

**The Effect Of Perceived Organizational Support And Transformational Leadership On Organizational Commitment And Performance Of Bumdesa Officer In Gresik Regency, East Java Province, Indonesia**

Fajar Pradita, Ida Aju Brahmasari, Siti Mujanah,  
University of 17 Agustus 1945 Surabaya, Indonesia

**Abstract.** The progress of a village can be measured from the poverty line. The increase in the poverty rate in East Java in 2020 makes researchers want to raise a case study of the BUMDesa program in the hope that it can help BUMDesa to become more advanced and can increase the welfare of rural communities. A good combination of perceived organizational support and transformational leadership is expected to have a positive impact on organizational commitment and the successful performance of BUMDesa officer in the Gresik area. There are 4 variables and 18 indicators in this study. The object of research in this research is the entire management (Secretary, Treasurer, and 2 members) of the advanced BUMDesa in Gresik area, totaling 156 respondents. The data that have been collected are 156 respondents. This research was conducted on BUMDesa officer in Gresik area with the advanced classification. The data collection technique used a survey technique with a questionnaire instrument, which was done by giving questionnaires to the officer of advanced BUMDesa in Gresik area. Data analysis in this study was carried out using the method of the Structural Equation Model (SEM). The software used for structural analysis is AMOS 24. The software used for structural analysis is AMOS 24. The result of this research is that perceived organizational support has a significant positive effect on the organizational commitment of the officer, transformational leadership has a significant positive effect on organizational commitment, perceived organizational support has a significant positive effect on performance BUMDesa officer, transformational leadership has a significant positive effect on performance of BUMDesa officer and organizational commitment has a significant positive effect on the performance of the officer BUMDesa Gresik area.

**Keywords:** Perceived Organizational Support, Transformational leadership, Organizational Commitment, Performance

**Introduction**

The economic development of a country can be seen from the progress of its smallest community, starting from the village level. The progress of a village can be measured from the poverty line. Data from the Central Statistics Agency for East Java Province, the percentage of poverty rates from year to year has decreased and then increased in 2020. The government seeks poverty alleviation through several programs. To overcome rural poverty, the government provides independent village autonomy through a program, namely BUMDesa (Village Owned Enterprises).

The Covid-19 pandemic has made the rural economy slump. The central government with village funds distributed to each village prioritizes the use of village funds for national economic recovery in accordance with village authority. Permendes Number 7 of 2021 concerning Priority for Use of Village Funds in 2022 states that BUMDes is one of the priorities for using village funds for village economic recovery. So that the village fund budget in 2022 will be mostly absorbed in BUMDes posts, but in practice there are still many BUMDes that are still unable to contribute to the village government or village communities. Organizations

can be said to be successful when the performance of the members of the organization is high. Performance is the willingness of a person or group of people to carry out activities and perfect them according to their responsibilities with the expected results.

Minister of Villages, Development of Disadvantaged Regions, and Transmigration (Mendes PDTT) Abdul Halim Iskandar (2020) stated that as many as 2.4% of Village-Owned Enterprises (BUMDesa) in East Java became national pilots. This achievement is still on a small scale compared to the purpose of establishing BUMDes. The successful achievement of BUMDes can be achieved through high management performance and can be combined with organizational commitment of BUMDes management which is a condition where an employee sided with the organization and organizational goals and is willing to maintain membership in the organization concerned.

The transformational leadership style is preferred because the leader does not put too much pressure on his subordinates, so that subordinates can take work initiatives with sincerity. Within the BUMDes, the transformational leadership style applied by the village head to give full authority to the BUMDes management in carrying out effective and efficient innovation and creativity greatly influences work performance and success. Compared to the leadership style that has been widely applied so far, namely the management must work according to the direction of the village head, the pressure felt by the management does not create morale but compulsion so that the results of the management's work are less than optimal.

Another aspect that plays a role in the success of work programs and achieving maximum performance is Perceived Organizational Support (POS). Village organizations that support every program planned by BUMDes means giving confidence that the management is able to implement the program and this can motivate the administrators to work optimally. Positive support from the village head, staff and Chairperson of the Management as well as all members of the BUMDes management will create a conducive work situation. By getting this support, the performance of members will automatically be encouraged to be better. In addition, the support also raises the spirit of the team of workers so that they can trust each other and help each other and there is a good relationship between workers in the work environment. Organizational treatments received by employees are captured as organized stimuli and interpreted into perceptions of perceived organizational support.

