



+62 813 8765 4578

081387654578

<https://dinastipub.org/DIJMS>[editor@dinastipub.org](mailto:editor@dinastipub.org)

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

Hazimi Bimaruci Hazrati Havidz<sup>1</sup>, Andri Yandi<sup>2</sup>

<sup>1</sup>) Ph.D Student, Wuhan University of Technology, 205 Luoshi road, Wuhan, Hbei, China.

<sup>2</sup>) Faculty of Economic and Business, Batanghari University, Jambi.

### ARTICLE INFORMATION

Received: 5 June 2020

Revised: 15 June 2020

Issued: 5 July 2020

Corresponding author: first author

E-mail:

[hazimi.bimaruci@gmail.com](mailto:hazimi.bimaruci@gmail.com)

[andriyandi.ali@gmail.com](mailto:andriyandi.ali@gmail.com)



DOI:10.31933/DIJMS

**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 affects Organizational Commitment; 2) Communication affects Organizational Commitment; 3) Leadership Style affects Organizational Commitment.

**Keywords:** Organizational Commitment, Leadership Style, Perceived Organizational support, and Communication.

## 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 Organizational Commitment.
- 2) Does Perceived Organizational Support have a relationship and influence on Organizational Commitment.
- 3) Does communication have a relationship and influence on Organizational Commitment.

## **LITERATURE REVIEW**

### **Organizational Commitment**

Organizational commitment is the level to which employees believe and accept organizational goals and desire to stay with the organization (Mathis and Jackson, 2011). According to Robbins and Judge (2012) organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in that organization. The realization of a conducive situation when employees and organizations have the same synergy in goal achievement orientation, striving hard to achieve specified targets is a necessity when an employee sided with the organization. Organizational commitment is needed in this case.

According to Davis and Newstrom (2001), these employees experience a level of loyalty related to their ties to the organization, and their willingness to continue to participate or work with them. Organizational commitment is the emotional connection that employees feel with their work (Ortiz et al, 2015). Then Luthan (2006) defines organizational commitment as an attitude that reflects the extent to which an individual knows and is tied to his organization. A highly committed individual is likely to see himself as a true member of the organization.

Commitment in the organization does not just happen very easily and quickly. But it

undergoes a gradual and quite long process. Minner (1997) reveals four factors that affect employee commitment, including:

- a) Personal factors, this includes age, gender, level of education, work experience and personality, and so on.
- b) Job characteristics, such as occupational environment, challenges at work, role conflicts, level of difficulty at work.
- c) Characteristics of the structure, such as the size of the organization, the form of the organization, the presence of a work union, and the level of control exercised over employees.
- d) Work experience, this is very influential on the level of commitment of employees in the organization. Because the level of commitment between employees who have been working for decades will be different from employees who have just worked.

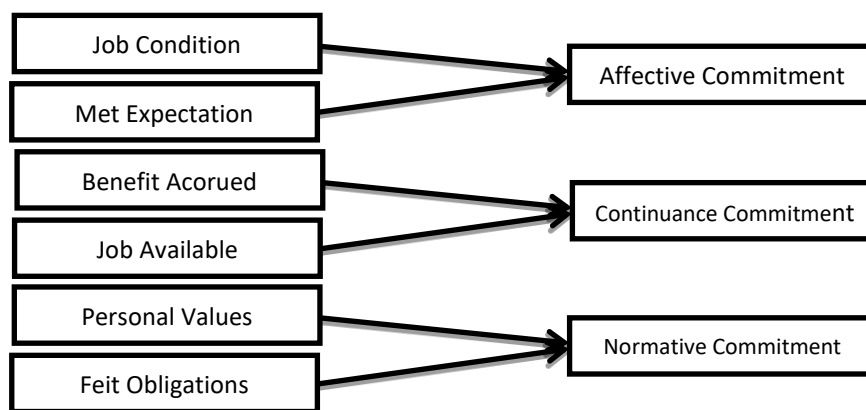
Meanwhile, according to Steer and Porter (1991), there are a number of factors that affect employee commitment to the organization, namely:


- a) Personal factors include job expectation, psychological contract, job choice factor, and personal characteristics (personality). Because all these factors will form the initial commitment.
- b) Organizational factors, including initial works experience, job scope, supervision, goal consistency organizational. All of these factors create and shape responsibility.
- c) Non-organizational factors, which include the availability of alternative jobs. Factors that do not come from within the organization, for example whether there are other job alternatives. If there is something better then the employee will leave.

