



The Effect of Perceived Organizational Support and Transformational Leadership on Employee Performance Mediated by Organizational Commitment (Study On Employees of PT. Altrak 1978 Kendari)

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ABSTRACT

The purpose of this study was to examine and analyze the effect of Perceived Organizational Support on the Organizational Commitment of Employees of PT. Altrak 1978 Kendari. The population in this study were all employees of PT. Altrak 1978 Kendari as many as 53 people. Analysis of the data used in this study is to use SmartPLS version 3.0. The results of the study show that Perceived Organizational Support has an insignificant positive effect on employee performance, meaning that the better the Perceived Organizational Support, the better the performance of employees, but not significantly. Perceived Organizational Support has a positive but not significant effect on employee organizational commitment. This means that the higher the Perceived Organizational Support at PT. Altrak 1978 Kendari will have an impact on increasing employee organizational commitment but the effect is not real or significant. Transformational leadership has a positive and significant effect on employee performance at PT. Altrak 1978 Kendari. This means that the better the transformational leadership that is carried out, it will have an impact on employee performance. Transformational leadership has a positive and significant effect on employee organizational commitment. This means that the better transformational leadership can increase employee organizational commitment. Organizational Commitment has a positive and significant effect on the performance of PT. Altrak 1978 Kendari. This means that the higher the organizational commitment of employees, it will improve the performance of employees of PT. Altrak 1978 Kendari. Perceived Organizational Support has a positive but not significant effect on employee performance mediated by organizational commitment. This means that Perceived Organizational Support can improve employee performance through the mediating role of employee organizational commitment of PT. Altrak 1978 Kendari but not significant. Transformational leadership has a positive and significant effect on performance mediated by organizational commitment. This means that good transformational leadership can improve employee performance through increasing organizational commitment of employees of PT. Altrak 1978 Kendari.

Keywords: Perceived Organizational Support, Transformational Leadership, Organizational Commitment, Performance

I. INTRODUCTION

The success of an organization in achieving the goals that have been set is largely determined by the success of its employees in carrying out their duties. It is these employees who ultimately become the implementers of activities in the organization and have an important role in achieving the organization's goals, it is very unfortunate if in reality the use of employees as human resources is not optimal. The new competition in the 21st century is a combination of resolution in the field of technology with the phenomenon of globalization that requires a strategic response from managers.

The potential of human resources is essentially one of the basic capitals of national development. In other words, humans are the most important element of work so they cannot be treated like other elements, because humans live dynamically, have feelings, have a sense of responsibility and develop themselves. Therefore, improving human resources and the quality of people's lives is one of the main targets in national development. The development of the business world cannot be separated from the development of human resources.

Employee performance is considered very important to encourage organizational growth. More clearly and specifically, for organizations engaged in services, employee performance is a determining factor and a driver for higher growth (Fong & Snape, 2015). Service-focused employee performance is critical to achieving business goals and maintaining competitive advantage (Chiang & Hsieh, 2012; Karatepe & Sokmen, 2006). Therefore, the management of the organization should encourage and continue to train employees to improve their performance.

In a fast-paced world, organizations must innovate to stay competitive. Employee behavior that adds to and contributes to the formation and implementation of new desired ideas will lead to organizational-level innovation, which is indispensable for achieving organizational effectiveness, competitive advantage, and long-term organizational viability (Shanker et al., 2017). Therefore, it is important to identify, investigate and explore the factors that drive, influence, and improve employee performance.

In a comprehensive literature review related to the relationship of perceived organizational support (POS) and employee performance, it is still a long debate. Chen et al. (2020) found that POS has a significant effect on employee performance. This is also in accordance with the findings of Abou-Moghli (2015), Cullen et al. (2014), Guan et al. (2014), Sears et al. (2016), Shaheen and Krishnankutty (2018), and Xiong and King (2018) that POS has a significant positive effect on employee performance in organizations.

However, some of the above findings strongly contradict the results of Chiang and Hsieh (2012), Wann-Yih and Htaik (2011), who found that POS has a significant negative effect on employee performance. While Alpkhan et al. (2010), Yavas et al. (2010) found that POS has a partial effect on employees' innovative performance.

The findings of Buil et al. (2019), Kammerhoff et al. (2019), Luo et al. (2019) related to transformational leadership and employee performance shows that transformational has a significant effect on employee performance. However, Eliyana et al. (2019), Jaiswal and Dhar (2015) show contradictory results that transformational leadership does not significantly affect employee performance.

Based on the gap in the research results, the authors are motivated to conduct further research with the aim of confirming the results of previous studies by adding affective commitment as a mediating variable that links POS and transformational leadership to employee performance.

Theoretically, this study can enrich the literature on the relationship between POS and transformational leadership on employee performance mediated by affective commitment. Practically, this research can be used by all related parties to improve employee performance and maintain a sustainable competitive advantage.

In today's highly competitive environment and in the era of rapid technological advancement, the survival of an organization is linked to its competitive advantage. This, in turn, depends on the extent to which the organization's employees are committed to its targets. Managerial support for employees increases their organizational commitment (Çelik & Findik, 2012). For employees, their organization is a significant source of tangible benefits (salary and other benefits and benefits) and intangible benefits (social and emotional respect and support). When management values the efforts of its employees, it has a positive impact on their self-esteem and organizational affiliation.

One way to look at organizational support is from the perspective of employees or perceived organizational support (POS). It refers to how employees develop a belief system about the extent to which the company values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison & Sowa, 1986). Organizational support theory asserts that employees believe that their company has a generic positive or negative orientation that includes recognition of their contribution and concern for their well-being (Eisenberger et al., 2002). POS is also considered as a guarantee that the company will help its employees work more effectively and in stressful or challenging situations (George et al., 1993).

The concept of POS refers to social exchange theory, reciprocity norms and organizational support theory. The latter argues that POS is driven by the capacity of employees to assign a "human" nature to the company in such a way that actions taken by corporate agents are considered as actions of the organization itself. This corporate personification is supported by the fact that the company is responsible for the actions of its agents: these actions take the form of organizational policies, norms and culture, provide continuity, and determine role behavior. Based on this personification, employees perceive how they are treated as a favorable or unfavorable signal (Rhoades & Eisenberger, 2002).

Moreover, in modern organizations, it can be observed that less hierarchical stages are present between administrations, high levels of participation are exerted and trust acquires importance in inter-organizational relations. Gathering people with different characteristics and skills together around a common goal and doing this with a high degree of participation and with trust is for the most part gradually becoming more important. For this reason, providing a sense of trust in the organization and between members of the organization is faced with a need. Trust can be defined as people displaying the behavior of one another as part of the scope of a universal moral code. Organizational trust is a discrete but concrete process by which individuals behave within the organizational structure in feelings of accuracy, confidence, commitment and sincerity to one another.

