



Improving Performance through Leadership Agility, Organizational Support, and Organizational Commitment: An Integrated Approach

Suhermin^{1*}, Rika Rahayu², Wiwiek Srikandi Shabrie³

^{1,2,3} Department of Management, Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya, Surabaya, Indonesia

Abstract

Organizational leaders determine the success of an organization towards optimal performance. Industry 4.0 requires organizational leaders who are agile and quick to adjust to change. The emphasis now is on the ability of leaders to adapt to changes in the environment and the new order in the business world. This study measures employee performance based on leadership agility, organizational support, organizational commitment, and performance. This research used a quantitative approach; more specifically, the quantitative approach used was quantitative causality. The population of this study were all employees of Juanda Airport with minimum criteria of high school education with a minimum work period of 2 years, as many as 240 people. The sampling technique used simple random samples. The sample size is calculated using the Slovin formula, obtained by 150 employees as a sample. The sampling technique used stratified random sampling. Data analysis techniques using path analysis. The results showed that Leadership agility positively and significantly affects organizational commitment and employee performance. Organizational support has a positive and significant effect on organizational commitment and employee performance, while organizational commitment significantly affects employee performance.

Article Info

Correspondence:

Suhermin
(suhermin@stiesia.ac.id)

Article History:

Submitted: 05-01-2024

Revised: 08-03-2024

Accepted: 15-04-2024

Published: 20-04-2024

JEL Classification:

D23; H11; O15

Keyword:

Leadership Agility;
Organizational Commitment;
Organizational Support;
Performance

1. INTRODUCTION

Organizations in Industry 4.0 are human collaboration organizations that require particular managerial practices. HR activities are increasingly performed by all managers daily, although other activities still require specialized competencies and accountability from HR professionals (Isari et al., 2019). Human resource management has responsibilities placed in the hands of managers and HR departments. However, the impact and role of HR departments may become more significant due to the changes in ways of working, learning, and continuous design approaches required by digital transformation. In addition, implementing intelligent and innovative human resource management practices also contributes to the increased role and impact of HR departments.

Companies need individuals who can deliver optimal performance to achieve their organizational goals. Getting the job done well can increase personal satisfaction and pride for employees. Suhermin et al. (2023) research shows that high commitment will also lead



to high employee performance. Organizational commitment refers to employees' connection or bond with their organization. It is based on industrial-organizational psychology, which describes an individual's psychological attachment to the organization. Prastiti (2021) states a significant correlation between organizational commitment and readiness to change.

Industry 4.0 requires organizational leaders who are agile and quick to adapt to change. The emphasis is now on the ability of leaders to adapt to changes in the environment and the new order in the business world. The concept of agility is the company's ability to adapt to a rapidly changing environment. This research looks at this agility from the perspective of the leader.

Employee development is one of the most essential human resource management practices to improve overall employee performance. Eisenberger et al. (2002) stated that improving performance requires organizational support; when employees receive it, it will strengthen employee confidence that the organization recognizes and rewards good performance.

This research is based on psychological contract theory. Psychological contract theory explains that a psychological contract is an implicit contract between an individual and their organization. This research aims to develop the concept of Psychological Contract Theory, which is associated with leadership, organizational support, employee readiness to change, organizational commitment, and employee performance of Juanda Airport.

Literature Review

a. Psychological Contract Theory

When employees join an organization, an employment agreement is often made between the organization and the employee. The terms of this employment agreement include things the employee will do, things the employee will receive, things the organization will do, and things the organization will receive in return. The written employment agreement is called a legal contract. On the other hand, the unwritten employment agreement is called a psychological contract. These beliefs are formed due to implicit or explicit promises made between parties, such as when a company offers an employment opportunity to an employee. In addition, these beliefs include considerations offered in return for promises (such as accepting the position or renouncing other job offers) that perceptually bind the employee and the organization together (Rousseau & Tijoriwala, 1998).

b. Performance

Bernardin (2003) argues that performance is a combination of ability and traits, effort and support, which is measured through the results of production or work that a person has achieved. Employee performance is a value concept that the organization expects to be an individual behavior to carry out tasks according to standards. First, the critical idea of this definition is that performance is a behavioral trait. Second, the critical idea of the nature of behavior is that performance refers to organizational values.