Meyer et al., (1993) suggest that there are three components of organizational commitment, namely:

- a) Affective commitment, occurs when employees want to be part of the organization because of their emotional ties.
- b) Continuance commitment occurs when employees stay in an organization because they need a salary and other benefits, or because the employee does not find another job.
- c) Normative commitment, arising from the values in employees. Employees survive to become members of the organization because of the awareness that commitment to the organization is something that should be done.

For more details, Meyer et al., (1993) describe the forms of organizational commitment and the factors that form it as follows:



Information :  meaningful as shaping factors.

**Figure 2.** Factors shaping organizational commitment

*(Source: Meyer, Allen and Smith, 1993)*

Meanwhile, according to Kreitner and Kinicki (2014), there are three forms of organizational commitment, namely:

- 1) Continuance commitment, which is a commitment related to the dedication of members in carrying out organizational life and producing people who are willing to sacrifice and invest in the organization.
- 2) An integrated commitment (cohesion commitment), namely the commitment of members to the organization as a result of social relationships with other members in the organization. This occurs because employees believe that the norms adopted by the organization are useful norms.
- 3) Controlled commitment (control commitment), namely commitment of members to organizational norms that provide behavior in the direction they want. Organizational norms are appropriate and are able to contribute to the behavior it wants.

### **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, Organizational Commitment, 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 Organizational Commitment**

Leadership style has an influence on organizational commitment, this was stated by Yousef (2000) in his research which suggested that there was a positive relationship between leadership behavior and organizational commitment. This study also shows that leadership behavior has a significant effect on organizational commitment.

These results support other research conducted by (Zahra, 2015), (Lok & Crawford, 2004), and (Keskes, 2014) which suggest that leadership style has a positive and significant influence on organizational commitment. This means that if the leadership style of a leader is

in accordance with the situation faced in the organization or work unit, it will make the work climate more conducive and in the end the commitment of employees in the company is formed and even increases.

Kreitner and Kinicki (2014) argue that in order to maintain organizational commitment, the role of a leader is needed and highly effective leadership is the main requirement. A leader in applying his leadership style must first understand the attitudes of his employees and must understand the strengths and weaknesses of his employees and understand how to use the strengths of his employees to compensate for their weaknesses.

In addition, Kuo et al., Argued that the formation of organizational commitment can be done through a leadership style, namely the ability of leaders to fully pay attention to employees by providing motivation, organizational commitment through delegation, responsibility and empowering employees. Every employee in the organization must have a high commitment to the achievement of the mission, vision and goals of the organization. therefore, leadership style plays an important role in the commitment of an organization (Zahra, 2015).

Yukl (2017) states that effective leaders influence their followers to have greater optimism, self-confidence, and commitment to the goals and mission of the organization. Thus the ways the leader's behavior in directing followers will affect the employee's organizational commitment. Leadership has been researched by many previous researchers, including: (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017).

## **2) *Perceived Organizational support* berpengaruh terhadap Komitmen Organisasi**

Perceived Organizational support (POS) has a positive effect on organizational commitment, this is reinforced by research results (Nazir & Islam, 2017), (Islam et al., 2015)

and (Sharma & Dhar, 2016) which state that POS has a positive relationship to organizational commitment, which indicates that POS can in still a sense of belonging to an organization. This shows that the more organizational support, the more emotional attachment the employee has to the organization, and vice versa.

Then Ramadhani, F.A (2018) in his research also stated that the more positive employee perceptions of the organization, it will make employees want to stay or keep their jobs in the organization. In addition (Rhoades & Eisenberger, 2002) also suggests that if the organization can appreciate employee dedication and loyalty as a form of employee commitment to the organization, employees in general will also pay attention to how commitment the organization has towards them.

