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EFFECT OF ORGANIZATIONAL COMMITMENT ON THE
SUSTAINABILITY PERFORMANCE OF INDONESIAN INDUSTRIES

¹Ade Muslimat, ²Hariyaty Ab Wahid, ³Heri Erlangga, ⁴Sarwani,
⁵Agus Purwanto, ⁶Denok Sunarsi

¹ Universitas Serang Raya, Serang, Banten, Indonesia

¹ Student of Doctoral/PhD Program, Universiti Pendidikan Sultan Idris, Malaysia

² Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Malaysia

³ Universitas Pasundan, Bandung, Jawa Barat, Indonesia

^{4,6} Universitas Pamulang, Tangerang Selatan, Banten, Indonesia

⁵ Universitas Pelita Harapan, Tangerang, Banten, Indonesia

⁶ Student of Doctoral Program, Universitas Pasundan, Bandung, Jawa Barat, Indonesia

Email: ³ heri.erlangga@unpas.ac.id

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ABSTRACT

The purpose of this research is to analyze and determine the relationship between Organizational Commitment on economic performance, Organizational Commitment on environment performance, Organizational Commitment on social performance. Organizational Commitment on firm performance sustainability. The contribution of SMEs to employment in Indonesia reaches 97.02% of the total absorption of existing workforce and accounts for 60% of national GDP. This study tries to take the commitment dimension from the company's perspective and the effect of its implementation on SME performance.

Research conducted on 370 SMEs respondents in Indonesia. Structural equation modeling is used to test research hypotheses, and SPSS software is used to analyze data. Based on the results of data processing, it is found that the independent organizational commitment to its employee has a positive and significant effect on economic performance, Organizational Commitment to its Employee has a positive and significant effect on environmental performance, organizational commitment to its Employee has a positive and significant effect on social performance, organizational commitment to its employee has a positive and significant effect on the firm's sustainability performance.

1. Introduction

A In preparation for Indonesia to meet the Asian Economic Community since 2015, Indonesia's SMEs position towards several Asean countries namely Malaysia and Thailand, the productivity of SME's workforce in Indonesia is still below the productivity of Thailand and Malaysia. Productivity is an indicator of MSME performance, in 2012 SMEs productivity in Indonesia was only \$ 1,355 while Malaysian SMEs reached \$ 20,609 and Thailand \$ 12,263. The average productivity growth in 2009-2012 for Indonesia, Thailand, and Malaysia was 4.9 percent, 6.1 percent and 9.5 percent, respectively (Bank Indonesia, 2016). The existence of SMEs is still a question. Although in terms of numbers that are increasing from time to time, but the question is how the performance of Indonesian SMEs is able to compete in the global arena. From the phenomenon presented that in terms of numbers, large-scale business units with only a very small amount that is only 0.01% of the total number of business units in Indonesia, but the contribution made to GDP reached 40%. This should be a thought that the number of MSME business units which reached 99.99% should be able to contribute to GDP far greater than what has been achieved at this time. The growth of the number of SMEs units that are very dominant is also not followed by the level of productivity of SMEs that are still below the business scale turnover limit set by the government, this means SMEs performance needs to be scrutinized even more seriously if Indonesia is to increase SMEs competitiveness in the ASEAN economic community to the following years.

There have been many studies related to improving SMEs performance in terms of policies, competition, management, capital, employee skills and knowledge improvement. Much of the research studies in efforts to improve performance at the SMEs scale focus on financial aspects. In order to achieve optimal performance and significant growth, SMEs must be able to choose, develop and maintain existing human resources. Financial limitations of SMEs become an obstacle in maintaining competent human resources and developing human resource potential. This is also one of the causes of both organizational commitment and the commitment of employees formed in SMEs is still relatively low compared to established organizations. At present the non-financial incentive paradigm is not yet the

focus of SMEs to increase commitment as an effort to improve the organization's sustainable performance.