Bernardin (2003) explains that there are several performance indicators quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. According to Robbins and Judge (2015), performance indicators measure the extent to which employee performance is achieved. Some indicators to measure employee performance are work quality, quantity, timeliness, effectiveness, and independence.

c. Organizational Commitment

Organizational commitment is defined by Porter (1990) as an employee's continuing tendency to engage in organizational activities. It is the employee's belief and fear of losing their position if they do not contribute to their work. The most commonly used approach to organizational commitment is the perspective proposed by Mowday, which focuses on the employee's affective bond with the organization (Mowday et al., 1982). This perspective

states that organizational commitment is demonstrated by (a) a strong belief in the organization's goals and values, (b) a willingness to work for the organization, and (c) a strong desire to maintain organizational membership" (Mowday et al., 1982).

d. Leadership Agility

Joiner and Joseph define leadership agility as the ability to lead effectively during times of rapid change, uncertainty, and increasing complexity and when success requires consideration of multiple views and priorities. Agile leaders are believed to generate substantial benefits for their organizations, including reduced costs and improved performance (Joiner, 2009a, 2009b).

Agility entails using heightened awareness and intentionality to increase effectiveness in real-time conditions, including stepping back from one's focus, gaining a broader perspective, and bringing new insights into what needs to be done next. Joiner and Josephs (2007) conceptualized leadership agility in four domains of ability and five stages of development (context-setting agility, stakeholder agility, creative agility, and self-leadership agility).

e. Organizational Support

Organizational support theory explains the psychological processes resulting from perceived organizational support. Social exchange theory states that organizations can create positive outcomes by increasing employees' perceptions of organizational support (Eisenberger et al., 1997). Eisenberger et al. (1990) concluded that POS positively affects employee attendance, commitment, and performance. Other studies strongly support a positive link between POS and people's commitment to a company (Rhodes et al., 2001), while others show that organizational support can reduce employee turnover (Eisenberger et al., 2002; Rhodes et al., 2001). Eisenberger et al. (1997), using a sample of employees from various companies, found that company support was associated with increased job satisfaction.

f. Hypothesis Development

Akkaya and Sever (2022) imply that agile leadership and organizational performance are essential for companies. When attention is drawn to the fact that organizations should attach importance to organizational culture and agile leadership in a challenging and competitive business environment, company performance will be higher. Qader's research (2021) concluded that organizational agility impacts organizational commitment-similar to the research of Asbari et al. (2021). Lediju's research (2016) states that agile leader behavior significantly impacts organizational commitment and productivity.

H1: Leadership agility has a positive effect on employee performance.

H2: Leadership agility has a positive effect on organizational commitment.

POS focuses on the exchange relationship between employees and the organization, conceptualized as employees' general perceptions of how the organization values their contributions and cares about their welfare. Bitew (2023), Li et al. (2022), and Suhermin (2012) concluded that perceived organizational support has a positive and significant impact on organizational commitment. In research, Suhermin (2022) found that perceived organizational support does not impact nurses' organizational commitment in a hospital. Other research conducted by Widodo et al. (2022) and Li et al. (2022) stated that Perceived Organizational Support (POS) has an impact on employee performance. Conversely, Ratnasari's research (2023) states that Perceived Organizational Support (POS) cannot improve employee performance.

H3: Organizational support has a positive effect on organizational commitment

H4: Organizational support has a positive effect on employee performance

Kaplan and Kaplan's research (2018) concluded that affective commitment affects employee performance, while normative and continuance commitments do not impact

employee performance. Likewise, Wahyudin et al.'s research (2022) concluded that organizational commitment does not impact employee performance.

H5: Organizational commitment affects employee performance.