Furthermore (Rhoades & Eisenberger, 2002) also suggests that employees who feel that they have received support from the organization will have a sense of meaning in those employees. This is what will increase the commitment to employees. This commitment will ultimately encourage employees to try to help the organization achieve its goals. *Perceived Organizational Support* (POS) has been researched by many previous researchers, including: (Ridwan et al., 2020).

### **3) Communication affects Organizational Commitment**

From the hypothesis testing, it is known that communication has an effect on organizational commitment. The results of this study are in line with previous research conducted by (Carrière & Bourque, 2009) which suggests that there is a significant relationship between communication and employee commitment in an organization.

The next research which reveals that communication can affect organizational commitment is research conducted by (Paksoy et al., 2017) which reveals that effective



managerial communication skills can increase employee work commitment. Next (Guney et al., 2012) suggests that open communication has a positive effect on work commitment. On the other hand closed communication, contrary to expectations, has a positive effect on commitment to work as well.

Communication is the process of transferring understanding in the form of ideas or information from one person to another. The transfer of meaning involves more than just the words used in conversation, but also facial expressions, intonation, vowel break points and so on. Effective transfer requires not only data transmission, but that a person sends news and receives it very much depends on certain skills (reading, writing, listening, speaking, etc.) to make information exchange successful (Gupron, 2019).

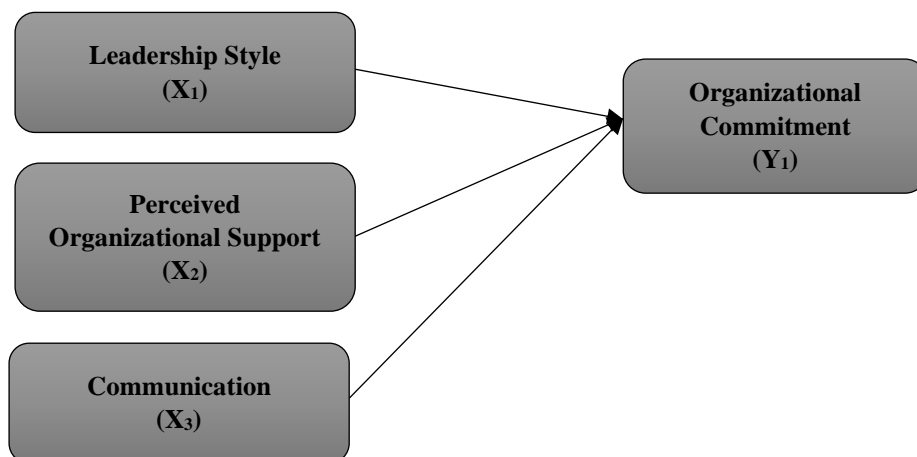
Engin argues that communication is also one of the factors that affect organizational commitment (Setiadi et al., 2016). Arif further explained that communication among workers is important because communication in the organization unites the activities of all existing functions (Setiadi et al., 2016). Leaders who are open, understand and want to hear the views of their workers will produce a motivated and loyal class of workers. The communication that occurs between leaders and workers will also form a trusting work atmosphere, to which employees can eventually commit. Communication has been researched by many previous researchers, including: (C.C. Widayati et al., 2020), dan (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 organizational commitment based on research results: (Zahra, 2015), (Lok & Crawford, 2004), and (Keskes, 2014).
- 2) Effect of Perceived Organizational Support on Organizational Commitment based on research results: (Rhoades & Eisenberger, 2002), (Nazir & Islam, 2017), (Islam et al., 2015), (Sharma & Dhar, 2016), and Ramadhani, F.A (2018).
- 3) The Effect of Communication on Organizational Commitment based on research results: (Carrière & Bourque, 2009), (Paksoy et al., 2017), (Guney et al., 2012), and (Setiadi et al., 2016).

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 (POS) and Communication have an effect on Organizational Commitment.

Variables: Leadership Style, Perceived Organizational Support Communication have Organizational Commitment have been published in many scientific journals, including: (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017) (C.C. Widayati et al., 2020), and (Christina Catur Widayati et al., 2020) (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017).