From the background that has been discussed, the researcher wants to raise a case study of the BUMDes program in the hope that it can help BUMDesa become more advanced and can improve the welfare of rural communities. A good combination of perceived organizational support and transformational leadership is expected to have a positive impact on organizational commitment and the success of the management's performance in carrying out the planned work program.

Based on the background of the problem that has been described previously, the problem can be formulated as follows:

1. Does perceived organizational support have a significant effect on the organizational commitment of BUMDesa officer in the Gresik area?
2. Does transformational leadership have a significant effect on the organizational commitment of BUMDesa officer in the Gresik area?
3. Does perceived organizational support have a significant effect on the performance of BUMDesa officer in the Gresik area?
4. Does transformational leadership have a significant effect on the performance of BUMDesa officer in the Gresik area?
5. Does organizational commitment have a significant effect on the performance of BUMDesa officer in the Gresik area?

## Literature Review

### Human Resource Management

According to Mathis & Jackson (2012) HRM is a management and utilization of resources that exist in individuals. The management and utilization are developed optimally in the world of work to achieve organizational goals and individual employee development. Based on some of the expert opinions above, it can be concluded that human resource management is an activity of managing human resources in an organization or company that is carried out effectively and efficiently to realize the company's goals.

### Perceived Organizational Support

Perceived Organizational Support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002).

The indicators used in the Perceived Organizational Support variable according to Rhoades & Eisenberger (2002), are as follows:

- 1 Organizational pride for the success of employees
- 2 The organization's concern for the welfare of employees
- 3 Organizational awards for contributions made by employees
- 4 Organizational consideration of employees' personal goals and values
- 5 Organizational concern for employees
- 6 Organizational availability to assist employees when they need special assistance

### Transformational leadership

Transformational leadership is the behavior of leaders who are able to create a sense of pride and confidence in subordinates, inspire and motivate subordinates, stimulate creativity and innovation of subordinates, treat each subordinate individually and always train and provide direction to subordinates (Bass & Riggio, 2006). The transformational leadership variable is measured using the following indicators:

- 1 Idealized influence, namely the behavior of leaders who are able to clearly convey the vision and mission of the organization to subordinates, and foster a sense of pride and trust in subordinates.
- 2 Inspirational motivation, namely the behavior of leaders who are able to communicate high expectations clearly and attractively, raise morale, and inspire subordinates to always be enthusiastic and optimistic in achieving organizational goals.
- 3 Intellectual stimulation, namely the behavior of leaders who are able to stimulate creativity and innovation of subordinates, appreciate the ideas of subordinates, and direct subordinates to solve problems carefully.
- 4 Individual consideration, namely the behavior of leaders who pay attention to the needs of subordinates, respect individual differences and train and provide direction to subordinates.

### Organizational commitment

Organizational commitment is often defined as a condition in which an employee favors the organization and the goals of the organization and is willing to maintain membership in the organization concerned. The indicators of organizational commitment according to Robbins (2008) classify organizational commitment into three separate indicators:

1. Affective Commitment Affective commitment is an emotional feeling for the organization and belief in its values.
2. Continuance Commitment (Continuance Commitment) Continuance commitment is the

perceived economic value of staying in an organization compared to leaving the organization.

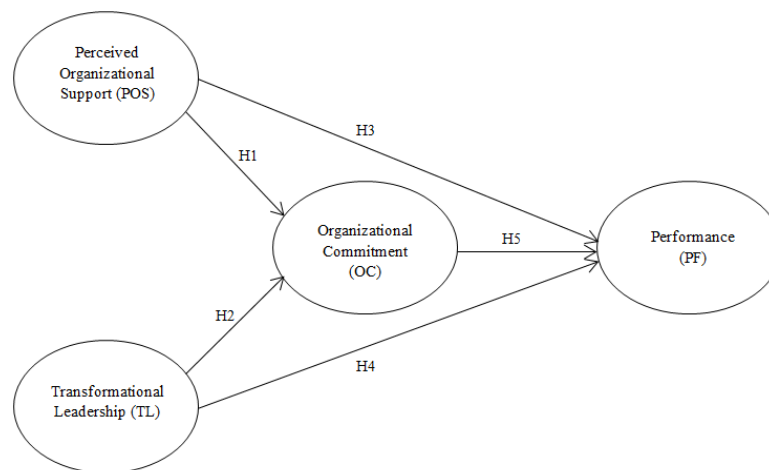
3. Normative Commitment (Normative Commitment) Normative commitment is a person's obligation to stay in an organization for moral or ethical reasons.