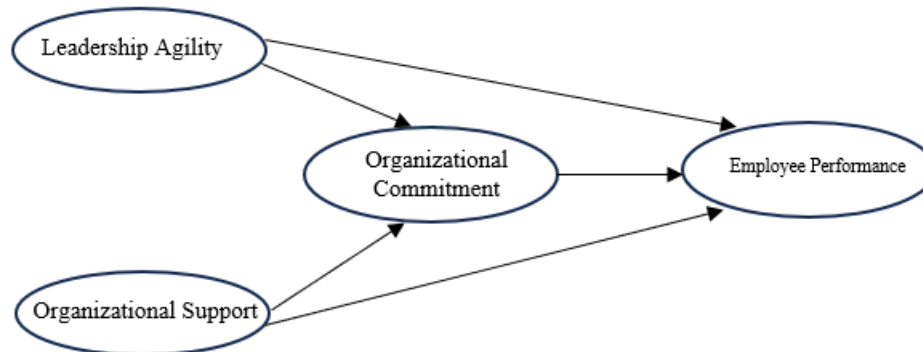


Figure 1. Conceptual Framework
Source: Development by Researchers (2023)

2. METHODS

This research used a quantitative approach, more specifically, the quantitative approach used was quantitative causality. Causal quantitative research analyses the influence between one variable and another in the context of this research: leadership agility, organizational support, organizational commitment, and performance. The population of this study were all employees of Juanda Airport. The sampling technique used simple random samples, and a sample of 150 employees was obtained. The study used primary data with data collection using a questionnaire. Data analysis techniques using path analysis.

The indicators used to measure performance are work quality, quantity, timeliness, effectiveness, and independence (Robbin & Judge, 2015). Indicators used to measure organizational commitment are strong belief in the goals and values of the organization, willingness to work for the organization, strong desire to maintain organizational membership (Meyer et al., 1989; Suhermin et al., 2023). The indicators used to measure leadership agility are context-setting agility, stakeholder agility, creative agility, and self-leadership agility (Joiner & Josephs, 2007). The indicators used to measure perceived organizational support are concern, consideration, and assistance in solving problems (Sulistyan et al., 2021).

3. RESULT AND DISCUSSION

3.1. Results

a. Results of Validity and Reliability Test of Research Instruments

Testing the instrument's validity is done with the product-moment correlation test, and if the correlation coefficient $r \geq 0.30$, then the statement item is said to be valid. The instrument reliability test is carried out by looking at the coefficient α Cronbach, and if $\alpha > 0.6$, then the research instrument is said to be reliable. A summary of the results of the validity and reliability tests of the research instruments can be seen in Table 1.

Table 1. Validity and Reliability Test of Research Instruments

Variable	Item	r	Description	Reliability	Description
Leadership Agility	X1.1	0.736	Valid	0.880	Reliable
	X1.2	0.681	Valid		
	X1.3	0.811	Valid		
	X1.4	0.818	Valid		
	X1.5	0.795	Valid		
	X1.6	0.603	Valid		
	X1.7	0.687	Valid		
	X1.8	0.774	Valid		
Organizational Support	X2.1	0.829	Valid	0.870	Reliable
	X2.2	0.822	Valid		
	X2.3	0.828	Valid		
	X2.4	0.781	Valid		
	X2.5	0.853	Valid		
	X2.6	0.710	Valid		
	X2.7	0.507	Valid		
	X2.8	0.553	Valid		
Organizational commitment	Y2.1	0.824	Valid	0.889	Reliable
	Y2.2	0.840	Valid		
	Y2.3	0.755	Valid		
	Y2.4	0.758	Valid		
	Y2.5	0.720	Valid		
	Y2.6	0.738	Valid		
	Y2.7	0.692	Valid		
	Y2.8	0.740	Valid		
Employee Performance	Y3.1	0.683	Valid	0.927	Reliable
	Y3.2	0.673	Valid		
	Y3.3	0.747	Valid		
	Y3.4	0.750	Valid		
	Y3.5	0.781	Valid		
	Y3.6	0.806	Valid		
	Y3.7	0.825	Valid		
	Y3.8	0.758	Valid		
	Y3.9	0.796	Valid		
	Y3.10	0.719	Valid		
	Y3.11	0.702	Valid		
	Y3.12	0.748	Valid		