Hartono Tri Putranto, et al (2019) stated that the perception of organizational support had a significant effect on affective commitment and normative commitment but not significant on continuance commitment. This study found a rejection of the hypothesis about a positive relationship between organizational commitment (affective commitment, normative commitment and continuance commitment) and psychological well-being, as well as a direct relationship between perceived organizational support and psychological well-being. Meanwhile, according to Kahwan H (2019) found that Perceived Organizational Support has a significant effect on Employee Behavior and

Organizational Commitment. In addition, this finding also shows a strong relationship between Perceived Organizational Support and Organizational Commitment.

Along with the development of time, all organizations are required to be able to compete to provide the best service, including the employees of PT. Altrak 1978 in carrying out their work always strives to increase commitment and the best performance for the organization.

PT. Altrak 1978 Kendari is a company engaged in Engineering (heavy equipment) which acts as an agent and distributor in Southeast Sulawesi with a total of 53 employees. PT. Altrak 1978 operates covering sales, supply of spare parts and services or commonly called 3s, Sales, Spare parts, Service. With the growing business, the operational level is also increasing and the planning and management needs for the company are increasing as well. Therefore, this company provides opportunities for every employee to improve performance by providing support to employees so that they can increase the commitment of employees in the hope of increasing their work productivity.

Based on the initial observations made, the phenomenon that exists in some employees of PT. Altrak 1978 in Kendari City is that there are still some employees who lack commitment to achieve the company's vision and mission. Meanwhile, leadership support is very strong in motivating employees to build the commitment that has been built since the beginning of becoming an employee. Some forms of leadership support given to employees are always holding meetings with employees to increase their commitment. Most of the employees have succeeded in carrying out their work according to their main duties and functions, but some employees still lack the commitment to carry out their duties and develop themselves.

Then related to the leadership carried out by the Leader of PT. Altrak 1978 always strives to provide support and appreciation to employees, has high expectations to achieve the company's vision and mission which aims to increase commitment to employees of PT. Altrak 1978. Most of the employees believe that by joining PT. Altrak 1978 will provide many benefits for them, the products offered by PT. Altrak 1978 is believed by employees to be very useful for large companies engaged in mining and other large companies that use heavy equipment. Some of the employees join PT. Altrak 1978 because they have known that the company has been established for a long time and has opened branches in various provinces in Indonesia, then they are interested in joining as employees by seeing the success of other employees who have worked as employees for a long time and have a high commitment so that they are successful in their work.

Based on the things as stated above, the authors are motivated to conduct research with Perceived Organizational Support and Transformational Leadership on performance mediated by organizational commitment. (Study on Employees of PT. Altrak 1978 Kendari).

II. LITERATURE REVIEW

2.1. Perceived Organizational Support

2.1.1. Understanding Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is perceived organizational support with global beliefs about the extent to which the organization assesses contributions, pays attention to welfare, listens to complaints, pays attention to life and considers goals to be achieved and can be trusted to treat employees fairly. Organizational support is employees' global beliefs about the extent to which their organizations value their contributions and care about their employees' lives (Eisenberger et al., 2002).

Organizational support is a person's belief that the organization where he works values his contribution and cares about his welfare (Rhoades et al., 2001). Organizational support can be seen as feeling proud of employees, paying employees fairly and meeting their needs. Perceived organizational support depends on attributional processes used to show commitment made by others in a social relationship.

Perceived Organizational Support as sensitivity and opinion of the employee regarding the degree to which their involvement is appreciated and Recognized by Reviews their institution and cares about Reviews their well-being (Krishnan and Mary (2012). (Krishnan and Mary (2012) defines the perception of organizational support as employees' sensitivities and opinions regarding the extent to which their involvement is valued and recognized by their institutions and cares about their well-being).

Perceived Organizational Support is the view of an employee about how far the organization views their well-being and considers its efforts for the organization. They make more efforts when there are indications that all efforts will be owned and will be appreciated by the organization (Yih and Hatik (2011)). and consider efforts for the organization. They put more effort when there is an indication that all efforts will be owned and will be rewarded by the organization).

2.1.2. Perceived Organizational Support (POS) Indicator

Tumwesigye (2010), stated that the POS indicators are as follows:

1. Organizational value to employees

The character and practice of employee performance showing appreciation for employee participation seen by the company will interact well with organizational support received by employees, such as awards, wages, and promotions.

2. Thinking about the goal and the company

With the unification of groups within the company with employee labels, employees feel that they are a component of the company and have the right to participate in decisions and feel they have a responsibility to be involved and give their best performance to their organization. Employees believe that the company has a purpose and direction that works for them.

3. Using help in problem solving

The workers unite the real support shown by the company or company with the individual opinions of employees and through how the company helps workers in dealing with the problems they face.

4. Cares about employee welfare

The balance of the company's decision-making process on employee participation, has a dominant effect on the opinion of the company's support for employees. Fairness to employee participation for the company is implied as the company's concern for the welfare of employees. A sense of fairness in giving bonuses by the company as a form of concern for the welfare of employees.

Eisenberger and Rhoades (2002: 698–714), argue that based on the results of a meta-analysis, perceived dimensions of organizational support include:

1. Fair organizational procedures, which include organizational policies and fair treatment.

2. There is support from supervisors or leaders.

3. The existence of appropriate rewards and working conditions which include: recognition, remuneration, and promotion, job security, job autonomy and work procedures, work related work stress, overwork, training.

2.2. Transformational leadership

2.2.1. Understanding Transformational Leadership

Furthermore, according to Burns (2004) states that transformational leadership essentially emphasizes a leader needs to motivate his subordinates to carry out their responsibilities more than they expect. Transformational leaders must be able to define, communicate and articulate the vision of the organization and subordinates must accept and recognize the leader. Leadership is the ability of a leader to influence other people (employees), therefore a certain leadership style or behavior is needed, known as 21st century leadership, namely transformational leadership. According to Setiawan and Muhith (2012), lexically, the term transformational leadership consists of two words, namely leadership and transformational. The term means change in appearance (form, nature, function, etc.) and some even state that the word transformational stems from the word "to transform" which has the meaning of transforming vision into reality, heat into energy, potential into factual, latent into manifest. According to Lensufiie (2010) that transformational leadership has an understanding of leadership that aims for change, the change in question is assumed to be a change that is better against the status quo and is active. Transformational Leadership is also defined as a leadership approach that creates positive and valuable change for an organization. Furthermore, Bass in Zanikham (2008) defines transformational leadership as the ability of leaders to change work abilities, work motivation, work patterns and perceived work values of subordinates so that they are better able to optimize performance to achieve organizational goals.