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 Organizational Commitment
- 2) Perceived Organizational support affects Organizational Commitment

### 3) Communication affects Organizational Commitment

#### 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.

#### REFERENCE

- Afzali, A., Motahari, A. A., & Hatami-Shirkouhi, L. (2014). Investigating the influence of perceived organizational support, psychological empowerment and organizational learning on job performance: An empirical investigation. *Tehnicki Vjesnik*.
- Agussalim H.R. (2013). The Effect of Leadership Style, Reward and Career Development on the Performance of Public Servants in the Residence of Poso. *Academic Research International Part-1: Social Science & Humanities, Vol 4 No. 6*.
- Amstrong, M., and Baron, A. (2000). *Organizational Behavior*. New Jersey: Prentice Hall.
- Bastari, A., -, H., & Ali, H. (2020). DETERMINANT SERVICE PERFORMANCE THROUGH MOTIVATION ANALYSIS AND TRANSFORMATIONAL LEADERSHIP. *International Journal of Psychosocial Rehabilitation*.  
<https://doi.org/10.37200/ijpr/v24i4/pr201108>
- Brata, Husani, Hapzi, B. H. S. A. (2017). Saudi Journal of Business and Management Studies Competitive Intelligence and Knowledge Management: An Analysis of the Literature. *Saudi Journal of Business and Management Studies*. <https://doi.org/10.21276/sjbms>
- Brata, B. H., Husani, S., & Ali, H. (2017). a Comparative Study on Development Off Small and Medium Enterprises (Smes) in Japan and Malaysia. *Saudi Journal of Business and Management Studies*. <https://doi.org/10.21276/sjbms>
- Chauhan, R., Ali, H., & Munawar, N. A. (2019). BUILDING PERFORMANCE SERVICE THROUGH TRANSFORMATIONAL LEADERSHIP ANALYSIS, WORK STRESS AND WORK MOTIVATION (EMPIRICAL CASE STUDY IN STATIONERY DISTRIBUTOR COMPANIES). *Dinasti International Journal of Education Management And Social Science*. <https://doi.org/10.31933/dijemss.v1i1.42>
- Bonaparte do Rêgo, E., Supartha, W. G., & Kerti Yasa, N. N. (2017). Pengaruh Kepemimpinan Terhadap Motivasi dan Kinerja Karyawan pada Direktorat Jendral Administrasi dan Keuangan, Kementerian Estatal Timor Leste. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*. <https://doi.org/10.24843/eeb.2017.v06.i11.p01>
- Busro, M. (2018). *Teori-teori Manajemen Sumber Daya Manusia*. Prenadamedia Group. Jakarta.

- Carrière, J., & Bourque, C. (2009). The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*. <https://doi.org/10.1108/13620430910933565>
- Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2011.04.011>
- Colquitt, Jason A., Jweffery A. LePine, and Michael J. Wesson. (2011). *Organizational Behavior*, McGraw-Hill, New York.
- Daft, Richard L. (2010), *Era Baru Manajemen*. Jakarta: Salemba Empat.
- Davis K, & Newstrom JW. (2001). *Perilaku dalam Organisasi. Jilid 1*. Jakarta: Penerbit Erlangga.
- DeviMageshkumar, S. (2016). Influence of Perceived Organizational Support , Organizational Commitment on Organizational Citizenship Behavior among Marketing Executives. *The International Journal of Indian Psychology*.
- Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, & H. A. (2017). Organizational Performance : Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*. <https://doi.org/10.21276/sjhss.2017.2.3.9>
- Desfiandi, A., Fionita, I., & Ali, H. (2017). Implementation of the information systems and the creative economy for the competitive advantages on tourism in the province of Lampung. *International Journal of Economic Research*.
- Elmi, F., Setyadi, A., Regiana, L., & Ali, H. (2016). Effect of leadership style, organizational culture and emotional intelligence to learning organization: On the Human Resources Development Agency of Law and Human Rights, Ministry of Law and Human Rights. *International Journal of Economic Research*.
- Gibson, James L., Donnelly Jr, James H., Ivancevich, John M., Konopaske, Robert. (2012). *Organizationa Behavior, Structure, Processes, Fourteenth Edition* (International Edition). *Avenue of The Americas, New York, NY 10020: McGraw-Hill*.
- Gomes, Faustino Cardoso. (2013). *Manajemen Sumber Daya Manusia*. Yogyakarta: Andi Offset.
- Guney, S., Diker, O., Güney, S., Ayranci, E., & Solmaz, H. (2012). Effects of organizational communication on work commitment : A case study on a public agency in Ankara. *Business Management Dynamics*. <https://doi.org/10.13140/RG.2.1.5183.7283>
- Gupron, G. (2019). Meningkatkan Kinerja Karyawan Melalui Sistim Informasi Manajemen dan Komunikasi (Studi pada Biro Pengelolaan Barang Milik Daerah Setda Provinsi Jambi). *J-MAS (Jurnal Manajemen Dan Sains)*. <https://doi.org/10.33087/jmas.v4i1.73>
- Haedar, Sampetan, & Suardi. (2010). Pengaruh motivasi dan komunikasi terhadap kinerja karyawan pt. finansia multi finance cabang palopo. *Prosiding Seminar Nasional*.
- Harini, S., Hamidah, Luddin, M. R., & Ali, H. (2020). Analysis supply chain management factors of lecturer's turnover phenomenon. *International Journal of Supply Chain Management*.
- Harini, S., Hamidah, Luddin, M. R., & Ali, H. (2020). Analysis supply chain management factors of lecturer's turnover phenomenon. *International Journal of Supply Chain Management*.

