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## Determinants of Employee Performance: Organizational Support, Organizational Commitment and Transformational Leadership (Literature Review)

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**Abstract:** The impact of organizational support, organizational commitment and transformational leadership on employee performance is an academic review of literature in the area of human resource management science. The aim of this article is to develop hypotheses about the connections between different variables, which will be utilized in upcoming research. Research materials derive from digital repositories, academic search engines, and scholarly databases. The writing method involves library research using articles, journals, and e-books. The analysis is qualitative and descriptive. The findings of this paper: 1) Organizational Support affects Employee Performance; 2) Organizational Commitment affects Employee Performance; and 3) Transformational Leadership affects Employee Performance.

**Keywords:** Employee Performance, Organizational Support, Organizational Commitment, Transformational Leadership

### INTRODUCTION

#### Background of the Problem

In order to achieve their objectives, every organization must establish clear goals for their operations. Attaining these goals necessitates the adept selection of strategies, particularly in human resource planning, which revolves around specific steps taken by management. This involves ensuring a stable workforce is available to assume the appropriate roles at the right time, aligning with the predetermined goals and diverse objectives. Companies hold work in high regard and, as a result, emphasize the significance of the human resource factor in the execution of tasks. This is evidenced by the growing emphasis on prioritizing the human aspect rather than solely focusing on technological and economic factors (Alwetwat, 2023). Intensifying competition within the professional landscape compels organizations to continuously enhance their performance to achieve their profit-driven goals while benefiting the community. To effectively achieve the company's objectives, skilled human resources are essential, aligned with their respective fields of expertise. Companies seeking to elevate their

productivity engage in the placement of personnel with varying levels of competence. The determination of these differing capabilities is based on recruitment outcomes and the company's qualifications, with promotions being contingent upon job placements (Xie et al., 2022).

The allocation of job positions is a critical factor in accomplishing company objectives. Inaccurate employee placement, where individuals are assigned roles outside of their expertise, can lead to suboptimal employee performance, rendering the company's goals ineffective and inefficient. Organizational support plays a pivotal role in shaping employee performance. Employees who perceive a high level of support from the organization are likely to experience greater job satisfaction and productivity, thereby positively impacting the company. The perception of organizational support can also influence the public and customer perception of the company. Companies known for their consideration of employee and societal welfare often garner greater appreciation and respect, ultimately contributing to the fulfillment of company goals (Chillakuri & Vanka, 2022).

In addition to organizational support, organizational commitment is also believed to affect employee performance. Organizational commitment affects employee performance because it is one of the components that identify employees as part of the organization. Organizational commitment consists of three main parameters: identification-internalization of organizational goals and values, involvement in activities carried out by employees as part of their role and loyalty-feeling of belonging to the organization. Study performed by (Huey Yiing & Zaman Bin Ahmad, 2009) shows that organizational commitment has a positive and significant impact on employee performance. In addition, study performed by (Đorđević et al., 2020) mentioned that organizational commitment greatly affects employee performance, so that companies that have a strong culture will be able to create maximum employee performance.

Study performed by (Eliyana et al., 2019) states that organizational commitment, which consists of affective, normative, and continuance commitments, has a significant influence on employee performance. In the context of a company, organizational commitment can affect employee performance through motivation, loyalty, and job satisfaction. Companies that have a strong culture will be able to create maximum employee performance, which will affect work productivity and effectiveness in the organization. However, different results were found by (Dinc, 2017) which states that normative organizational commitment has no significant impact on employee performance.

In addition to organizational support and organizational commitment, transformational leadership also has an influence on employee performance. Transformational leadership affects employee performance because it helps create high motivation, trust, and commitment among employees and the organization. Transformational leadership directs employees to higher goals and helps them reach their higher potential. Study performed by (Mahmud & Sopiah, 2022) shows that transformational leadership style can affect employee performance. Transformational leadership also affects employee performance through motivation. According to (Suharto et al., 2019) employee engagement and organizational commitment have a positive relationship with employee performance. Employees who are inspired by transformational leadership are also more likely to immerse themselves in work, and in turn will result in better task performance and helping behavior (Mahmud & Sopiah, 2022). Study performed by (Hery Widani et al., 2018) stated that transformational leadership which reflects the quality of the leader, has a significant positive impact on employee performance. In the context of the company, transformational leadership can affect employee performance through motivation, loyalty, and job satisfaction. Companies that have a strong culture will be able to create maximum employee performance, which will affect the productivity and effectiveness of work in the organization.