Source: Data Processed (2023)

In table 4, the research instruments for all subdimensions and variables are valid. Meanwhile, the reliability test results show that all variables are also reliable. Thus, the research data is valid and suitable for testing the research hypothesis.

b. Results of Path Analysis and Hypothesis Testing

Hypothesis testing uses path analysis to predict changes in employee performance values based on leadership agility, organizational support, and organizational commitment variables. Data analysis using path analysis consists of sub-structure one and sub-structure two, which are shown in the following table:

Table 2. Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
Sub Structure 1					
LA	0.381	0.93	0.381	4.094	0.000
POS	0.247	0.075	0.307	3.302	0.001
Sub Structure 2					
LA	0.445	0.082	0.457	5.435	0.000
POS	0.201	0.064	0.256	3.129	0.002
OC	0.179	0.083	0.184	2.171	0.032

Source: Data Processed (2023)

Table 2 shows that all variables show a positive direction in the sub-structure 1 and sub-structure 2 model. This means that the better leadership agility, organizational support, and organizational commitment, the better employee performance will be. The significance value in the t-test shows direct hypothesis testing in Table 2. In sub-structure 1, it is proven that leadership agility and organizational support affect organizational commitment, as indicated by a significance value < 0.005 . Similarly, sub-structure 2 shows that leadership agility, organizational support, and organizational commitment affect employee performance, as indicated by the significance value of each variable < 0.05 .

The amount of direct and indirect effects can be shown in the following table:

Table 3. Direct and Indirect Effect

Relationship between variables	Direct Effect	Indirect Effect	Total Effect
LA \rightarrow KO	0.351		0.351
POS \rightarrow KO	0.357		0.357
KO \rightarrow KIN	0.184		0.184
LA \rightarrow KO \rightarrow KIN	0.457	0.064	0.521
POS \rightarrow KO \rightarrow KIN	0.256	0.065	0.321

Source: Data Processed (2023)

3.2. Discussion

a. Leadership Agility has a Significant Positive Effect on Organizational Commitment

The results of the data analysis show that leadership agility has a positive and significant effect on organizational commitment. This shows that an agile and nimble leader can bring his employees committed to Juanda Airport.

An agile leader steps forward to lead and empower others. Akkaya et al. (2022) stated that agile leadership is an important managerial function where responsiveness and innovation are elements for any business's long-term development and success.

Employees are responsible for their organization and consider it part of the family. This is because leaders can maintain alignment between their personal views and organizational goals and provide solutions quickly when problems occur in connection with organizational change. The organization's goals align with personal values and views of its goals. Another element that can increase the organizational commitment of Juanda Airport employees is responsiveness to existing problems and the ability of leaders to control emotions due to these problems.

Lediju's research (2016) states that agile leadership behavior is believed to impact organizational commitment and productivity significantly. Similarly, research by Yazici et al. (2022) stated that agile leadership characteristics positively affect affective work commitment. In addition, mediation analysis shows that employee voice is a partial mediator between agile leadership characteristics and affective job commitment.

b. Leadership Agility Has a Significant Positive Effect on Employee Performance

The results of the data analysis show that leadership agility has a significant effect on employee performance, so that the research hypothesis can be accepted. The positive resulting coefficient indicates that if leadership agility improves, employee performance will increase.

Organizations in Industry 4.0 are human collaboration organizations and require particular managerial practices. HR professionals centralize some HR activities, thus managing a large amount of data about employees that can make them more informed and directly involved in the HR management process (Marler & Boudreau, 2017). HR activities are increasingly performed by all managers daily, although other activities still require specialized competence and accountability from HR professionals (Isari et al., 2019).