- Indra Yugusna, A. F., & Haryono, A. T. (2016). PENGARUH GAYA KEPEMIMPINAN DEMOKRATIS DAN LINGKUNGAN KERJA TERHADAP KINERJA DAN KEDISIPLINAN KARYAWAN (Studi Empiris Pada Perusahaan SPBU 44.501.29 Randu Garut Semarang) Indra. *Journal Of Management*.
- Islam, T., Ahmed, I., & Ahmad, U. N. B. U. (2015). The influence of organizational learning culture and perceived organizational support on employees' affective commitment and turnover intention. *Nankai Business Review International*. <https://doi.org/10.1108/NBRI-01-2015-0002>
- Keskes, I. (2014). Relationship between leadership styles and dimensions of employee organizational commitment: A critical review and discussion of future directions. *Intangible Capital*. <https://doi.org/10.3926/ic.476>
- Khan, M. L., Salleh, R., & Hemdi, M. A. Bin. (2016). Effect of protean career attitudes on organizational commitment of employees with moderating role of organizational career management. *International Review of Management and Marketing*.
- Kreitner, Robert., and Kinicki, Angelo. (2014). *Organizational Behavior*. New York: McGraw-Hill.
- Limakrisna, N., Noor, Z. Z., & Ali, H. (2016). Model of employee performance: The empirical study at civil servants in government of west java province. *International Journal of Economic Research*.
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of Management Development*. <https://doi.org/10.1108/02621710410529785>
- Luthans, F. (2006). *Perilaku Organisasi*, Yogyakarta: Andi.
- Mangkunegara A.P. (2011). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Mardiana. (2014). Pengaruh Gaya Kepemimpinan Demokratis Terhadap Kinerja Pegawai Pada Kantor Sekretariat Daerah Kota Samarinda Mardiana<sup>1</sup>. *Ilmu Pemerintahan*.
- Masydzulhak, P. D., Ali, P. D. H., & Anggraeni, L. D. (2016). The Influence of work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment Satisfaction as an Intervening Variable in PT. Asian Isuzu Casting Center. In *Journal of Research in Business and Management*.
- Mathis, Robert L & John H. Jackson. (2011). *Manajemen Sumber Daya Manusia*, edisi 9. Jakarta: Penerbit Salemba Empat.
- McShane, S.L and Glinow, M.A.Von. (2010). *Organizational Behavior*. New York: McGraw-Hill.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.78.4.538>
- Minner, John B. (1997). *Industrial and Organizational Psychology*. Mc. Graw Hill International Edition.
- Muhammad, I. G., & Abdullah, H. H. (2016). Assessment of organizational performance: Linking the motivational antecedents of empowerment, compensation and organizational commitment. *International Review of Management and Marketing*.
- Mulyana, D. (2014). *Ilmu Komunikasi: Suatu Pengantar*. Cetakan ke 18. Bandung: PT. Remaja Rosdakarya.
- Mukhtar, Risnita, Saifillah, M. S., & Ali, H. (2016). Effect of knowledge management and work commitment to employees satisfaction services (Study on teacher Madrasah Aliyah Country Jambi Province). *International Journal of Economic Research*.



- Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement: An empirical check. *South Asian Journal of Business Studies*. <https://doi.org/10.1108/SAJBS-04-2016-0036>
- Neves, P., & Eisenberger, R. (2012). Management Communication and Employee Performance: The Contribution of Perceived Organizational Support. *Human Performance*. <https://doi.org/10.1080/08959285.2012.721834>
- Northouse, P.G. (2017). *Kepemimpinan, Teori dan Praktek*, Edisi Keenam. Jakarta: PT. Indeks.
- Ortiz, M.Z., Rosario, E., Marquez, E., Gruñeiro, P.C. (2015). Relationship Between Organizational Commitments and Organizational Citizenship Behaviour in a Sample of Private Banking Employees. *International Journal of Sociology and Social Policy*, Vol.
- Pace R. Wayne dan Faules Don F. (2010). *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan*. Bandung: PT. Remaja Rosdakarya
- Paksoy, M., Soyer, F., & Çalık, F. (2017). The impact of managerial communication skills on the levels of job satisfaction and job commitment. *Journal of Human Sciences*. <https://doi.org/10.14687/jhs.v14i1.4259>
- Pasolong, H. (2013). *Kepemimpinan Birokrasi*. Bandung : CV.Afabeta.
- Prayetno, S., & Ali, H. (2017). Analysis of advocates organizational commitment and advocates work motivation to advocates performance and its impact on performance advocates office. *International Journal of Economic Research*.
- Prayetno, S., & Ali, H. (2017). Analysis of advocates organizational commitment and advocates work motivation to advocates performance and its impact on performance advocates office. *International Journal of Economic Research*.
- Prayetno, S., & Ali, H. (2020a). Entrepreneurial supply chain management competence: Predictors of work motivation advocate. *International Journal of Supply Chain Management*.
- Prayetno, S., & Ali, H. (2020b). The influence of work motivation, entrepreneurship knowledge and advocate independence on advocate performance. *International Journal of Innovation, Creativity and Change*.
- Purba, C. B., Arzio, & Ali, H. (2017). The influence of compensation, working environment and organization culture on working productivity of BPJS (workers social security agency) employment staff in Rawamangun Branch. *Man in India*.
- Rivai, A., Suharto, & Ali, H. (2017). Organizational performance analysis: Loyalty predictors are mediated by work motivation at urban village in Bekasi City. *International Journal of Economic Research*.
- Riyanto, S., Pratomo, A., & Ali, H. (2017). EFFECT OF COMPENSATION AND JOB INSECURITY ON EMPLOYEE ENGAGEMENT (STUDY ON EMPLOYEE OF BUSINESS COMPETITION SUPERVISORY COMMISSION SECRETARIAT). *International Journal of Advanced Research*. <https://doi.org/10.21474/ijar01/4139>
- Riyanto, S., Sutrisno, A., & Ali, H. (2017). International Review of Management and Marketing The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*.