2.2.2. Transformational Leadership Indicators

Speaking of transformational components, according to Karim that is the original form, there are twelve components in the measurement of transformational leadership which include:

- a. charisma attribute,
- b. idealized influence,
- c. inspirational leadership,
- d. intellectual stimulation,
- e. individual considerations,
- f. contingent rewards,
- g. management-by-exception active,
- h. management-by – passive exception,
- i. laissez faire leadership,
- j. extra effort,
- k. effectiveness and
- l. satisfaction (in Setiawan and Mufith, 2013).

Furthermore, Bass and Avolio (1994) in Suwatno and Priansa (2011) suggest that to produce productivity, the dimensions/elements of transformational leadership type/style that affect an organization in order to create goals include dimensions or better known as 4-I as follows:

- 1) Idealized influence (ideal influence) Leader behavior that makes him admired so that employees highly praise, glorify, follow and imitate. Leaders show confidence and attraction to their followers so that there is a certain level of emotional bonding. Ideal influence: a. shows strong self-confidence, b. present oneself in difficult times, c. show importance, d. foster pride, e. believes in the vision, boasts of the virtues of the vision and is personally responsible for actions, f. demonstrate adherence to goals, g. imitates the perseverance of the universe

- 2) Inspirational motivation the leader's behavior articulates a vision that encourages and inspires followers. Leaders challenge followers to meet higher standards, communicate optimism about achieving future goals and assign meaningful assignments. Inspirational motivations are: a. inspire employees to achieve unimaginable

possibilities, b. align individual and organizational goals, c. view threats and problems as opportunities for learning and achievement, d. using the word uplifting, e. using symbols, f. display an exciting vision, g. give meaning to what is done, h. create a culture where mistakes are seen as learning experiences.

3) Intellectual stimulation (intellectual stimulation) Leaders are willing to take risks and ask followers for ideas to inspire and encourage creativity in their followers. The leader's vision becomes the follower's frame of mind to relate it to the leader, the organization and their peers and the organization's goals. Intellectual stimulation is: a. questioning the status quo, b. encourages the use of imagination, c. encourages the use of intuition combined with logic, d. invites to see a new perspective, e. using symbols supporting innovation, f. question old assumptions.

4) Individualized considerations or individualized attention (individual considerations). The leader is there when followers need him, this leader acts as a mentor, listening to the concerns and needs of followers, including the need to be respected and appreciate individual contributions to the organization. Individual considerations: a. reflect, think about and identify individual needs, b. identify employee abilities, c. provide learning opportunities, d. delegate authority, e. train and provide feedback on self-development, f. listen with full attention, g. empower subordinates (in Sedarmayanti, 2010). With transformational or inspirational leadership, followers feel trust, admiration, loyalty and respect for the leader and are motivated to do more than expected (Sedarmayanti, 2010).

2.3. Organizational Commitment

2.3.1. Understanding Organizational Commitment

According to Robert and Kinicki (in Robert Kreitner, 2011) that organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who are committed are expected to show their availability to work harder to achieve organizational goals and have a greater desire to stay at a company. Mowday (in Sopiah, 2008) calls work commitment as another term for organizational commitment. In addition, organizational commitment is an important behavioral dimension that can be used to assess employee tendencies, identify and involve someone who is relatively strong in the organization, and knows the wishes of organizational members to maintain membership in the organization and are willing to strive for the achievement of organizational goals and are able to accept norms. -the norms that exist within the company. Meanwhile, according to Sopiah (2008) states that organizational commitment is a psychological bond in employees which is characterized by a strong belief and acceptance of the goals and values of the organization, the willingness to strive to achieve the interests of the organization and the desire to maintain position as a member of the organization.

2.3.2. Organizational Commitment Indicator

According to Mayer, Allen, and Smith (in Fred Luthans, 2008) that there are three aspects of commitment, namely:

- a. Affective commitment, this is related to the employee's emotional bond, identification, and involvement in the organization because of the desire of oneself.
- b. Continuance commitment, is a commitment based on rational needs. In other words, this commitment is formed on the basis of profits and losses obtained by employees. So that it becomes a consideration of what must be sacrificed when staying in an organization.
- c. Normative commitment, is a commitment that is based on the norms that exist within the employee. Which contains the individual's belief in responsibility to the organization. So, an employee stays because of loyalty.

According to Lincoln and Bashaw (in Sopiah, 2008) organizational commitment has three indicators, namely:

- a. Willingness of employees, where there is a desire of employees to strive to achieve the interests of the organization.
- b. Employee loyalty, which employees want to maintain their membership to continue to be a part of the organization.
- c. Employee pride, characterized by employees feeling proud to have been part of the organization they follow and feeling that the organization has become a part of their lives.

2.4. Performance

2.4.1. Understanding Performance

According to Robbins (2006) performance is a measurement of the expected work results in the form of something optimal. Employee performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company (Rivai, 2005).

According to Hariandja (2002), performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization. From these opinions it can be concluded that performance is the result achieved by a person (employee) in carrying out their duties and responsibilities in accordance with the standards determined by each company or organization. According to Mangkunegara (2006), performance can be defined as the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with norms and ethics (Prawirosentono, 2008).

2.4.2. Performance Indicator

According to Robbins (2006) indicators to measure employee performance individually there are five indicators, namely:

1. Quality Measurement of performance quality is seen from employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees.
2. Quantity The quantity in question is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.
3. Timeliness Punctuality is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.
4. Effectiveness is the level of use of organizational resources (manpower, money, technology, and raw materials) that is maximized with the aim of increasing the results of each unit in the use of resources.
5. Independence is the level of an employee who will be able to carry out his work functions according to work commitments. Independence is also a level where employees have a commitment to work with the agency and employee responsibilities.

According to Bernandin & Russell (2001) in Riani (2011) the indicators used to assess employee performance are as follows:

- 1) Quantity of Work (quantity of work): the amount of work done in a specified period.
- 2) Quality of Work (quality of work): the quality of work achieved based on conformity and determined requirements.
- 3) Job Knowledge: the breadth of knowledge about the job and its skills.
- 4) Creativeness (creativity): the authenticity of the ideas that arise and actions to solve the problems that arise.
- 5) Cooperation (cooperation): willingness to cooperate with other people or fellow members of the organization.
- 6) Dependability (dependence): awareness to gain confidence in the presence and completion of work.
- 7) Initiative (initiative): enthusiasm to carry out new tasks and in enlarging responsibilities.
- 8) Personal Qualities (personal qualities): concerning personality, leadership, hospitality and personal integrity.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1. conceptual framework

In today's highly competitive environment and in the era of rapid technological advancement, the survival of an organization is linked to its competitive advantage. This, in turn, depends on the extent to which the organization's employees are committed to its targets. Managerial support for employees increases their organizational commitment (Çelik & Findik, 2012). For employees, their organization is a significant source of tangible benefits (salary and other benefits and benefits) and intangible benefits (social and emotional respect and support). When management values the efforts of its employees, it has a positive impact on their self-esteem and organizational affiliation.