## **Problem Formulation**

1. Does organizational support affect employee performance?
2. Does organizational commitment affect employee performance?
3. Does transformational leadership affect employee performance?

## **ARTICLE WRITING METHOD**

Two commonly used methods for composing Literature Review articles are archival research and Systematic Literature Review (SLR). The library research method involves utilizing information sources such as Google Scholar, Mendeley, and other online academic platforms. On the other hand, SLR is a systematic process that entails identifying, evaluating, and analyzing all accessible research evidence to offer precise answers to research inquiries (Kitchenham et al., 2009).

Consistency in employing the literature review in accordance with methodological assumptions is critical in conducting qualitative analysis. Exploratory research is one of the motives for undertaking qualitative analysis (Ali & Limakrisna, 2013).

## **RESULTS AND DISCUSSION**

### **Results**

#### **Employee Performance**

Employee performance pertains to the competencies, capabilities, and job outcomes exhibited by an employee in fulfilling their workplace duties and responsibilities. Evaluation of employee performance can be conducted through diverse metrics, including but not limited to productivity, quality of work, attendance and punctuality, adaptability, communication abilities, problem-solving proficiency, and critical thinking aptitude (Rampa & Agogué, 2021).

According to (Qi & Wang, 2018) employee performance indicators refer to various variables or factors used to measure or evaluate the performance of an employee in an organizational context. Some common employee performance indicators include:

- 1) **Productivity:** This indicator covers the number of tasks or projects completed by an employee in a given period of time, as well as how efficiently they complete those tasks.
- 2) **Work Quality:** Covers the extent to which the employee's work meets the quality standards set by the company, as well as how well the employee completes tasks accurately and on time.
- 3) **Attendance and Punctuality:** This indicator covers how often an employee is present at work and how often they are late or absent.
- 4) **Adaptability:** Covers the extent to which an employee is able to adapt to change, complete new tasks, and learn new things.
- 5) **Communication Skills:** This indicator covers the extent to which an employee is able to communicate with coworkers, superiors, and clients, as well as how good they are at writing, speaking, and listening.
- 6) **Problem Solving Ability:** Covers the extent to which an employee is able to identify, analyze, and solve problems that arise in their work.
- 7) **Critical Thinking Ability:** This indicator covers the extent to which an employee is able to understand complex information, make informed decisions, and complete complicated tasks.

## Organizational Support

Organizational support refers to the level of satisfaction, trust, and positive attitude that employees have towards the organization. This organizational support can affect employee 4 commitment, productivity, and performance (Alfian & Zulkarnain, 2015). Here are some important aspects of organizational support:

1. **Perception of Organizational Culture:** Perceived organizational culture is how employees understand and appreciate the culture, norms, and values that exist in the organization. A good perception of organizational culture can increase employees' organizational buy-in and, in turn, their commitment and productivity.
2. **Management Quality:** The quality of management, including policies, communication, and support, can affect employees' level of organizational support. Effective management that is attentive to employee needs can help increase employee trust and commitment to the organization.
3. **Working Conditions:** Good working conditions, such as a comfortable work environment, adequate infrastructure, and sufficient facilities, can affect employees' level of organizational support. Employees who feel comfortable at work can focus more on tasks and stay longer in the organization.
4. **Dinasan Kewalatan:** Kewalatan dinasan is an employee's feeling that they are valued and modeled by the organization. Good employer engagement can increase employees' level of organizational support and, in turn, their productivity and commitment.
5. **Knowledge Management:** The use of knowledge management as an intervention variable can influence the level of employee organizational support. Knowledge management involves the collection, storage, and use of knowledge and information needed by employees to complete tasks and achieve organizational goals.

By understanding and improving organizational support, companies can create a more comfortable, productive and sustainable work environment. Therefore, it is important for management to understand and effectively manage organizational support to improve employee commitment, productivity and performance.

Organizational support indicators include several aspects that reflect the level of satisfaction, trust, and positive attitude of employees towards the organization. Here are some indicators of organizational support that can be observed and measured according to (Alfian & Zulkarnain, 2015):

- 1) **Perception of Organizational Culture:** Perceptions of organizational culture include how employees understand and appreciate the culture, norms, and values that exist in the organization. Indicators include employee perceptions of organizational culture, norms, and values that exist in the organization.
- 2) **Management Quality:** Management quality including policies, communication, and support, can influence the level of employee organizational support. Indicators include employee perceptions of management quality, policies, communication, and support provided by management.
- 3) **Working Conditions:** Good working conditions, such as a comfortable working environment, adequate infrastructure, and sufficient facilities, can affect the level of employee organizational support. Indicators include employee perceptions of working conditions, work environment, infrastructure, and facilities in the organization.
- 4) **Knowledge Management:** Knowledge management involves the collection, storage, and use of knowledge and information required by employees to complete tasks and achieve organizational goals. Indicators include employee perceptions of knowledge management, access to information, and support provided by the organization.