### Performance

According to Robbins & Coulter (2016) performance indicators are tools to measure the extent to which employee performance is achieved. The following are some indicators to measure employee performance:

1. Quality of Work;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

### Conceptual Framework and Research Hypotheses :



**Picture 1.**  
**Conceptual Framework**

The conceptual framework of the research above shows that Perceived Organizational Support (POS), Transformational Leadership (TL), these variables which together are variables that influence Organizational Commitment (OC) and the Performance (PF) on BUMDesa officer in the Gresik area.

Based on the problem formulation, literature review and conceptual framework that has been described previously, the hypotheses in this study are as follows:

1. Perceived organizational support has a significant effect on organizational commitment. Research conducted by Makanjee, Hartzler, and Uys (2006), and Aggarwal-Gupta, Vohra, and Bhatnagar (2010) on the effect of Perceived organizational support on organizational commitment also serves as the basis for our proposal;  
H1 : Perceived organizational support has a significant effect on the Organizational Commitment of BUMDESA officer in the Gresik area
2. Transformational Leadership has a significant effect on the Organizational commitment . Research conducted by Baik-Kyoo\_Joo\_Hea\_Jun Yoon\_Chang-Wook\_Jeung (2012) and Fatima Bushra, Ahmad Usman, Asvir Naveed (2011) also serves as the basis for our proposal;  
H2 : Transformational Leadership has a significant effect on the Organizational commitment of BUMDESA officer in the Gresik area

3. Perceived organizational support has a significant effect on performance. Research conducted by Elvira Nica (2016) on the effect of Perceived organizational support on performance also serves as the basis for our proposal;  
H3 : Perceived organizational support has a significant effect on the performance of BUMDESA officer in the Gresik area
4. Transformational leadership has a significant effect on the performance. Research conducted by Zohra Kalsoom, Mukaram Ali Khan Syed, Sohaib Zubair (2018) and O. A. Afolabi, O. J. Obude, A. A. Okediji and L.Ezeh (2009) on the effect of Transformational leadership has a significant effect on the performance also serves as the basis for our proposal;  
H4 : Transformational leadership has a significant effect on the performance of BUMDESA officer in the Gresik area
5. Organizational commitment has a significant effect on the performance. Research conducted by Angela Shin-Yih Chen, Hou, Yu-Hsiang Fan, Kai-Tai (2009) on the effect of Organizational commitment has a significant effect on the performance also serves as the basis for our proposal;  
H5 : Organizational commitment has a significant effect on the performance of BUMDESA officer in the Gresik area

### Research Methods

This study uses a deductive model framework and makes a hypothesis that will be a reference for an answer to a problem in research so that the methodology must be tested further. This type of research uses an explanatory research approach, meaning that in providing an explanation of the causal relationship between the variables, the hypothesis must first be tested in order to obtain the right test results so that causal conclusions can be drawn (causation) or it can also be done through hypothesis testing.

This research was conducted throughout the developed BUMDesa in the Gresik area. While the scope of research is the influence of Perceived Organizational Support, Transformational leadership on Organizational Commitment and Performance of BUMDesa Officer in the Gresik Region. Data collection was carried out using questionnaires distributed using google forms. The data were processed and analyzed using SEM analysis with the AMOS statistical program version 24.

The population in this study were all officer (Secretary, Treasurer, and 2 members) of the advanced BUMDesa in the Gresik area. The research sample that will be used is a total of 39 BUMDesa Maju multiplied by 4 officer. Because there are 4 respondents from BUMDesa (Secretary, Treasurer, and 2 members), the total BUMDesa are  $39 \times 4 = 156$  people.