One way to look at organizational support (Perceived Organizational Support) is from the perspective of the employee or perceived organizational support. It refers to how employees develop a belief system about the extent to which the company values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison & Sowa, 1986). Organizational support theory asserts that employees believe that their company has a generic positive or negative orientation that includes recognition of their contribution and concern for their well-being (Eisenberger et al., 2002). POS is also considered as a guarantee that the company will help its employees work more effectively and in stressful or challenging situations (George et al., 1993).

Perceived Organizational Support (POS) is perceived organizational support with global beliefs about the extent to which the organization assesses contributions, pays attention to welfare, listens to complaints, pays attention to life and considers goals to be achieved and can be trusted to treat employees fairly. Organizational support is employees' global beliefs about the extent to which their organizations value their contributions and care about their employees' lives (Eisenberger et al., 2002). Organizational support is a person's belief that the organization where he works values his contribution and cares about his welfare (Rhoades et al., 2001).

Hartono Tri Putranto, et al (2019) stated that the perception of organizational support had a significant effect on affective commitment and normative commitment but not significant on continuance commitment. This study found a rejection of the hypothesis about a positive relationship between organizational commitment (affective commitment, normative commitment and continuance commitment) and psychological well-being, as well as a direct relationship between perceived organizational support and psychological well-being. Meanwhile, according to Kahwan H (2019) found that Perceived Organizational Support has a significant effect on Employee Behavior and Organizational Commitment. In addition, this finding also shows a strong relationship between Perceived Organizational Support and Organizational Commitment.

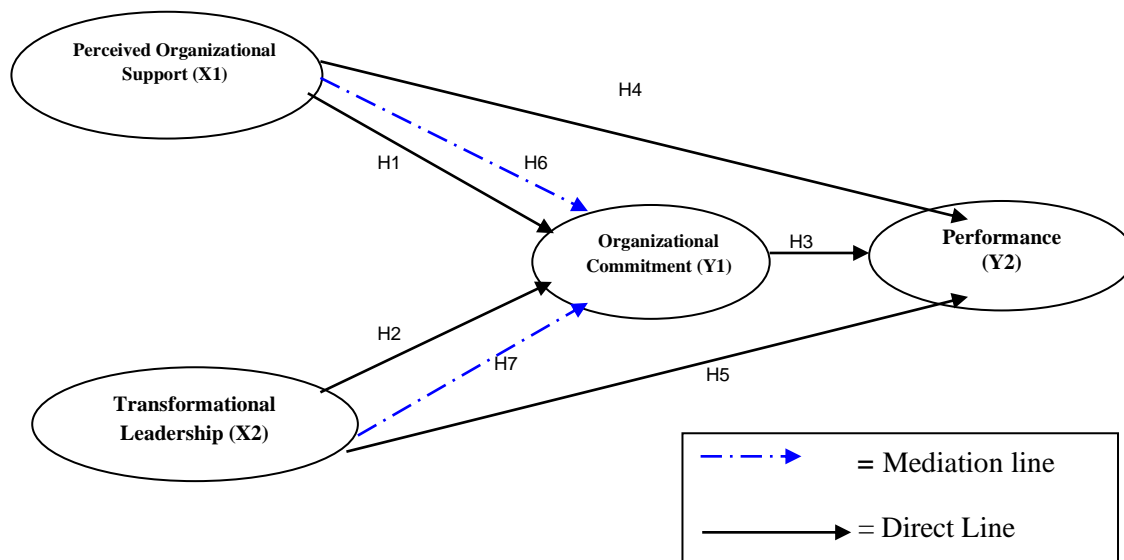
The whole theory as stated above is part of the things that have an effect on increasing organizational commitment to employees of PT. Altrak Kendari. According to Robert and Kinicki (in Robert Kreitner, 2011) that organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who are committed are expected to show their availability to work harder to achieve organizational goals and have a greater desire to stay at a company.

According to Mayer, Allen, and Smith (in Fred Luthans, 2008). b). Continuance commitment, is a commitment based on rational needs. In other words, this commitment is formed on the basis of profits and losses obtained by employees. So that it becomes a consideration of what must be sacrificed when staying in an

organization. c). Normative commitment, is a commitment that is based on the norms that exist within the employee. Which contains the individual's belief in responsibility to the organization.

The entire conceptual description above can be described in the form of an image as follows:

Figure 3.1. Research Conceptual Framework



3.2. Research Hypothesis

H1: Perceived Organizational Support has a significant effect on Organizational Commitment

H2: Transformational Leadership has a significant effect on Organizational Commitment

H3: Organizational Commitment has a significant effect on performance

H4: Perceived Organizational Support has a significant effect on performance

H5: Transformational Leadership has a significant effect on Performance

H6: Perceived Organizational Support has an effect on performance mediated by Organizational Commitment

H7: Transformational leadership has an effect on performance mediated by organizational commitment

IV. RESEARCH METHOD

Population is defined as an area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2012: 119). The population in this study were all employees of PT. Altrak 1978 Kendari. The population in this study amounted to 53 employees.

Respondents in this study were the total population, namely all employees of PT. Altrak 1978 Kendari totaled 53 employees.

4.1. Data analysis method

4.1.1. Warp Partial Least Square (Warp PLS) Analysis

Warp Partial least square (PLS) is a more appropriate approach for the purpose of the Warp PLS model to help researchers find latent variables which in the model are linear aggregates of the indicators (Solimun at al (2019)). The weight estimate for creating the latent variable score is obtained based on how the inner model (structural model that connects latent variables) and outer model (measurement model, namely the relationship between indicators and their constructs) is specified. The result is that the residual variance of the dependent variable (both latent and indicator variables) is minimized.

V. RESEARCH RESULTS AND DISCUSSION

5.1. SEM Analysis with SmartPLS

Analysis of the data used in this study is to use SmartPLS version 3.0. There are two stages of testing or evaluation, namely testing the measurement model (Outer Model) which aims to test the validity and reliability of each indicator on each variable, and testing the structural model (Inner Model) which aims to test the research hypotheses proposed in this study. By using the program, the results of loading the full model of this study are that all indicators of the latent variable that have an outer loading construction value above 0.70 are highly recommended, however, the loading factor value of 0.50-0.60 can still be tolerated (Solimun, 2010; Ghazali, 2011) and meets the requirements for the outer model. Perceived Organizational Support (X_1) as measured by indicator 1). Organizational value to employees, 2). Thinking of goals and companies, 3). Using help in problem solving, 4). Caring about employee welfare and 5). The company is proud of the success of employees having an outer loading construction value above 0.70 which is highly recommended.