Leadership agility is agile and nimble leadership, prioritizing collaboration over simply giving orders to subordinates. Agile leaders are leaders who run organizations with a more flexible leadership style, can build and work with teams, can adapt to all conditions, and can move quickly to overcome problems.

Setiawati's research (2021) shows that changes in Leadership agility will change performance in the same direction. This means that in the world of VUCA, which full of uncertainty, complexity, and high volatility will require leaders to be agile and see changes. Employees think having leaders with a clear vision and who are willing to change with the changing world is critical. Akaya and Sever (2022) also stated that agile leaders could think flexibly in changing environmental conditions to adapt the organization to these changes perfectly.

Leaders who have the agility and emotional intelligence due to changes in their organizational environment will enable their employees to complete their work efficiently and effectively and understand the instructions given. Therefore, the more agile a leader is, the more the performance of his employees will increase because the leader can motivate and collaborate with the people around him/her.

c. Organizational Support has a Significant Positive Effect on Organizational Commitment

The results stated that organizational support positively and significantly affects organizational commitment. This shows that the more the organization pays attention to its employees, the more committed they are.

Suhermin (2018) states that employees who are relatively firmly committed to the organization have the desire of organizational members who intend to maintain their membership in the organization and are willing to make high efforts to achieve organizational goals. In contrast to the opinion of Bitew (2023) states that employee commitment to the employee's organization will be poor because the employee feels inadequately supported by colleagues or supervisors. This shows the importance of positive perceptions of organizational support from the employee's perspective to increase organizational commitment.

Senior employees tend to be highly committed compared to younger employees. In other words, individual age is directly proportional to employee organizational commitment. For this reason, organizations provide more opportunities for employees to develop themselves through training programs planned so that employees will feel emotionally attached to the organization. Blau (1964) and Gouldner (1960) state that employees who feel supported by the organization tend to believe that organizational change initiatives will not harm them or their interests.

d. Organizational support has a significant positive effect on employee performance.

The results of data analysis show that the better organizational support, the more performance will increase. Organizational support is an effort to reward, care for, and improve the welfare of each employee following the efforts given to the organization.

According to Eisenberger et al. (2002), if employees feel support from the organization and that support is in accordance with their norms, desires, and expectations, employees will automatically commit to fulfilling their obligations to the organization. According to Eisenberger and Stinglhamber (2011), when the organization provides the supplies and assistance that employees need, it will increase organizational support. Furthermore, at this point, employees become more eager to handle responsibilities to produce better performance.

Employees consider organizational support provided by Juanda Airport to be able to meet employee needs; this affects improving employee performance. With high organizational support, employees will have a sense of indebtedness. Employees will repay it by improving their performance, which is marked by obeying the company's rules and regulations, achieving the targets set by the company, and completing work accurately according to company standards. These characteristics are in accordance with *psychological contract theory*. The relationship between organizational support and performance strengthens the psychological contract theory, which states that the psychological contract is an unwritten promise between employees and the organization. Research by Li et al. (2022) and Salau (2022) concluded that perceived organizational support affects employee performance. However, the results of Ramdhani and Desiana research (2022) show that organizational support has no impact on performance.

e. Organizational Commitment has a Significant Positive Effect on Employee Performance

Petrou et al. (2016) state that employees play an essential role in adapting to organizational change, apart from the role of managers in communicating organizational change. Sofat et al. (2015) stated that organizations experience internal and external pressures for change, which has caused organizational change management to become a major concern in many industries.

In social exchange theory, Reicher (1985) projected that organizational commitment could be separated into three forms: attribute, exchange, and goal matching involving individuals and organizations. The idea of attributes is connected to the trapped associations between people and their behavior. The perception of exchange commitment explains that commitment by an individual will be constructive or high if he/she observes returns from the organization. If the individual does not receive any payment, the commitment will be close to essential or not constructive.

Mowday et al. (1982) suggest that organizational commitment can be further explored as a fundamental strength of employee gratitude and contribution to the proper organization. Meanwhile, Bateman and Strasser (1984) state that organizational commitment has an operational definition as multidimensional, involving an employee of loyalty to the organization, the desire to exert effort on behalf of the organization, goals, and angles of congruency with organizational values, and the desire to maintain membership.