The research instrument in this study used a questionnaire. To answer all the existing statements using five categories, namely the Likert scale. The statement items on each variable and the score can be seen as follows:

- a. Strongly Agree (SA) = 5
- b. Agree (A) = 4
- c. Neutral (N) = 3
- d. Disagree (D) = 2
- e. Strongly Disagree (SD) = 1

This research was conducted on BUMDesa officer in the Gresik area with the Advanced classification. The time required to collect data is carried out within a span of 3 (three) months. The data collection technique used a survey technique with a questionnaire

instrument, which was done by giving questionnaires to the officer of BUMDesa Maju in the Gresik area.

Data analysis in this study was carried out using the method of the Stuctural Equation Model (SEM). The software used for structural analysis is AMOS 24.

### Analysis Of Research Results

This chapter presents an overview of research data obtained from the results of respondents' answers, data processing and analysis of the results of data processing. The results of data processing will then be used as a basis for analysis and answer the proposed research hypothesis. Descriptive data analysis is used to describe the condition of respondents' answers for each variable.

There were 156 questionnaires distributed to respondents. The questionnaires collected were 156 questionnaires (100%). The data analysis used in this study is Structural Equation Modeling (SEM).

### Instrument Validity Test

The validity test is used to measure how accurate a statement in the questionnaire will be asked to the respondent. The calculation of the validity test in this study uses the Pearson Correlation method by looking at the significance value contained in the table, if the significance value shows a number  $< 0.05$  then the statement item can be said to be valid, but if the significance value is  $> 0.05$  then the statement item is declared invalid.

**Table 1. Instrument Validity**

Indicator	Pearson Koralations	Sig.	Standard Sig.	Description
<b>Preceived Organizational Support</b>				
POS-POS1	0,492	0,000	$<0,05$	Valid
POS-POS2	0,489	0,000	$<0,05$	Valid
POS-POS3	0,420	0,000	$<0,05$	Valid
POS-POS4	0,527	0,000	$<0,05$	Valid
POS-POS5	0,605	0,000	$<0,05$	Valid
POS-POS6	0,555	0,000	$<0,05$	Valid
<b>Transformational Leadership</b>				
TL-TL1	0,499	0,000	$<0,05$	Valid
TL-TL2	0,389	0,000	$<0,05$	Valid
TL-TL3	0,400	0,000	$<0,05$	Valid
TL-TL4	0,388	0,000	$<0,05$	Valid
<b>Organizational Commitment</b>				
OC-OC1	0,346	0,000	$<0,05$	Valid
OC-OC2	0,226	0,005	$<0,05$	Valid
OC-OC3	0,242	0,002	$<0,05$	Valid
<b>Performance</b>				
PF-PF1	0,562	0,000	$<0,05$	Valid
PF-PF2	0,495	0,000	$<0,05$	Valid
PF-PF3	0,446	0,000	$<0,05$	Valid



Indicator	Pearson Koralations	Sig.	Standard Sig.	Description
PF-PF4	0,544	0,000	<0,05	Valid
PF-PF5	0,601	0,000	<0,05	Valid

### Instrument Reliability Test

Reliability shows the extent to which the measurement results with this tool can be trusted. High reliability is indicated by the Cronbach Alpha value close to 1. The general agreement is that reliability is considered satisfactory if 0.700.

**Table 2. Instrument Reliability**

Variable	Cronbach Alpha	Standart Cronbach Alpha	Description
Preceived Organizational Support	0.765	0,7	Reliable
Transformational Leadership	0.772	0,7	Reliable
Organizational Commitment	0.782	0,7	Reliable
Performance	0,763	0,7	Reliable

### CFA (Confirmatory Factor Analysis) Test

The CFA test is used to determine the feasibility of the statements given. The statement is declared valid if the statement on the questionnaire is able to reveal something that will be measured by the questionnaire. The validity analysis using Confirmatory Factor Analysis (CFA) has a cut point of 0.50 (Ferdinand, 2006). Validity test results with Confirmatory Factor Analysis (CFA) all indicators of each variable using AMOS as follows:

**Table 3. Loading Factor**

Indicator	Loading Factor
POS1 <--- POS	0.867
POS1 <--- POS	0.921
POS1 <--- POS	0.792
POS1 <--- POS	0.893
POS1 <--- POS	0.883
POS1 <--- POS	0.895
TL1 <--- TL	0.634
TL2 <--- TL	0.731
TL3 <--- TL	0.837
TL4 <--- TL	0.914
OC1 <--- OC	0.841
OC2 <--- OC	0.797
OC3 <--- OC	0.94
PF1 <--- PF	0.903
PF2 <--- PF	0.822
PF3 <--- PF	0.795

Indicator		Loading Factor
PF4	<--- PF	0.879
PF5	<--- PF	0.916

loading factor, each loading factor value has a value above 0.50, it can be said that the indicators forming each variable have shown their validity.

