employees' perceptions of the extent to which organizations value their contribution and concern for their welfare. The POS concept proposes that employees personify the organizations they work for and form global beliefs about the extent to which organizations value their contribution and concern for their well-being (Eisenberger in Mageshkumar, 2016).

POS is defined as the level at which employees believe that their organization values their contribution and concern for their well-being (Afzali et al., 2014). Meanwhile, according to Robbins and Judge (2015) perceived organizational support or Perceived Organizational Support is the level where employees believe the organization appreciates their contribution and cares about their welfare. POS can also be viewed as an organizational commitment to employees. If the organization generally appreciates employee dedication and loyalty as a form of employee commitment to the organization, then employees in general also pay attention to how committed the organization has to them. Awards given by organizations can be considered to provide benefits for employees, such as a feeling of acceptance and recognition, obtaining salaries and promotions, getting various access to information, and several other forms of assistance that employees need to be able to carry out

their work effectively. The existence of this reciprocal norm causes employees and organizations to pay attention to each other's goals in the working relationship (Rhoades & Eisenberger, 2002).

According to Rhoades and Eisenberger (2002), there are three general forms of treatment from organizations that are considered good and will increase the organizational support felt by employees, namely:

- 1) Justice (Fairness), the justice factor here is procedural justice which concerns the issue of justice regarding the means that should be used to distribute the various resources that exist within the organization. The repeated occurrence of fairness in making decisions about the distribution of resources will have a strong influence on the organizational support felt by employees, which is indicated by attention to employee welfare.
- 2) Supervisor Support, because the actions of the superior as the representative of the organization are responsible for regulating and assessing the performance of their subordinates, employees see the superior's actions that are pleasant or unpleasant for employees as a manifestation of organizational support.
- 3) Benefits from the Organization and Working Conditions (Organizational Rewards and Job Conditions), rewards in the form of rewards, salaries, and promotions, help communicate a positive assessment of employee contributions which in turn will also contribute to increased organizational support that employees feel. In addition, there is job security which means that there is certainty that the organization will continue to maintain employee membership in the future and this is expected to lead to high organizational support felt by employees. Organizational trust in employee wisdom in completing work tasks will also increase the organizational support that employees feel. Role stressors such as: too much work; job demands that are impossible to complete in a limited time; role ambiguity, including the absence of clear information about individual responsibilities; and role conflicts, including conflicting job responsibilities, will reduce the organizational support that employees feel. Perceived Organizational Support (POS) has been studied by many previous researchers, including: (Ridwan et al., 2020).

Communication

Communication is the exchange of information or messages in two directions between communicators and communicants, either directly or indirectly, using or not using the media (Busro, 2018). Community is a group of people who come together or live together to achieve certain goals, and they share meanings and attitudes. Without communication there can be no community. Community depends on shared experiences and emotions, and communication plays a role and explains that togetherness. Therefore, the community also shares forms of communication related to art, religion and language (Mulyana, 2014).

Communication is the process of exchanging information and the meaning or meaning that is transferred from the sender to the receiver (Colquitt, LePine, and Wesson, 2011). Most of the work done in a team is done independently, is interdependent and involves communication between members. Therefore the effectiveness of communication plays an important role in determining whether there are advantages or disadvantages in the communication process.

Communication shows the process by which information is sent and understood between two or more people (McShane and Von Glinov, 2010). Emphasis on words is understood because sending the meaning intended by the sender is the essence of good

communication. Meanwhile, according to Wibowo (2014) communication is the process of delivering information from one party, be it individuals, groups or organizations as senders to other parties as receivers to understand and open opportunities to respond back to senders.

According to Kreitner and Kinicki (2014) communication is the exchange of information between senders and receivers, and drawing conclusions as perceptions of the meaning of something between the individuals involved. Also said to be an interpersonal exchange of information and understanding.

The quality of interpersonal communication in organizations is very important. People with good communication skills help groups make more innovative decisions and are promoted more frequently than individuals with less developed abilities. The ability to communicate effectively in specific situations, by Kreitner and Kinicki (2014) is called Communication Competence (communication competence). Communication competence is an umbrella for communication skills and abilities, consisting of five elements, namely: assertiveness, aggressiveness, nonassertiveness, nonverbal communication and active learning.

Pace & Faules (2010) explain that indicators that can support or can be said to be a measure of communication can be seen through the direction of communication flow as follows:

- a. Communication down. Downward communication within an organization means that information flows from positions of higher authority to those of lesser authority. There are five types of information that can be communicated from superiors to subordinates: (1) information about how to do work, (2) information about the rationale for doing work, (3) information about organizational policies and practices, (4) information about performance employees, and (5) information to develop a sense of mission.
- b. Communication to the top. Upward communication in an organization means that information flows from lower levels (subordinates) to higher levels (supervisors). All employees in an organization, except perhaps those in top positions, may communicate upwards — that is, any subordinate can either reason or request information from or provide information to someone whose authority is higher than his. A request or comment directed to an individual whose authority is greater, higher, or broader is the essence of upward communication.
- c. Horizontal Communication. The most common form of horizontal communication includes all types of persons. Even written horizontal forms of communication are likely to become more prevalent. Horizontal communication occurs most often in commission meetings, personal interactions, during breaks, phone chats, memos and notes, social events and quality circles. The quality circle is a group of volunteer workers who share areas of responsibility.
- d. Cross Channel Communication. Cross-channel communication is appropriate, even necessary at times, especially for lower-level employees in a channel.