Employees of Juanda Airport believe that the determination of organizational goals is one of the strategies to achieve the organization's vision, and it has congruence with the purpose of employees working to actualize themselves and their abilities for the organization. This belief can increase the ability of employees to fulfill the tasks assigned according to the provisions of Juanda Airport and produce quality work output according to standards. Employees can complete work promptly and in accordance with the quality expected by the company because they have an emotional bond with the organization.

f. Discussion of Mediation Results

This study also found that organizational commitment partially mediates between leadership agility and performance. This is because leadership agility has a significant positive effect on organizational commitment, and organizational commitment affects performance. Meanwhile, organizational commitment is a partial mediation between organizational support and performance. This is because organizational support

significantly positively affects organizational commitment, while organizational commitment affects performance.

Research by Akkaya et al. (2022) shows that leadership agility behavior increases career success. In addition, the relationship between leadership agility and career success is mediated by job embeddedness. The role of leadership agility in promoting employee career success has yet to be studied in the literature.

According to Chao et al. (1994), individuals who get optimal communication (socialization) will feel more satisfied at work, feel more involved in their work, and more adaptable than individuals who do not get optimal communication (socialization) from their organization. According to Van de Ven & Poole (2002), these activities also strongly influence employee behavior in the organization; this is because communication, both with reorientation and socialization, has two characteristics of influence, namely behavioral influence and affective influence. When viewed from the behavioral aspect, reorientation and socialization will provide direction for employees to behave in accordance with company policies and procedures. Meanwhile, when viewed from the aspect of affection, reorientation and socialization activities will affect the willingness of employees to do work according to organizational instructions (Van de Ven & Poole, 2002).

4. CONCLUSION

Leadership agility has a positive and significant effect on employee performance. This shows that the more agile leaders are in dealing with change, the more their employees' performance will improve. Leadership agility has a positive and significant effect on employee organizational commitment. This shows that leaders who are agile and nimble will be able to get employees to remain in the organization and be committed to Juanda Airport. Organizational support has a positive and significant effect on employee organizational commitment. The better the employee's perception of how much the organization values contributions and cares for employee welfare, the more highly committed the employee will be. Organizational commitment has a positive and significant effect on performance. Organizational support provided by the organization will be able to improve employee performance. Employee organizational commitment has a significant effect on employee performance. Combining organizational values with personal values will improve employees' problem-solving skills.

5. REFERENCES

- Akkaya, B., & Sever, E. (2022). Agile leadership and organization performance in the perspective of VUCA. In *Post-pandemic talent management models in knowledge organizations* (pp. 213-228). IGI Global.
- Akkaya, B., Panait, M., Apostu, S. A., & Kaya, Y. (2022). Agile leadership and perceived career success: The mediating role of job embeddedness. *International Journal of Environmental Research and Public Health*, 19(8), 4834. <https://doi.org/10.3390/ijerph19084834>
- Asbari, M., Hidayat, D. D., & Purwanto, A. (2021). Managing employee performance: From leadership to readiness for change. *International Journal of Social and Management Studies*, 2(1), 74-85. <https://doi.org/10.5555/ijosmas.v2i1.12>
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of management journal*, 27(1), 95-112. <https://doi.org/10.5465/255959>
- Bernardin, H. J. (2003). *Human resource management: An Experiential Approach*. Sixth edition. Mc. Graw-Hill Inc. New York.
- Bitew, T. A. (2023). Working Conditions, Perceived Organizational Support and