**Construct Reliability and AVE (Average Variance Extracted)**

According to Hair et al (2010) a variable is said to be reliable if it has a CR value greater than 0.6. According to (Hair et al, 2010). The value of Average Variance Extracted (AVE) > 0.50 indicates that the variance of the indicators extracted by the latent construct is greater than the error variance.

**Table 4. Construct Reliability**

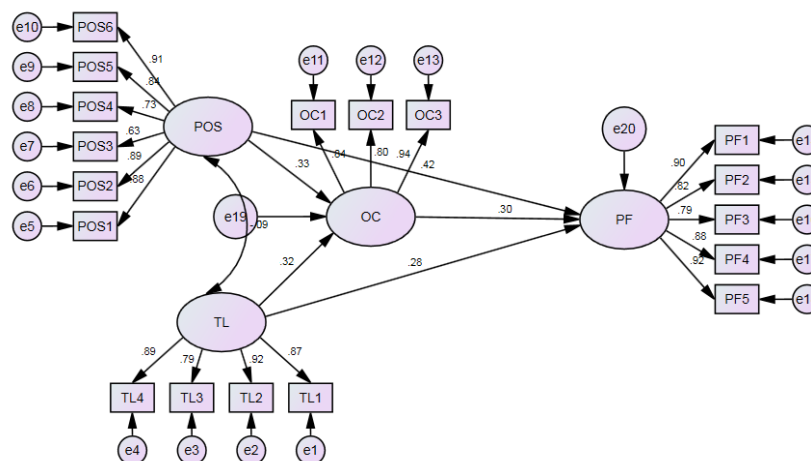
Variable	CR	Standar d CR	Descriptio n
POS	0.9383	0,6	Reliable
TL	0.8000	0,6	Reliable
OC	0.8649	0,6	Reliable
PF	0.9168	0,6	Reliable

**Table 5. Average Variance Extracted**

Variabel	AVE	Standart AVE	Descriptio n
POS	0.7676	0.5	Valid
TF	0.6181	0.5	Valid
OC	0.7420	0.5	Valid
PF	0.7470	0.5	Valid

**Path Diagram Model Analysis**

Based on the theoretical study in the previous chapter, a path diagram of the causal relationship between constructs and their indicators can be made. In the preparation of the path diagram, as explained above, it consists of 4 (four) constructs and 18 (eighteen) indicators.



**Picture 2. Full Model**



Each variable POS = Perceived Organizational Support (6 indicators), TL = Transformational Leadership (4 indicator), OC = Organizational Commitment (3 indicators), and PF = Performance (5 indicators), with a straight line as the path of the relationship between the independent variable to the dependent variable, and a curved line as the covariance line of the relationship between the dependent variable and the dependent variable.

The normality test of the data in this study was carried out using the criteria for the critical ratio skewness value of -2.58 to +2.58 at a significance level of 0.01 (1%). Data is said to be normally distributed if the critical ratio skewness value (c.r.) is below the absolute value +2.58 and above -2.58 (Ferdinand, 2000). The critical ratio skewness value of all indicators is in the range of less than +2.58 and more than -2.58. With these results the data used in this study were normally distributed.

The outlier test in this study was conducted to see the observation conditions of data that have unique characteristics that look very different from other observations and appear in extreme forms, both for a single variable or for combination variables. To detect multivariate outliers, it is done by looking at the value of the mahalanobis distance. If there is a mahalanobis distance value that is greater than the chi-square value, it means that there is a multivariate outlier problem (Ferdinand, 2000). Based on the research, it was found that the calculation of the mahalanobis distance with the largest value was 40,022, and this value was smaller than the chi-square value of 230,293. Therefore, it can be concluded that in this study there were no multivariate outlier problems, the data used was not problematic.

### Goodness Of Fit Model Test

At this stage of the goodness of fit test, testing is carried out on the suitability of the model through a study of various goodness of fit criteria. The results of processing research data using a path diagram that has been designed and using data from a questionnaire totaling 238 respondents. The calculation results from the SEM model of this study produce a goodness of fit index with a probability level of 0.061 (more than 0.05), so that the hypothesis in the model can be accepted.