Then Transformational Leadership variable (X_2) with dimensions as follows 1) of idealized influence (base effect), 2) Inspirational motivation (motivation inspiration), 3) Intellectual stimulation (intellectual

stimulation). 4). Individualized consideration or individualized attention having an outer loading construction value above 0.70 is highly recommended. Furthermore, Organizational Commitment with indicators consisting of 1). Affective commitment, 2). Continuance commitment, 3). Normative commitment has an outer loading construction value above 0.70, highly recommended

Employee performance with the following indicators: 1) Quantity of Work (quantity of work): 2) Quality of Work (quality of work), 3) Job Knowledge (work knowledge), 4) Creativeness (creativity), 5) Cooperation (cooperation), 6) Dependability (dependence), 7) Initiative (initiative) and 8) Personal Qualities (personal quality). Some indicators have an outer loading construction value above 0.70 which is highly recommended, but if there are indicators that have a loading factor value of 0.50-0.60, it can still be tolerated.

work can be completed effectively and efficiently.

5.2 Structural Model Testing (Inner Model)

After testing the outer model and meeting the criteria for convergent validity, discriminant validity, and composite reliability, then further testing is carried out on the structural model or Inner Model. Evaluation of the structural model with PLS can be started by looking at the R- Square value for each endogenous latent variable as the predictive power of the model. structural (Ghozali, 2012). After seeing the R- Square value, then looking at the T-Statistics value in the Path Coefficients table of each variable to be compared with the T-table which can then be used as a reference in hypothesis testing.

Changes in the value of R- Square can be used to explain the effect of certain exogenous latent variables (X) on endogenous latent variables (Y) whether they have a substantive effect or not. The R- Square value of 0.70 indicates the model is at a strong level, 0.50 indicates the model is at a moderate or moderate level, and 0.25 indicates the model is at a weak level (Ghozali, 2012). Here is the value of R- Square on the construct:

Table. 5.16 R-Square

Construct	R-Square
Organizational Commitment	0.686
Employee performance	0.860

Source: Processed primary data, 2020

Based on table 5.14, the R- Square value of the influence of the constructs of Perceived Organizational Support (X1) and Transformational Leadership (X2) on Organizational Commitment (Y1) is 0.686. The influence of the constructs of Perceived Organizational Support (X1) and Transformational Leadership (X2) and Organizational Commitment (Y1) on Performance (Y2) is 0.860. This value is at a strong level (a value above 0.70) which means that the effect of Perceived Organizational Support (X1) and Transformational Leadership (X2) and Organizational Commitment (Y1) on Performance (Y2) is 86.0%. Therefore, it can be concluded that the performance variable can be explained by the variables Perceived Organizational Support (X1) and Transformational Leadership (X2) and Organizational Commitment (Y1) on Performance (Y2) by 86.0% while the rest is influenced by other variables not included in this research.

Evaluation of the structural model is carried out to see the relationship between latent constructs that have been hypothesized previously by looking at the estimation results of parameter coefficients and their significance levels. Measures that can be used to evaluate the structural model (inner model) are R-square and Q-Square Predictive Relevance.

The value of R-square (R²) is the coefficient of determination on the endogenous construct and the coefficient of the path parameter. While the value of Q-Square Predictive Relevance (Q²) can be used to validate the predictive ability of the model, the formula used is:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) (1 - R^2_2) \\
 &= 1 - (1 - 0.686) (1 - 0.860) \\
 &= 0.577
 \end{aligned}$$

The Q² value of 0.577 is close to the value of 1 so that it can be stated that the structural model also fits the data. Both of these test results show that the overall model fits the data or is able to reflect the reality and phenomena that exist in the field. So that the results of this study can be declared valid and reliable. The results of the analysis show that all valid and reliable indicator variables reflect latent variables with model testing resulting in model fit conclusions. The partial test results show that almost all exogenous variables have a significant effect on endogenous variables.

5.3. Structural Model Testing and Research Hypotheses

The structural model (inner model) is evaluated by looking at the coefficient values of the path parameters of the relationship between latent variables. Testing of the structural model (inner model) is carried out after the relationship model built in this research is in accordance with the data from the analysis and the overall suitability of the model (goodness of fit). The purpose of testing the structural relationship model is to determine the relationship between the latent variables designed in this study from the PLS output, structural model testing and hypotheses are carried out by looking at the estimated path coefficient and critical point value (t_statistics) which is significant at = 0.05. The results of the complete data analysis can be seen in the PLS output model (Appendix). Based on the conceptual framework of this study, testing the relationship model and hypotheses between variables can be carried out in two stages, namely: 1) testing the direct influence path coefficient and 2) testing the indirect influence path

coefficient (mediation). The description of the results of testing the relationship between the variables of this study can be explained as follows:

5.4. Testing the analysis hypothesis directly

Testing the hypothesis and the path coefficient of the direct influence between perceived organizational support and transformational leadership on performance mediated by organizational commitment. The results of testing the influence between variables can be seen from the path coefficient value and the critical point (t -statistics). Completely can be presented in Table 5.17. the following:

Table 5.17 Path Coefficient (p-value)

Hypothesis	Line Construction	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1	Perceived Organizational Support → Organizational Commitment	0.101	0.120	0.132	0.768	0.443
H2	Transformational Leadership → Organizational Commitment	0.799	0.781	0.280	2.856	0.004
H3	Organizational Commitment → Performance	0.597	0.608	0.127	4.717	0.000
H4	Perceived Organizational Support → Performance	0.032	0.053	0.127	0.250	0.803
H5	Transformational Leadership → Performance	0.823	0.808	0.287	2.867	0.004

Source: Processed primary data, 2021

Based on the results of data processing in table 5.17 above, it can be seen in the testing of each hypothesis that has been proposed, namely:

5.4.1 Perceived Organizational Support on Employee Performance

The first hypothesis proposed in this study is "Perceived Organizational Support has a significant effect on employee performance". Table 5.15 shows the original sample estimate between the effect of Perceived Organizational Support on employee performance of **0.033** and is positive. The T-count value is **0.170** and the P-value in table 5.17 is 0.865, which is greater than 0.05 (α). This value indicates that perceived organizational support has a positive and insignificant effect on employee performance.