- Organizational Commitment of Employees with Disabilities in Gondar City Public Sectors. *European Online Journal of Natural and Social Sciences*, 12(1), 53-68.
- Blau, P.M., (1964). *Exchange and power in social life*. Wiley.
- Chao, G. T., O'Leary-Kelly, A. M., Wolf, S., Klein, H. J., & Gardner, P. D. (1994). Organizational socialization: Its content and consequences. *Journal of Applied psychology*, 79(5), 730-743. <https://doi.org/10.1037/0021-9010.79.5.730>
- Eisenberger, R., & Stinglhamber, F. (2011). *Perceived organizational support: Fostering enthusiastic and productive employees*. American Psychological Association.
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82(5), 812-820. <https://doi.org/10.1037/0021-9010.82.5.812>
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59. <https://doi.org/10.1037/0021-9010.75.1.51>
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of applied psychology*, 87(3), 565. <https://doi.org/10.1037/0021-9010.87.3.565>
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178. <https://doi.org/10.2307/2092623>
- Isari, D., Bissola, R., & Imperatori, B. (2019). HR devolution in the digital era: What should we expect?. In *HRM 4.0 for human-centered organizations* (Vol. 23, pp. 41-61). Emerald Publishing Limited.
- Joiner, B & Joseph, S. (2007). *Leadership agility. Five Levels of Mastery for Anticipating and Initiating Change*. A Willey Imprint.
- Joiner, B. (2009). Creating a culture of agile leaders: A developmental approach. *People and Strategy*, 32(4), 28-35.
- Joiner, B. (2009a). *Guide to Agile Leadership. Industrial Management*. 51(2), 10.
- Kaplan, M., & Kaplan, A. (2018). The relationship between organizational commitment and work performance: a case of industrial enterprises. *Journal of Economic and Social Development (JESD)*, 5(1), 46-50.
- Lediju, T. (2016). Leadership Agility In The Public Sector: Understanding The Impact Of Public Sector Managers On The Organizational Commitment And Performance Of Millennial Employees. *Dissertation*. Saybrook University
- Li, M., Jameel, A., Ma, Z., Sun, H., Hussain, A., & Mubeen, S. (2022). Prism of employee performance through the means of internal support: a study of perceived organizational support. *Psychology research and behavior management*, 965-976.
- Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. *The International Journal of Human Resource Management*, 28(1), 3-26. <https://doi.org/10.1080/09585192.2016.1244699>
- Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic press.
- Petrou, P., Demerouti, E., & Schaufeli, W. B. (2018). Crafting the change: The role of employee job crafting behaviors for successful organizational change. *Journal of management*, 44(5), 1766-1792. <https://doi.org/10.1177/0149206315624961>
- Porter, M. (1990). *The Competitive Advantage of Nations*. The Free Press, A Division of McMillan, Inc.
- Prastiti, Z. D. (2021). The relationship between organizational commitment and readiness to change for employee of PT X. *Jurnal Organisasi dan Manajemen*, 17(1), 78-88. <https://doi.org/10.33830/jom.v17i1.1003.2021>
- Qader, M. A. A. (2021). The Role of Organizational Agility and its Impact on Achieving Organizational Commitment a Field Study: Jordan Cement Company. *NVEO-Natural Volatiles & Essential Oils Journal*, 2858-2876.