**Table 6. Goodness Of Fit Criteria**

Criteria	Test results	Critical Value	Conclusion
P	0,061	$\geq 0,05$	Good
Chi-Square	230,293	low	Good
CMIN/DF	1.785	$\leq 2,00$	Good
RMSEA	0.071	$\leq 0,08$	Good
GFI	0.861	$\geq 0,90$	Moderate
AGFI	0.816	$\geq 0,90$	Moderate
TLI	0.951	$\geq 0,95$	Good
CFI	0.954	$\geq 0,95$	Good

The model testing carried out resulted in a good Goodness of Fit confirmation value with all criteria having a better value than the critical value. The GFI and AGFI test have value below the critical value, but still accepted.

### Hypothesis Test

Testing the path of the relationship between research variables has produced results with good and acceptable model suitability criteria. The results of testing the hypothesis proposed in this study are as follows :

Table 7. Hypothesis test

Variable Relation	Path Coefficient	C.R.	P	Description
POS ⇒ OC	0.326	3.206	0.004	Positive and Significant
TL ⇒ OC	0.319	3.153	0.005	Positive and Significant
POS ⇒ PF	0.424	3.955	0.000	Positive and Significant
TL ⇒ PF	0.289	2.956	0.016	Positive and Significant
OC ⇒ PF	0.297	3.058	0.012	Positive and Significant

Description :

POS = Perceived Organizational Support

TL = Transformational Leadership

OC = Organizational Commitment

PF = Performance

## Discussion

### The Effect of Perceived Organizational Support on Organizational Commitment

The results of testing the first hypothesis (H1), the effect of perceived organizational support on Organizational Commitment resulted in a positive path regression with an estimated value of 0.326 and a significant probability with a value of 0.004. Based on the results of these hypotheses, it can be concluded that the higher the level of perceived organizational support in the BUMDesa in the Gresik area, the higher Organizational commitment level of the BUMDesa officer in the Gresik area. The results of this study are supported by research conducted by Mankanjee, Hartzer, and Uys (2006), dan Aggarwal-Gupta, Vohra, and Bhatnagar (2010).

### The Effect of Transformational Leadership on Organizational Commitment

The results of testing the second hypothesis (H2), the effect of transformational leadership on organizational commitment resulted in a positive path regression with an estimated value of 0.319 and a significant probability with a value of 0.005. Based on the results of these hypotheses, it can be concluded that the higher the level of transformational leadership in the BUMDesa in the Gresik area, the higher the organizational commitment level of the BUMDesa officer in the Gresik area. The results of this study are supported by research conducted by Baik-Kyoo Joo, Hea Jun Yoon, Chang-Wook Jeung (2012) and Fatima Bushra, Ahmad Usman, Asvir Naveed (2011).

### The Effect of Perceived Organizational Support on Performance

The results of testing the third hypothesis (H3), the effect of perceived organizational support on performance resulted in a positive path regression with an estimated value of 0.424 and a significant probability with a value of 0.000. Based on the results of these hypotheses, it can be concluded that the higher the level of perceived organizational support in the BUMDesa in the Gresik area, the higher the performance level of the BUMDesa officer

in the Gresik area. The results of this study are supported by research conducted by Elvira Nica (2016).

### **The Effect of Transformational leadership on Performance**

The results of testing the fourth hypothesis (H4), the effect of perceived organizational support on performance resulted in a positive path regression with an estimated value of 0.289 and a significant probability with a value of 0.016. Based on the results of these hypotheses, it can be concluded that the higher the level of transformational leadership in the BUMDesa in the Gresik area, the higher the performance level of the BUMDesa officer in the Gresik area. The results of this study are supported by research conducted by Zohra Kalsoom, Mukaram Ali Khan Syed, Sohaib Zubair (2018) and O. A. Afolabi, O. J. Obude, A. A. Okediji and L.Ezeh (2009).

### **The Effect of Organizational Commitment on Performance**

The results of testing the fifth hypothesis (H5), the effect of organizational commitment on performance produces a positive path regression with an estimated value of 0.297 and a significant probability with a value of 0.012 which states that each indicator of the organizational commitment variable can increase the value of each indicator of the performance variable.