Thus, the first hypothesis proposed in this study was **rejected**. The relationship between perceived organizational support and employee performance in the study is directly proportional where it can be said that the better the perceived organizational support carried out by the personnel, the better the personnel performance but not significantly.

5.4.2 The Effect of Perceived Organizational Support on Organizational Commitment

The second hypothesis proposed in this study is "perceived organizational support has a significant effect on employee performance". Table 5.17 shows the value of the original sample estimate between the effect of perceived organizational support on employee performance of **0.320** and is positive. The T-count value is **2.482** and the P Value is 0.001 which is smaller than 0.05 (α). This value indicates that perceived organizational support has a positive and significant effect on employee performance.

Thus, the second hypothesis proposed in this study is **accepted**. The relationship between perceived organizational support and employee performance in the study is directly proportional where it can be said that if perceived organizational support is good, employee performance will increase.

5.4.3 The Effect of Transformational Leadership on Performance

The third hypothesis proposed in this study is "transformational leadership has a positive and significant effect on employee performance". Table 5.17 shows the original sample estimate value between the influence of transformational leadership on employee performance of **0.868** and is positive. The T-count value is **4.805** and the P Value is 0.000 which is smaller than 0.05 (α). This value indicates that transformational leadership has a positive and significant effect on employee performance.

Thus, the third hypothesis proposed in this study is **accepted**. The relationship between transformational leadership and employee performance in the study is directly proportional where it can be said that the better the transformational leadership of the employees, the better the performance of the employees.

5.4.4 The Effect of Transformational Leadership on Organizational Commitment

The fourth hypothesis proposed in this study is "Transformational leadership has a positive and significant effect on employee organizational commitment". Table 5.17 shows the original sample estimate between the influence of emotional intelligence on performance of **0.140** and has a positive value. The T-count value is **0.636** and the P Value is 0.525 which is greater than 0.05 (α). This value indicates that transformational leadership has no significant positive effect on organizational commitment.

Thus, the fourth hypothesis proposed in this study was **rejected**. The relationship between transformational leadership and organizational commitment in the study is directly proportional where it can be said that the better the transformational leadership performed by employees, the better the employee's organizational commitment but not significantly.

5.4.5 The Effect of Organizational Commitment on Performance

The fifth hypothesis proposed in this study is "Organizational commitment has a significant effect on employee performance". Table 5.15 shows the original sample estimate between the effect of emotional exhaustion on performance of **0.794** and is positive. The T-count value is **3.917** and the P-value is 0.000 which is smaller than 0.05 (α). This value indicates that organizational commitment has a positive and significant effect on employee performance.

Thus, the fifth hypothesis proposed in this study is **accepted**. The relationship between organizational commitment and performance in research is directly proportional where it can be said that the better the employee's organizational commitment, the better the performance of the employees.

5.4.6 Hypothesis Testing and Path Coefficients of Indirect Effect (Mediation)

Previous tests on the significance of the mediation effect relied on Sobel's test (1982). Sobel's test compared the direct relationship between the independent variable and the dependent variable with the indirect relationship between the independent variable and the dependent variable which included the construct of mediation (Helm et al., 2010). The Sobel test assumes the normal distribution is inconsistent with the nonparametric PLS-SEM method. In addition, the parametric assumptions of the Sobel test usually do not apply to the indirect effect $p1.p2$, because the product of two normally distributed coefficients results in an abnormal distribution of the product. In addition, the Sobel test requires coefficients paths that are not standardized as inputs to test statistics and have no statistical power, especially when applied to small sample sizes. For this reason, studies have rejected the Sobel test to evaluate mediation analyses, especially in PLS-SEM studies (e.g., Klarner et al., 2013; Sattler et al., 2010).

According to Hair et al. (2016:235) instead of using the Sobel test, researchers must bootstrap the sampling distribution of the indirect effect. This approach has also been advanced in the context of regression (Preacher & Hayes, 2004, 2008a) and has been applied in Hayes' SPSS-based PROCESS macros (<http://www.processmacro.org/>). Bootstrap makes no assumptions about the shape of the variable distribution or statistical sample distribution and can be applied better to small sample sizes. Therefore, this approach is very suitable for the PLS-SEM method and is implemented in the SmartPLS 3 software. In addition, the indirect effect bootstrap produces a higher level of statistical power compared to the Sobel test.

Based on the opinion of Hair et al (2016: 235), to test the mediating effect between the variables in this study, it can be done by looking at the value in the Specific Indirect Effect table and the p-value in the Total Indirect Effect table. Where according to Hair et al (2016: 241) if the p-value on the indirect effect is less than 0.05 then it can be said that the intervening variable in the study has a significant influence in being a mediator between variables.

Table 5.18 Total Indirect Effect

Hypothesis	Mediation Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H6	Perceived Organizational Support → Organizational Commitment → Performance	0.016	0.015	0.093	0.170	0.865
H7	Transformational Leadership → Organizational Commitment → Performance	0.418	0.417	0.124	3,378	0.001

Source: Processed primary data, 2021

Based on the table above, it can be seen that the indirect effect of perceived organizational support on employee performance through organizational commitment (0.016) has a t statistic of 0.170 with a p-value greater than 0.05 (0.865). The indirect effect of transformational leadership on performance through organizational commitment (0.418) has a T statistic of 3.378 with a p-value of less than 0.05 (0.001). Thus, it can be said that organizational commitment is only able to mediate transformational leadership variables on performance but is not able to mediate the effect of perceived organizational support variables on performance.

5.5. Research discussion

In the discussion of the results of this study, the results of testing the direct and indirect effects between perceived organizational support variables, transformational leadership on employee performance mediated by organizational commitment are described as follows:

5.5.1. The Effect of Perceived Organizational Support on Performance

Perceived Organizational Support has a positive but not significant effect on employee performance, meaning that the better the company's Perceived Organizational Support, the better the performance of employees, but not significantly.

Based on empirical facts related to respondents' responses to indicators of organizational value to employees, the average value can be categorized as good. This shows that the character and practice of employee performance shows appreciation for the participation of employees seen by the company will interact well with organizational support received by employees, such as awards, wages, and promotions. Furthermore, respondents' responses related to the indicators of Thinking about goals and the company have an average value that can be categorized as good. This means that the majority of respondents agree that the company has a purpose and a company. This means that with the unification of groups within the company with the employee label, employees feel they are components of the company and have the right to participate in decisions and feel they have a responsibility to be involved and give their best performance to their organization. Using help in handling problems can be categorized as good. This

means that employees feel that they can unite the real support shown by the company or company with the individual opinions of employees of PT. Altrak 1978 and through how the company helps workers in dealing with the problems they face. Caring about employee welfare has an average value of 3.91 and can be categorized as good. The balance of the company's decision-making process on employee participation, has a dominant effect on the opinion of company support for employees. Fairness to employee participation for the company is implied as the company's concern for the welfare of employees. A sense of fairness in giving bonuses by the company as a form of concern for the welfare of employees. The respondent's response related to the last indicator is that the company feels proud of the success of its employees having an average value of 3.76 and can be categorized as good. This relates to employee perceptions related to the organization's sense of pride in the achievement of success obtained by employees in completing the work assigned to employees.