These indicators can help in evaluating organizational support and provide insight into the extent to which employees have high support for the organization. High levels of

organizational support can have a positive impact on employee performance, retention, and company sustainability. Therefore, it is important to understand and measure organizational support in the context of employee performance.

### Organizational Commitment

Commitment in organizations refers to the attitude or behavior that a person shows towards the organization by proving loyalty to achieve common goals. Organizational commitment includes three main dimensions (Rizal et al., 2023):

- 1) **Affective Commitment:** It is the level of one's emotional closeness to the organization. Indicators include feelings of pleasure, pride, and satisfaction with the organization they work for.
- 2) **Continuance Commitment:** This is the level of attachment a person has to the organization due to an awareness of the costs of leaving the organization. Indicators include perceived difficulty in finding a new job, loss of pension rights, or retraining costs.
- 3) **Normative Commitment:** This is the level of one's attachment to the organization due to moral or ethical feelings. Indicators include the feeling that they should continue to work in the organization because the organization has provided great opportunities or assistance.

Indicators of organizational commitment in an organization can include several things, such as (Rizal et al., 2023):

1. **Job Satisfaction:** The level of employee job satisfaction can be an indicator of organizational commitment. Job satisfaction reflects the extent to which employees are satisfied with the work environment, company policies, and relationships among coworkers.
2. **Loyalty:** Loyalty is a strong desire to maintain membership in the organization. Indicators include the feeling that employees feel bound to continue working in the organization.
3. **Employee Participation:** The level of employee participation in decision-making and contribution of ideas can also reflect organizational commitment. Employee participation reflects the extent to which the organization encourages employee involvement in the decision-making process.
4. **Organizational Justice:** Organizational justice includes aspects such as distributive justice (fair sharing of outcomes), procedural justice (fair decision-making processes), and interactional justice (fair and respectful treatment).
5. **Openness and Communication:** The level of openness and communication in an organization also reflects organizational commitment. Organizations that encourage openness and effective communication tend to have more engaged and committed employees.
6. **Innovation and Creativity:** The level of innovation and creativity supported by an organization also reflects organizational commitment. Organizations that encourage innovation and creativity tend to have more engaged and committed employees.

### Transformational Leadership

Transformational leadership is a method of leadership that encourages participation and enhances the ability of teams to innovate. Transformational leadership involves developing human capabilities, innovation and adaptation, human resource organizational change, use of technology, and effective leadership. Transformational leadership aims to change the structure, processes, culture, and characteristics of the organization to make it more effective and competitive and affect the sustainability of the company. Transformational leadership has characteristics such as embracing change, motivating employees, creating a healthy, effective, and efficient culture and work environment for all members in an organization. Transformational leadership can provide practical benefits in supporting organizational transformation towards company sustainability, such as improving employee performance,

strengthening job satisfaction, improving corporate image, increasing social responsibility, increasing innovation, improving employee skills and abilities, and increasing organizational commitment (Groves, 2020).

Indicators of transformational leadership can include several things, such as (Khan et al., 2020):

1. **Charisma:** Charisma is the leader's ability to influence and motivate others in a positive and inspiring way. Charisma can be measured using a measurement scale that measures the extent to which the leader is perceived as having charisma by his subordinates.
2. **Intellectual encouragement:** Intellectual encouragement is the leader's ability to motivate his subordinates to think critically and creatively in solving problems. Intellectual encouragement can be measured using a measurement scale that measures the extent to which leaders encourage their subordinates to think critically and creatively.
3. **Individual consideration:** Individual consideration is the leader's ability to pay attention to the individual needs and desires of his subordinates. Individual consideration can be measured using a measurement scale that measures the extent to which leaders pay attention to the individual needs and desires of their subordinates.
4. **Inspiring:** Inspiration is the leader's ability to provide a clear and inspiring vision and goals to subordinates. Inspirational giving can be measured using a measurement scale that measures the extent to which leaders provide clear and inspiring visions and goals to their subordinates.
5. **Motivation:** Providing motivation is the leader's ability to motivate his subordinates to achieve organizational goals. Providing motivation can be measured using a measurement scale that measures the extent to which leaders motivate their subordinates to achieve organizational goals.
6. **Authorization:** Granting authority is the leader's ability to provide authority and responsibility to his subordinates. Granting authority can be measured using a measurement scale that measures the extent to which leaders provide authority and responsibility to their subordinates.
7. **Giving attention:** Giving attention is the leader's ability to pay attention to the needs and desires of his subordinates. Giving attention can be measured using a measurement scale that measures the extent to which leaders pay attention to the needs and desires of their subordinates.