Based on the results of these hypotheses, it can be concluded that the higher the level of organizational commitment in the BUMDesa officer in the Gresik area, the higher the performance level for the BUMDesa officer in the Gresik area. The results of this study are supported by research from Angela Shin-Yih Chen, Hou, Yu-Hsiang Fan, Kai-Tai (2009).

### **Contributions to the Development of Economic Theory**

The results of this study contribute to the development of economics, especially in the field of Human Resource Management regarding the variables of Perceived Organizational Support and Organizational Commitment where these variables can be used as a tool to improve the performance of officer in BUMDesa Gresik area.

The results of this study can also be applied in managing the performance of the officer in the BUMDesa environment in achieving superior performance efficiently and effectively, so that they can encourage and develop to meet community standards and demands..

### **Closing**

#### **Conclusion**

- 1) Perceived Organizational Support has a positive and significant effect on the organizational commitment of BUMDesa management in the Gresik area. The results of this study can confirm the theory of Rhoades & Eisenberger (2002) and Robbins (2008). The results of this study are the same as those conducted by Makanjee, Hartzler, and Uys (2006), dan Aggarwal-Gupta, Vohra, and Bhatnagar (2010).
- 2) Transformational leadership has a positive and significant effect on the organizational commitment of BUMDesa management in the Gresik area. The results of this study can confirm the theory of Bass & Riggio (2006) and Robbins (2008). The results of this study are the same as those conducted by Baek- Kyoo Joo, Hea Jun Yoon, Chang-Wook Jeung (2012) and Fatima Bushra, Ahmad Usman, Asvir Naveed (2011).
- 3) Perceived Organizational Support has a positive and significant effect on the performance of BUMDesa management in the Gresik area. The results of this study can confirm the theory of Rhoades & Eisenberger (2002) and Robbins & Coutler (2016). The results of this study are the same as those conducted by Elvira Nica (2016).
- 4) Transformational leadership has a positive and significant effect on the performance of BUMDesa management in the Gresik area. The results of this study can confirm the

theory of Bass & Riggio (2006) and Robbins & Coutler (2016). The results of this study are the same as those conducted by Zohra Kalsoom, Mukaram Ali Khan Syed, Sohaib Zubair (2018) and O. A. Afolabi, O. J. Obude, A. A. Okediji and L.Ezeh (2009).

- 5) Organizational Commitment has a positive and significant effect on the performance of BUMDesa management in the Gresik area. The results of this study can confirm the theory of Robbins (2008) and Robbins & Coutler (2016). The results of this study are the same as those conducted by Angela Shin-Yih Chen, Hou, Yu-Hsiang Fan, Kai-Tai (2009).

## Suggestions

### Suggestions For Policy Makers

1. The Village Government should pay more attention to the level of perceived organizational support, transformational leadership and organizational commitment in the BUMDesa of the Gresik area to get the best management performance for the BUMDesa Organization.
2. The village ministry should provide direction to the village government to pay attention to the professionalism of the BUMDesa management in carrying out business activities and in recruiting the management to act as objectively as possible.

### Suggestions for Further Researchers

1. For further research, it is advisable to do a path test (hypothesis) using an intermediary such as a mediating variable or a moderating variable so that the results of the study have a comparison to get a more accurate hypothesis.
2. add HR-related variables such as work life balance, competence, compensation and so on.

## References

- [1] Aggarwal-Gupta, M., Vohra, N., & Bhatnagar, D. (2010). Perceived Organizational Support and Organizational Commitment: The Mediatonal Influence of Psychological Well-Being. *Journal of Business & Management*, 16 (2).
- [2] Angela Shin-Yih Chen,; Hou, Yu-Hsiang; Fan, Kai-Tai; (2009). The Effect Of Organizational Change On Team Creativity, Job Satisfaction, Organizational Commitment, And Work Performance. *Proceedings of ASBBS*. 16 (1).
- [3] Arbuckle, J.L., and Wothke W, 1999, *Amos 4.0 User's Guide: SPSS*, Chicago: Smallwaters Corporation
- [4] Augusty Ferdinand. 2000. *Marketing Management: A Strategic Approach*, Research Paper Series, BP UNDIP.
- [5] Augusty, Ferdinand. 2006. *Management Research Methods*. Semarang: Diponegoro University Publishing Agency.
- [6] Baumgartner, H & Homburg, C. 1996. Applications of structural equation modeling in marketing and consumer research: A review. *International Journal of Research in Marketing*. (13).139-161.
- [7] Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*: Oxford university press.
- [8] Bernardin, H. J. (2002). *Human resource management: An experiential approach*: Irwin Professional Pub.
- [9] Browne, M. W., & Cudeck, R. 1993. Alternative ways of assessing model fit. *Testing Structural Equation Models*. New Bury Park. London: SAGE Publications. New Delhi.
- [10] Ferdinand, Augusty. 2000. *Structural Equation Modeling in Management Research*. Semarang: Diponegoro University Publisher.