Organizational support is employees' global beliefs about the extent to which their organizations value their contributions and care about their employees' lives (Eisenberger et al., 2002). Organizational support is a person's belief that the organization where he works values his contribution and cares about his welfare (Rhoades et al., 2001). Organizational support can be seen as feeling proud of employees, paying employees fairly and meeting their needs.

The results of this study are not in line with the results of research conducted by Ketut Sudarma and Susmiati (2015) who found that Perceived Organizational Support had a positive and significant effect on performance. Then according to Alfida Ayu Fitria, Heru Susilo Cahyo, Widya Sulisty (2018) and Dea Pradinska Dewi, Fibria Indriati* and Pantius Drahen (2020) found that Perceived Organizational Support had a positive and significant effect on performance. The higher the organizational support it will be able to improve employee performance.

5.5.2. The Effect of Perceived Organizational Support on Organizational Commitment

Perceived Organizational Support has a positive but not significant effect on organizational commitment, meaning that the better the company's Perceived Organizational Support, the higher the employee's organizational commitment, but not significantly.

Based on empirical facts related to respondents' responses to Perceived Organizational Support through perceptions of indicators of organizational value to employees, the average value can be categorized as good. This shows that the character and practice of employee performance shows appreciation for the participation of employees seen by the company will interact well with organizational support received by employees, such as awards, wages, and promotions. Furthermore, respondents' responses related to the indicators of Thinking about goals and the company have an average value that can be categorized as good. This means that the majority of respondents agree that the company has a purpose and a company. This means that with the unification of groups within the company with the employee label, employees feel they are components of the company and have the right to participate in decisions and feel they have a responsibility to be involved and give their best performance to their organization.

This condition strongly supports that with a good perception of organizational support according to the responses of the majority of respondents, it makes a real contribution to increasing employee organizational commitment. So that it can be interpreted that the better the company's Perceived Organizational Support will be able to increase employee commitment to the organization.

Perceived Organizational Support (POS) is perceived organizational support with global beliefs about the extent to which the organization assesses contributions, pays attention to welfare, listens to complaints, pays attention to life and considers goals to be achieved and can be trusted to treat employees fairly. Organizational support is employees' global beliefs about the extent to which their organizations value their contributions and care about their employees' lives (Eisenberger et al., 2002). Organizational support is a person's belief that the organization where he works values his contribution and cares about his welfare (Rhoades et al., 2001). Organizational support can be seen as feeling proud of employees, paying employees fairly and meeting their needs.

The results of this study are not in line with the research conducted by Hartono Tri Putranto, et al. (2019) which states that the perception of organizational support has a significant effect on affective commitment and normative commitment but not significant on continuance commitment. This study found a rejection of the hypothesis about a positive relationship between organizational commitment (affective commitment, normative commitment and continuance commitment) and psychological well-being, as well as a direct relationship between perceived organizational support and psychological well-being. Meanwhile, according to Kahwan H (2019) found that Perceived Organizational Support has a significant effect on Employee Behavior and Organizational Commitment. In addition, this finding also shows a strong relationship between Perceived Organizational Support and Organizational Commitment.

5.5.3. The Effect of Transformational Leadership on Performance

Based on the results of the study indicate that transformational leadership has a positive and significant effect on employee performance. This means that the better the transformational leadership at PT. Altrak 1978 Kendari can improve employee performance.

Based on empirical facts related to respondents' responses to indicators of Idealized influence (ideal influence) can be categorized as good. This shows that the majority of employees state that it is the leader's behavior that makes him admired so that employees highly praise, glorify, follow and imitate. Leaders show confidence and attraction to their followers so that emotional bonds occur at a certain level which have been carried out well.

Respondents' responses regarding the indicators of Inspirational motivation (inspirational motivation) are categorized as good. This shows that the majority of employees stated that the leader's behavior articulates a vision that encourages and inspires their employees. Leaders challenge employees to meet higher standards, communicate optimism about achieving future goals and assign meaningful assignments. Furthermore, related to indicators of Intellectual stimulation (intellectual stimulation) can be categorized as good. This shows that the majority of employees stated that leaders who are willing to take risks and ask followers for ideas inspire and encourage creativity in their followers. The leader's vision becomes the follower's frame of mind to relate it to the leader, the organization and their peers and the organization's goals. Individualized considerations or individualized attention (individual considerations) can also be categorized as good. This shows that the majority of employees state that the leader is always present when the employee is in need, this leader acts as a mentor, listening to the concerns and needs of employees, including the need to be respected and appreciate the leadership's contribution to the organization.

This condition strongly supports that the better the transformational leadership based on the perception of the majority of respondents, the more impact it will have on improving employee performance

According to Lensufiie (2010) that transformational leadership has an understanding of leadership that aims for change, the change in question is assumed to be a change that is better against the status quo and is active. Transformational Leadership is also defined as a leadership approach that creates positive and valuable change for an organization. Furthermore, Bass in Zanikham (2008) defines transformational leadership as the ability of leaders to change work abilities, work motivation, work patterns and perceived work values of subordinates so that they are better able to optimize performance to achieve organizational goals.

According to Isthofaina Astuty and, Udin (2020) found that transformational leadership has a positive and significant effect on performance. This means that the better the transformational leadership carried out by the leader, the greater the impact on employee performance.

5.5.4. The Effect of Transformational Leadership on Organizational Commitment

Based on the results of the study indicate that transformational leadership has a positive and significant effect on employee organizational commitment. This means that the better the transformational leadership at PT. Altrak 1978 Kendari can increase employee organizational commitment.

According to Burns (2004), transformational leadership essentially emphasizes that a leader needs to motivate his subordinates to carry out their responsibilities more than they expect. Transformational leaders must be able to define, communicate and articulate the vision of the organization and subordinates must accept and recognize the leader. Leadership is the ability of a leader to influence other people (employees), therefore a certain leadership style or behavior is needed, known as 21st century leadership, namely transformational leadership.

Based on the results of research conducted by Luu Tien Dung and Phan Van Han (2020) found that transformational leadership has a positive and significant effect on performance. This shows that the better the leadership, the better the employee's performance. Similarly, according to Bano Fakhra Batool (2013) which states that transformational leadership has a positive and significant effect on performance. Good transformational leadership will make a real contribution to improving employee performance.