Communication has been researched by many previous researchers, including: (C.C. Widayati et al., 2020), (Christina Catur Widayati et al., 2020).

RESEARCH METHODS

The method of writing scientific articles is by qualitative methods and literature study or Library Research. Reviewing literature books in accordance with the theory discussed, especially in the scope of Human Resource Management (HRM). Besides, it analyzes

reputable scientific articles as well as scientific articles from journals that are not yet reputable. All cited scientific articles are sourced from Mendeley and Google Scholar.

In qualitative research, literature review should be used consistently with methodological assumptions. This means that it must be used inductively so that it does not lead to the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is explorative in nature (Ali & Limakrisna, 2013).

Furthermore, it is discussed in depth in the section entitled "Related Literature" or literature review ("Review of Literature"), as a basis for the formulation of hypotheses and will then become the basis for making comparisons with the results or findings revealed in the research. (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

This article analyzes and discusses the variables of Human Resource Management (HRM), namely: Employee Performance, Leadership Style, Perceived Organizational Support, and Communication. Where Organizational Commitment, Leadership Style, Perceived Organizational Support, and Communication affect employee performance, research and previous articles relevant to this article include:

1) Leadership Style affects Employee Performance

Leadership style is a way that a person has in influencing a group of people or subordinates to work together and make efforts with passion, motivation and confidence to achieve predetermined goals. It can be said that the quality of leadership in an organization plays a very dominant role in the success of the organization in carrying out its various activities, especially seen in the performance of its employees (Siagian, 2012).

Leadership style has an important role in improving employee performance, it can be said that employee performance in an organization is highly dependent on their leadership style. Leadership style is a behavior norm used by a person when that person tries to influence the behavior of others or subordinates (Thoha, 2015).

This theory is in line with research conducted by (Limakrisna et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Tri Widodo et al., 2018), (Mardiana, 2014), and (Indra Yugusna & Haryono, 2016) which states that leadership style has a positive and significant effect on employee performance.

According to Bass, the role of leadership in contributing to employees to achieve optimal performance is carried out in five ways, namely: (1) the leader classifies what is expected of his employees, specifically the goals and objectives of their performance, (2) the leader explains how to fulfill these expectations. , (3) leaders put forward criteria for evaluating performance effectively, (4) leaders provide feedback when employees have achieved goals, and (5) leaders allocate rewards based on the results they have achieved (Bonaparte do Rêgo et al., 2017). Seeing the important role of a leader in an organization, a leader should be able to understand the behavior of individuals in the organization he leads to be able to find the right leadership style for his organization. Because the right leadership style will be able to direct employees to be able to work optimally in achieving organizational goals.

Employee performance has been researched by many previous researchers, including: (Ali et al., 2016), (Prihartono & Ali, 2020), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016),

2) *Perceived Organizational support affects employee performance*

Perceived Organizational support (POS) has a positive effect on employee performance, this is reinforced by research results (DeviMageshkumar, 2016), (Chiang & Hsieh, 2012), (Afzali et al., 2014), Ramadhani, FA (2018), and Susmiati and Sudarna, K. (2015) stated that if the POS provided by the organization is high, then the employees will respond by providing better performance.

According to (Rhoades & Eisenberger, 2002) perceptions of organizational support refer to employees' perceptions of the extent to which the organization assesses their contribution and cares about their welfare. If employees consider that the organizational support they receive is high, then these employees will integrate membership as members of the organization into their own identity and then develop a more positive relationship and perception of the organization.

This means that the higher organizational support felt by employees will improve employee performance in the company. The perceived organizational support can be seen from the awards received by employees, opportunities for capacity development, working conditions and the company's concern for the welfare of employees. These results support the theory (Rhoades & Eisenberger, 2002) which states that organizational support that an employee has can psychologically affect the employee's performance. Perceived Organizational Support (POS) has been studied by many previous researchers, including: (Ridwan et al., 2020).

3) *Communication affects employee performance*

Communication has an influence on employee performance, Handoko said that by establishing good communication between employees, it can lead to better performance thereby reducing the level of decline in performance (Gupron, 2019). Besides that, good communication can also be the right means of improving employee performance. Through communication, employees can ask superiors for instructions regarding work implementation. Through communication, employees can also work together with each other (Haedar et al., 2010).