In this research, indicators of transformational leadership serve as tools for assessing the degree of transformational leadership implementation within organizations. These metrics are useful for judging the success of such leadership styles and offering insights into ways leaders can enhance the performance of their employees.

**Table 1. Summary of Past Research**

No.	Author	Past Research Finding	Resemblances to This Paper	Divergence from this Paper	Hypothesis
1	(Tamimi et al., 2023)	Organizational support is widely acknowledged as crucial for shaping employee behavior; when employees perceive organizational support, they feel recognized and esteemed by the organization	The impact of organizational support on employee performance	The impact of organizational backing on staff productivity as reflected in various systemic literature analyses	H1
2	(T. Chen et al., 2020)	This study aims to delve into the performance of frontline workers in a flexible	The impact of organizational support on	In the realm of flexible manufacturing,	H1

		manufacturing setting, making it an initial endeavor to contribute to the existing body of literature concerning the correlation between organizational support and employee performance	employee performance	four novel metrics for evaluating the proficiency of frontline employees have been identified. These include ongoing education, collaborative efforts, issue rectification, and proactive engagement in tasks	
3	(Dinc, 2017)	Furniture manufacturing companies in the Federation of Bosnia and Herzegovina have the potential to enhance employee work performance through influencing their job satisfaction	The impact of organizational commitment on employee performance	The influence of work contentment on the productivity of personnel within the furniture manufacturing sector	H2
4	(Nirushan, 2017)	There is a positive correlation between organizational commitment and employee job performance. Notably, government banks in the Trincomalee district exhibit higher correlations between variables compared to non-government banks	The impact of organizational commitment on employee performance	The impact of job execution on employee efficiency at Commercial Banks	H2
5	(Y. Chen et al., 2018)	The relationship between transformational leadership and employee task performance follows an inverted U-shaped pattern, which is moderated by the proactive personalities of employees. This indicates that an increase in transformational leadership initially leads to increased performance, but only to a point. After this peak, performance may decline as leadership intensifies. The degree to which this occurs, however, can be influenced by the level of proactivity in an employee's personality, affecting both the peak and the descent of task performance	The impact of Transformational Leadership on employee performance	The impact of an employee's proactive personality on their work performance	H3
6	(Khan et al., 2020)	It is essential for organizational leaders to	The impact of Transformational	The impact of employee	H3

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embody transformational qualities and deliver effective communication to their workforce. This is because transformational leaders are capable of motivating employees to reach outstanding outcomes	Leadership on employee performance	exhaustion and collective underperformance on overall job effectiveness
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## Discussion

The impact between variables

### Impact of Organizational Support on Employee Performance

Organizational support has a positive and significant influence on employee performance. Perceived organizational support which is an employee's global belief about how high the organization's sensitivity and concern for employee happiness and as a benefit from their contribution to work has a positive and significant influence on employee performance. Employees who feel the organizational support provided is high will have the motivation to achieve the desired goals, which will then affect better performance (Mursidta, 2017).

Organizational support affects employee performance in various ways. Study performed by (Fitriani et al., 2022) shows that impact of organizational support on employee performance through employee engagement has a positive and significant impact. If organizational support is high, then employee engagement will be high too. But if organizational support is low, then employee engagement will be low too. Organizational support also affects employee performance through motivation. Employees who feel that the organizational support provided is high will have the motivation to achieve the desired goals. This is because organizational support is evidence that the company appreciates and cares about employee welfare (Fitriani et al., 2022).

### Impact of Organizational Commitment on Employee Performance

Affective commitment is the highest willingness that can be the basis for employees to choose what they want, normative commitment is a morally acceptable obligation, and continuance commitment is a belief that can be the basis for employees to continue working.

Study performed by (Alwetwat, 2023) shows that organizational commitment is positively and significantly related to employee performance in textile companies in Sweden. Employees who have high organizational commitment will be more productive and dedicated at work. Study performed by (Eliyana et al., 2019) shows that organizational performance is the result of the performance of individual employees in the company. Employees who have high organizational commitment will be more effective and efficient in carrying out their duties so that they will affect company performance.