- Ramdhani, G.F & Desiana, P.M. (2022). The Role Of Psychological Capital And Perceived Organizational Support On Task Performance: The Mediating Effects Of Individual Readiness For Change. *Contemporary Research on Business and Management*. 1st edition. Universitas Indonesia.
- Ratnasari, D., Utami, H. N., & Prasetya, A. (2023). The Impacts of Perceived Organizational Support and Work Environment on Employee Performance: The Mediating Effects of Job Satisfaction. *Profit: Jurnal Adminsitrasi Bisnis*, 17(2), 267-281. <https://doi.org/10.21776/ub.profit.2023.017.02.10>
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of management review*, 10(3), 465-476. <https://doi.org/10.5465/amr.1985.4278960>
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825-836. <https://doi.org/10.1037/0021-9010.86.5.825>
- Risal, M., & Tahier, I. (2022). Employee Performance In Effect Of Organizational Commitment And Work Attitude (Study at the Regional Revenue Service of Palopo City). *Jurnal Mantik*, 6(1), 276-279. <https://doi.org/10.35335/mantik.v6i1.2221>
- Robbins, P.S., & Judge, A. T. (2015). *Perilaku Organisasi*, ed.16 diterjemahkan oleh: Ratna dan Febriella. Salemba Empat.
- Rousseau, D. M., & Tijoriwala, S. A. (1998). Assessing psychological contracts: Issues, alternatives and measures. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 19(S1), 679-695. [https://doi.org/10.1002/\(SICI\)1099-1379\(1998\)19:1+<679::AID-JOB971>3.0.CO;2-N](https://doi.org/10.1002/(SICI)1099-1379(1998)19:1+<679::AID-JOB971>3.0.CO;2-N)
- Salau, A. N. (2022). Perceived Organisational Support and Employee Performance: The Moderating Role of Organisational Culture. *Iconic Research And Engineering Journals*, 6(2), 172-179.
- Setiawati, L. (2021). The effect of agile leadership and work environment to employees' performance in a VUCA world (Study on millennial generation employees in Jabodetabek). *International Journal of Social Science and Human Research*, 4(11), 3123-3131. <https://doi.org/10.47191/ijssshr/v4-i11-08>
- Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of applied psychology*, 81(3), 219-227. <https://doi.org/10.1037/0021-9010.81.3.219>
- Sofat, K., Kiran, R., & Kaushik, S. (2015). Organizational change and organizational commitment: An empirical study of IT organizations in India. *Global Journal of Management and Business Research*, 15(6), 39-49
- Suhermin, S. (2012). Pemberdayaan kerja profesional sebagai mediasi dukungan organisasi dan pertukaran pemimpin-anggota (lmx) terhadap komitmen organisasional. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 16(2), 209-229. <https://doi.org/10.24034/j25485024.y2012.v16.i2.219>
- Suhermin, S. (2022). Empowerment as a Mediation of Organizational Support. *Wiga: Jurnal Penelitian Ilmu Ekonomi*, 12(4), 324-337. <https://doi.org/10.30741/wiga.v12i4.915>
- Suhermin, S., Kurniawan, G., Bon, A. T., & Sulistyan, R. B. (2023). Performance Improvement Model: Commitment Development Based on Empowering and Organizational Learning. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 7(3), 373-393. <https://doi.org/10.24034/j25485024.y2023.v7.i3.5777>
- Suhermin, S., Suryawirawan, O. A., & Bon, A. T. (2023). Systemic Entrepreneurship Intention Model, Family Background, And Prior Entrepreneurial Experience On Students' entrepreneurial Intention. *Jurnal Aplikasi Manajemen (JAM)*, 21(3), 642-658. <https://doi.org/10.21776/ub.jam.2022.021.03.07>
- Suhermin. (2018). Perceived Organizational Support And Personal Value On Organizational Commitment. *Proceeding Book 6th Asian Academic Society International Conference*, 787-793

- Sulistyan, R. B., Paramita, R. W. D., Setyobakti, M. H., Rizal, N., & Lukiana, N. (2020). Perceived Organizational Support on Employee Performance: The Mediating Effect of Job Stress. *Proceedings of the 1st International Conference on Social Science, Humanities, Education and Society Development*. <https://doi.org/10.4108/eai.13-10-2020.2303710>
- Van de Ven, A. H., & Poel, M. S. (2002). Alternative Approach for Studying Organizational Change. *European Group Organizational Studies*, 26(9).
- Widodo, A. P. (2022). The Effect of Perceived Organizational Support, Psychological Empowerment and Structural Empowerment on Employee Engagement and Job Performance at PT. Angkasa Pura I (Persero). *Asian Journal of Management Analytics*, 2(1), 45-60. <https://doi.org/10.55927/ajma.v2i1.2613>
- Yazıcı, Ş., Özgenel, M., Koç, M. H., & Baydar, F. (2022). The mediator role of employee voice in the effect of agile leadership on teachers' affective occupational commitment. *Sage Open*, 12(3), 21582440221119480. <https://doi.org/10.1177/21582440221119480>