- Ramadhani, F.A. (2018). Pengaruh Persepsi Dukungan Organisasional Terhadap Komitmen Organisasional dan Kinerja Karyawan Dengan Keterikatan Karyawan Sebagai Variabel Mediasi Pada SMK SMTI Yogyakarta. *Jurnal Universitas Islam Indonesia*.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.87.4.698>
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Building behavior and performance citizenship: Perceived organizational support and competence (case study at SPMI private university in west Sumatra). *International Journal of Psychosocial Rehabilitation*. <https://doi.org/10.37200/IJPR/V24I6/PR260195>
- Robbins, P. Stephen dan Timothy A., Judge (2012). *Perilaku Organisasi, Organizational Behaviour*. Jakarta: Salemba Empat.
- Robbins, Stephen P. & Judge, Timothy. (2013). *Organizational Behavior*. Pearson: Education Limited.
- Robbins, Stephen P and Maty Coulter. (2012). *Management*. Eleventh Edition. England: Pearson Education.
- Rogelberg, S.G. (2007). *Encyclopedia of Industrial and Organizational Psychology*. California : Sage Publications.
- Sedarmayanti. (2013). *Manajemen Sumber Daya Manusia*, Bandung: Refika Aditama.
- Sedarmayanti. (2017). *Perencanaan dan Pengembangan Sumber Daya Manusia, Untuk Meningkatkan Kompetensi, Kinerja, dan Produktivitas Kerja*. Bandung: PT. Refika Aditama.
- Setiadi, A., Winarti, E., & Taufiq. (2016). Analisis Komunikasi Dan Kompetensi Terhadap Komitmen Organisasi Dengan Pengembangan Karir Sebagai Variabel Moderasi (Studi Kasus Pada Akademi Kepolisian). *Dharma Ekonomi*.
- Sharma, J., & Dhar, R. L. (2016). Factors influencing job performance of nursing staff: Mediating role of affective commitment. *Personnel Review*. <https://doi.org/10.1108/PR-01-2014-0007>
- Silitonga, P. E. S., Widodo, D. S., & Ali, H. (2017). Analysis of the effect of organizational commitment on organizational performance in mediation of job satisfaction (Study on Bekasi City Government). *International Journal of Economic Research*.
- Sinambela, Lijan Poltak. (2016). *Manajemen Sumber Daya Manusia Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: Bumi Aksara.
- Srimiatun, T. P. (2017). Pengaruh Komunikasi dan Konflik Terhadap Kinerja Karyawan Tenaga Kependidikan Politeknik Negeri Madiun. *Administrasi Bisnis, Politeknik Negeri Madiun*.
- Steers. Richard M. Lyman W. Porter. (1991). *Motivation and Work Behavior*. Fifth Edition. Mc Graw-Hill International Edition.
- Thoha, Miftah. (2015). *Kepemimpinan dalam Manajemen*. Jakarta: Rajawali Pres.
- Tri Widodo, T., Alamsyah, N., & Utomo, C. B. (2018). Analisis Pengaruh Gaya Kepemimpinan, Disiplin Kerja Dan Pelatihan Kerja Terhadap Kinerja Karyawan Di PT Telkom Indonesia Cabang Batam. *JURNAL INDUSTRI KREATIF (JIK)*. <https://doi.org/10.36352/jik.v2i1.77>
- Toto Handiman, U., & Ali, H. (2019). The Influence of Brand Knowledge and Brand Relationship On Purchase Decision Through Brand Attachment. In *International Journal of Business Marketing and Management (IJBMM)*.
- Widayati, C.C., Ali, H., Permana, D., & Nugroho, A. (2020). The role of destination image



on visiting decisions through word of mouth in urban tourism in Yogyakarta.  
*International Journal of Innovation, Creativity and Change*, 12(3).

Widayati, Christina Catur, Ali, H., Permana, D., & Nugroho, A. (2020). The role of destination image on visiting decisions through word of mouth in urban tourism in Yogyakarta. *International Journal of Innovation, Creativity and Change*.

Werther, William B. dan Keith Davis. (2010). *Organizational Behavior – Human Behavior at Work*. 13th Edition. New Delhi: Mcgraw Hill Company.

Wibowo. (2014). *Perilaku Dalam Organisasi*. Jakarta: RajaGrafindo Persada.

Wibowo. (2016). *Manajemen Kinerja*. Edisi Kelima. Jakarta: PT. Raja Grafindo Persadara.

Wirawan. (2009). *Evaluasi Kinerja Sumberdaya Manusia, Teori Aplikasi dan Penelitian*. Jakarta: Salemba Empat.

Yukl, G. (2017). *Kepemimpinan dalam Organisasi*, Edisi Ketujuh. Jakarta: Indeks.

Zahra, N. (2015). PENGARUH GAYA KEPEMIMPINAN TERHADAP KOMITMEN ORGANISASI MELALUI ASPEK KEPUASAN KERJA KARYAWAN DAN KEPERCAYAAN PADA SEKTOR PERBANKAN. *Jurnal Manajemen Dan Pemasaran Jasa*. <https://doi.org/10.25105/jmpj.v8i1.1406>