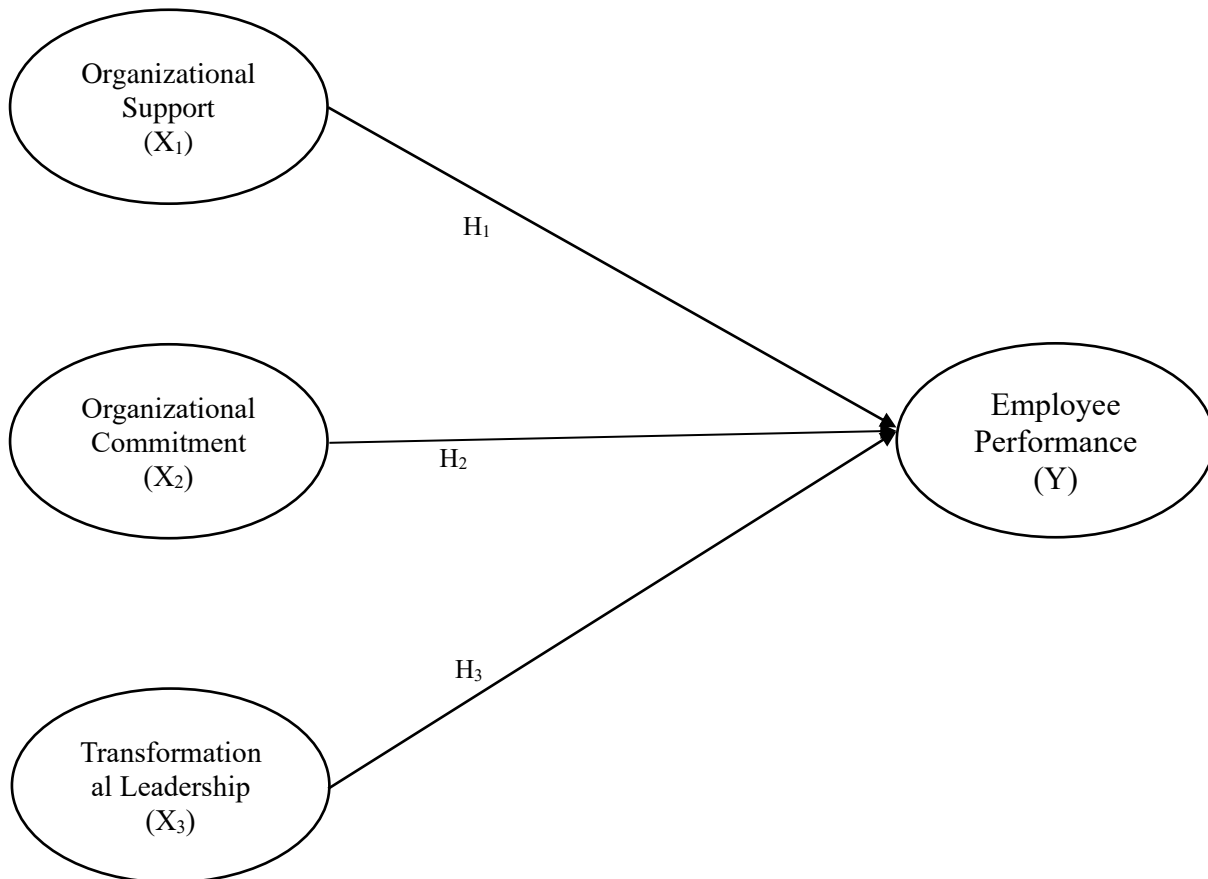
### Impact of Transformational Leadership on Employee Performance

Effective transformational leadership can help employees become more productive and dedicated in their work. Study performed by (Kelloway et al., 2012) shows that transformational leadership that is able to build the awareness of its subordinates by calling for great ideals and high morality, such as glory, togetherness, and humanity will help employees become more motivated to achieve organizational goals. (Kelloway et al., 2012) showed that transformational leadership affects employee performance. Employees who have high organizational commitment will be more productive and dedicated in their work, which will affect company performance.



Study performed by (Erinaldi et al., 2020) shows that transformational leadership affects employee performance. Employees who have high transformational leadership will be more helpful and educate each other, which will affect company performance.

### Conceptual Framework



## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Taking into account the problem definition, findings, and discussions presented, the article culminates in devising a hypothesis aimed at guiding future research endeavors, which is specified as follows:

1. Organizational Support affects Employee Performance;
2. Organizational Commitment affects Employee Performance;
3. Transformational leadership affects employee performance.

### Advice

Besides the three external factors impacting employee performance, numerous other influences exist, such as: 1) Educational background; 2) Professional experience; 3) Cognitive ability; among others.

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