5.5.5. The Effect of Organizational Commitment on Performance

Based on the research results organizational commitment has a positive and significant effect on employee performance. This means that the higher the level of organizational commitment of employees, it will be able to improve employee performance.

According to Robert and Kinicki (in Robert Kreitner, 2011) that organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who are committed are expected to show their availability to work harder to achieve organizational goals and have a greater desire to stay at a company. Mowday (in Sopiah, 2008) calls work commitment as another term for organizational commitment. In addition, organizational commitment is an important behavioral dimension that can be used to assess employee tendencies, identify and involve someone who is relatively strong in the organization, and knows the wishes of organizational members to maintain membership in the organization and are willing to strive for the achievement of organizational goals and are able to accept norms. -the norms that exist within the company.

According to Vivi Violita (2020) states that organizational commitment has a positive and significant effect on performance. The higher the commitment of employees in the organization will be able to contribute to improving employee performance. Likewise, according to Ferum Mahendra Pranita (2017) found that organizational commitment has a positive and significant effect on performance.

5.5.6. The Effect of Perceived Organizational Support on Performance Through Organizational Commitment

Perceived Organizational Support has a positive but not significant effect on employee performance mediated by organizational commitment. This means that organizational commitment does not significantly provide a mediating role on the effect of Perceived Organizational Support on the performance of PT. Altrak 1978 Kendari

The results of Tsai et al. (2015) found that Perceived Organizational Support had a significant effect on employee creativity, mediated by knowledge sharing. Likewise, Guan et al. (2014) found that affective commitment and job satisfaction mediated the relationship between POS and employee performance. Employees who feel greater organizational support in their work tend to show affective commitment to the organization, which in turn, their affective commitment will result in better and greater performance (Xiu et al., 2019).

In organizational support theory, when organizations develop employee skills and knowledge through various resources and mechanisms, employees assume that contributions are valued by the organization and that the organization cares about their well-being. Based on the norm of reciprocity, to generate a perceived obligation on the part of employees to care for the organization and help the organization achieve its goals by displaying the best performance (Rhoades & Eisenberger, 2002). Employees with high organizational support show greater creativity (Shantz et al., 2016), higher commitment (Gupta et al., 2016), optimal performance (Vatankhah et al., 2017).

5.5.7. The Effect of Transformational Leadership on Performance Through Organizational Commitment

Transformational leadership has a positive and significant effect on performance mediated by organizational commitment. This means that good transformational leadership can improve employee performance through increasing organizational commitment of the employees of PT. Altrak 1978 Kendari.

According to Lensuifii (2010) that transformational leadership has an understanding of leadership that aims for change, the change in question is assumed to be a change that is better against the status quo and is active. Transformational Leadership is also defined as a leadership approach that creates positive and valuable change for an organization. Furthermore, Bass in Zanikham (2008) defines transformational leadership as the ability of leaders to change work abilities, work motivation, work patterns and perceived work values of subordinates so that they are better able to optimize performance to achieve organizational goals.

A meta-analysis study by Hakim and Piccolo (2004) reports that transformational leadership is positively correlated with group and organizational performance. Likewise, Build et al. (2019), Piccolo and Colquitt (2006) concluded that transformational leadership increases employee performance. Furthermore, the results of the study also show that transformational leadership is positively related to affective commitment in organizations in various samples (Bono & Judge, 2003; Dumdum et al., 2002; Gyensare et al., 2016; Mañas Rodríguez et al., 2020; Stinglhamber et al., 2015).

5.6. Research Limitations

Some of the limitations of the study that can be taken into consideration by the next researcher are:

1. This research data uses employee perceptions through self-assessment. In addition, because of the busyness of employees at PT. Altrak 1978 Kendari and time constraints, researchers have difficulty in digging more in-depth information on this research study. Furthermore, the object of research is limited to PT. Altrak 1978 Kendari. Thus, it can limit the generalizability of research findings.
2. Researchers only examine one agency in this case is PT. Altrak 1978 Kendari as the object of research, so the generalization of the research results is still relatively low. Further research should use a different research object by describing any other variables that can affect employee performance.

VI. CONCLUSIONS AND SUGGESTIONS

6.1. Conclusion

Based on the results of research and empirical explanations in previous chapters, in general, this research can be concluded as follows:

1. Perceived Organizational Support positive effect is not significant to the employee's performance means that the better Perceived Organizational Support employees will improve the performance of the employees, but not significantly.
2. Perceived Organizational Support has a positive but not significant effect on employee organizational commitment. This means that the higher the Perceived Organizational Support at PT. Altrak 1978 Kendari will have an impact on increasing employee organizational commitment but the effect is not real or significant
3. Transformational leadership has a positive and significant effect on the performance of PT. Altrak 1978 Kendari. This means that the better the transformational leadership that is carried out, it will have an impact on employee performance.
4. Transformational leadership has a positive and significant effect on employee organizational commitment. This means that the better transformational leadership can increase employee organizational commitment.
5. Organizational Commitment has a positive and significant effect on the performance of PT. Altrak 1978 Kendari. This means that the higher the organizational commitment of employees, it will improve the performance of employees of PT. Altrak 1978 Kendari.
6. Perceived Organizational Support has a positive but not significant effect on employee performance mediated by organizational commitment. This means that Perceived Organizational Support can improve employee performance through the mediating role of employee organizational commitment of PT. Altrak 1978 Kendari but not significant.
7. Transformational leadership has a positive and significant effect on performance mediated by organizational commitment. This means that good transformational leadership can improve employee performance through increasing organizational commitment of employees of PT. Altrak 1978 Kendari.

6.2 Suggestion

Based on the conclusions of this study, it can provide suggestions for policy implications as follows:

1. PT. Altrak 1978 Kendari needs to pay attention to Perceived Organizational Support or organizational support provided to employees related to indicators. The company feels proud of the success of employees because based on employee perceptions, these indicators have the lowest average value.

2. In relation to transformational leadership, it is necessary to pay attention to indicators. Individualized consideration or individualized attention (individual considerations) means that the leader must always be present when employees need it, the leader must also be able to act as a mentor, listen to the concerns and needs of employees, including the need to be respected and appreciate contributions.
3. Leaders also need to pay attention to Continuance commitment in terms of implementing employee organizational commitment because based on respondents' perceptions, the lowest indicator on the organizational commitment variable is Continuance commitment. This means that leaders must pay attention so that employees can stay afloat to work for the company and make the best contribution to achieving company goals.
4. Further research can develop other factors that affect organizational commitment and other employee performance.

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