In an organization the meaning of communication plays a very important role, the importance of communication within the company is that doing work among fellow employees requires effective communication so that messages about work can be understood. A message about work that will be disseminated, of course the information must follow a flow from the leadership to the employees or vice versa and also among employees, communication that occurs within an organization will also affect organizational activities, such as work efficiency, increased performance, employee satisfaction and others (Gupron, 2019).

Communication in the world of work is a very important factor for the company, because in a company communication is one of the keys to the company's success. If

communication does not go well, there will often be misunderstandings between units / units or interpersonal within the company, or often called miss communication. Interpersonal relations between employees is a company way to strengthen interpersonal relationships between employees, so that company goals can be achieved. Communication is the most important thing and must occur between superiors and subordinates as well as fellow employees in an organization. Good and effective communication can make employee performance better, because basically as human resources who need something to be able to spur their desire to be able to work actively so that they are able to increase creativity and morale in accordance with their respective capabilities (Srimiatun , 2017). Communication has been researched by many previous researchers, including: (C.C. Widayati et al., 2020), (Christina Catur Widayati et al., 2020).

Conceptual Framework

Based on the theoretical study and the relationship between variables, the model or Conceptual Framework of this article in order to construct a hypothesis is as follows:

- 1) The influence of leadership style on employee performance based on research results:(Limakrisna et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Tri Widodo et al., 2018), (Mardiana, 2014), and (Indra Yugusna & Haryono, 2016)
- 2) The influence of Perceived Organizational Support on Employee Performance based on research results: (DeviMageshkumar, 2016), (Chiang & Hsieh, 2012), (Afzali et al., 2014), (Ridwan et al., 2020), (Ramadhani, FA, 2018) , and (Susmiati and Sudarna, K., 2015).
- 3) The Effect of Communication on Employee Performance based on research results:(Neves & Eisenberger, 2012), (Gupron, 2019), (Haedar et al., 2010), and (Srimiatun, 2017).

From several studies put forward by several experts and literature review studies that have been carried out, the framework of this article is processed as follows.

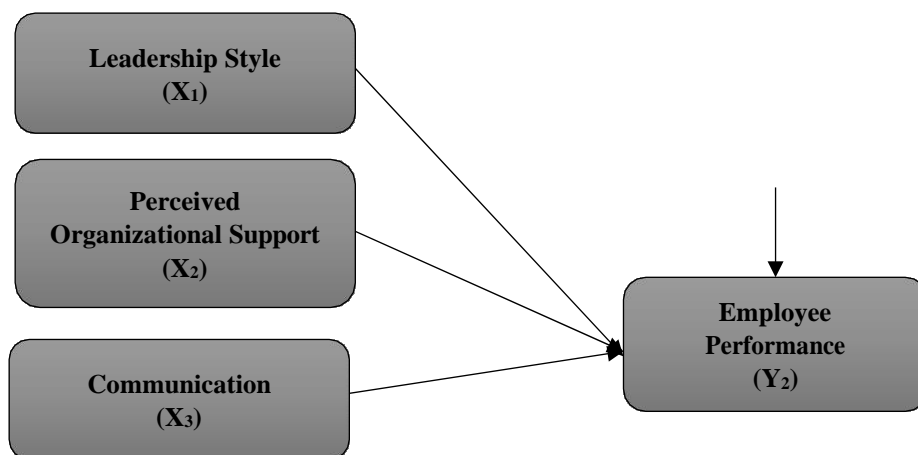


Figure: Conceptual Framework

Based on theoretical studies and review of the results of relevant articles and images from the conceptual framework, then: Leadership Style, Perceived Organizational Support and Communication have an effect on Organizational Commitment.

Variables: Leadership Style, Perceived Organizational Support Communication and Employee Performance have been published in many scientific journals, including: (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017) (C.C. Widayati et al., 2020), dan (Christina Catur Widayati et al., 2020) (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017). Employee performance: (Ali et al., 2016), (Prihartono & Ali, 2020), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016).

Apart from the 3 variables in the language of this article, Organizational Commitment is influenced by other variables, including: Work Motivational, Cultural, dan Knowledge. Work Motivational: (Riyanto, Sutrisno, et al., 2017a), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019). Cultural: (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016). Knowledge: have been examined extensively by previous researchers including: (Desfiandi, Fionita, et al., 2017), (Prayetno & Ali, 2020a), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, 2017), (Toto Handiman & Ali, 2019), and (Prayetno & Ali, 2020b).

CONCLUSION AND SUGGESTION

Conclusion

Based on the results and discussion, it can be concluded to build a hypothesis for further research as below:

- 1) Leadership Style affects employee performance
- 2) Perceived Organizational support has an effect on employee performance
- 3) Communication has an effect on employee performance

Suggestion

Based on the conclusions above, the suggestion in this article is that there are still many other factors that affect employee performance or employee performance at all types and levels of the organization, therefore further studies are needed to complement what other factors can be. affect performance.

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