- [11] Gupta, A. A., Vohra, N., and Bhatnagar, D. 2010. Perceived organizational support and Organizational Commitment. The Mediation Influence of Psychological Well-Being. *Journal of Business and Management*, 16(2): 105-124
- [12] Hair et al., (1998), *Multivariate Data Analysis*, Fifth Edition, Prentice Hall, Upper Saddle River : New Jersey.
- [13] Hair J.F. et.al (1995), "Multivariate Data Analysis With Reading", Fourth Edition, Prentice Hall. New Jersey
- [14] Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson Rolph, E. (2010). *Multivariate data analysis*: Pearson Education.
- [15] Hulland J, Chow, Y.H., & Lam S. 1996. Use of Causal Models in Marketing Research: A Review. *International Journal of Research in Marketing*.
- [16] Joo, B.(B)., Jun Yoon, H. and Jeung, C. (2012), "The effects of core self-evaluations and transformational leadership on organizational commitment", *Leadership & Organization Development Journal*, Vol. 33 No. 6.
- [17] Kalsoom, Zohra and Khan, Mukaram Ali and Zubair, Dr Syed Sohaib, Impact of Transactional Leadership and Transformational Leadership on Employee Performance: A Case of FMCG Industry of Pakistan (July 1, 2018). *Industrial Engineering Letters* Vol 8 (3) pp 23-30.
- [18] Mankanjee, C. R., Hartzler, Y. F., & Uys, I. L. (2006). The effect of perceived organizational support on organizational commitment of diagnostic imaging radiographers. *Radiography*, 12(2), 118-126.
- [19] Mathis, Robert L and John H. Jackson, 2012. *Human Resource Management*. Book 1, Translated: Jimmy Sadeli and Bayu. Prawira Hie, Salemba Empat. Jakarta.
- [20] Nica, Elvira. 2016. The Effect Of Perceived Organizational Support On Organizational Commitment And Employee Performance. *Journal of Self-Governance and Management Economics*. Addleton Academic Publishers.
- [21] O Afolabi, O Obude, A Okediji, L Ezech. 2008. Influence of gender and leadership style on career commitment and job performance of subordinates. *Global Journal of Humanities*, volume 7, issue jou\_issue[1].
- [22] Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- [23] Robbins, P. Stephen & Coutler, Mary. 2016, *Human Resources Management*, Edition 16, Volume 1, Salemba Empat, Jakarta.
- [24] Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*: John Wiley & Sons.
- [25] Steyrer, J., Schiffinger, M., & Lang, R. (2008). Organizational commitment—A missing link between leadership behavior and organizational performance? *Scandinavian Journal of management*, 24(4), 364-374.
- [26] Storey, John. 1995. *Cultural Studies and Pop Culture Studies*. Yogyakarta & Bandung : Jalasutra.
- [27] Tremblay, M., Cloutier, J., Simard, G., Chênevert, D., & Vandenberghe, C. (2010). The role of HRM practices, procedural justice, organizational support and trust in organizational commitment and in-role and extra-role performance. *The International Journal of Human*
- [28] Virk, H. K. (2011). Impact of emotional intelligence on job satisfaction, organizational commitment and perceived success. *International Journal of Arts & Sciences*, 4(22), 297.
- [29] Walker, Domascus. 2007. *Organizational Behavior in Characteristic Qualified*. Prentice Hall Cliffs. New Jersey.

- [30] Yamao, S., & Sekiguchi, T. (2015). Employee commitment to corporate globalization: The role of English language proficiency and human resource practices. *Journal of World Business*, 50(1), 168-179.