This research provides empirical results in the field of the study literature review that has been carried out previously, namely forming a commitment model and its effect on the sustainable performance of SMEs (Supono et al, 2020). According Abraham (1997), Afshari (2019), Chen (2006), Chong (2016), Da Camara (2015), Elele (2010), Huey Yiing, (2009), Joo (2012), Jain (2015), Limpanitgul (2017), Okpara (2008), Pool (2007), Rahman (2018), Sezgin (2009),Guzeller (2019) organizational commitment has a significant effect on employee performance. The focus of the results of the early stages of the commitment model is to analyze directly the relationship between the variable commitment of the Organization's Commitment to it's Employees to the SME-sustained performance variable. Novelty research is a new variable Organizational Commitment which can be a reference for further research.

2. LITERATURE REVIEW

The basic idea of this research stems from the classic view that a company's ability comes from the resources it has and how these resources are processed to get maximum performance. Resources are divided into tangible and intangible resources. Human resources with their character, abilities, and knowledge are intangible assets for companies that are most difficult for competitors to copy. To manage human resources in an organization maximally, human resource management (HRM) is needed. The concept of commitment is an important aspect of the HRM philosophy. Commitment-based models are embedded in the strategic literature of human resource management (Roca-Puig et al, 2007).

2.1 Organizational Commitment to its Employee

Lee and Miller (1999) in their research on industry in Korea translates how organizations commit to their employees (Organizational Commitment to its Employees / OCE) as a form of manifest human resources practice. Océ is expected to create a useful emotional bond between the organization and its employees. If employees believe that their organization cares about them and their happiness, treats them with consideration, and shares their rewards appropriately, the employee will be far more likely to develop positive affective ties with their employer (Orpen, 1995). This applies at all levels of the organizational hierarchy. Strong affective ties can encourage greater effort from employees, efforts to work harder, to work more willingly, work smarter, and do better jobs. This can lead to greater productivity, more creativity, higher quality work, and better team decisions. In fact, employees' affective ties to their organizations have been proven to reduce expensive absences, reduce turnover, and improve job performance. Océ can also create a climate of trust that allows companies to

get rid of expensive bureaucratic controls and reduce motivation. All of these results can contribute to better financial performance.

Organizational commitment to employees refers to the organization's actions towards and treatment of its employees which is reflected in its concern for employee welfare and satisfaction (Lee & Miller, 1999; Muse et al., 2005). Based on the norm of reciprocity (Gouldner, 1960), if an organization cares about the welfare and satisfaction of its employees, employees will understand that the organization is committed to them and responds in the same way, responding with their own attitudes and behavior (Lee & Miller, 1999; Whitener, 2001). The perceived obligation of employees to return favorable treatment thereby results in a growing affective commitment.

Eisenberger et al., (2001) also suggested that employees can meet their social needs and self-esteem by building stronger relationships with organizations when a beneficial exchange relationship occurs. Meeting such emotional needs encourages employees to achieve a higher level of affective commitment. Employees show a strong affective commitment when they feel that management truly cares about their well-being.

2.2 Sustainable performance of SMEs

The definition of SMEs in Indonesia refers to Indonesian Law 20 of 2008. Enterprises classified as SMEs are small businesses that are owned and managed by a person or owned by a small group of people with a certain amount of wealth and income. SMEs also have a distinctive character that significantly distinguishes them from the character of large businesses, namely the quality is not standard, still has limitations in terms of product design, product type, production capacity, less standardized raw materials, and product continuity that is not guaranteed. In the background of the study it was mentioned that SMEs in Indonesia still have problems with performance, indicated by one of the indicators of SMEs performance in Indonesia is the low productivity of business both at the national scale and in the ASEAN region. According to Wright et al. (2005), company performance is the result of organizations that use performance measures of productivity, quality and also the company's real finances. Measures for financial results are expenses, income and profitability. Performance on a small to medium scale usually uses financial indicators as a measure of business performance (Simpson et al, 2012). The performance aspects of SMEs companies can be said to be more simple contained in the financial statements which also only consist of simple financial ratios such as turnover, profit, loss and cash flow they have. However, the definition of performance in large companies has broader and more complex aspects not

just financial aspects, and must be contained in measurable achievement indicators.

Firm performance sustainability is a comprehensive concept of the performance of an organization that takes into account the external and internal factors of the organization and also accommodates all the interests of the company's stakeholders without exception. The most important external factor included in the concept of sustainability is the environmental and social dimensions. The environmental dimension as one of the aspects of performance is one form of active participation of companies that helps to take care of environmental issues which at the end of the macro goal of sustainability is to maintain the availability of sufficient resources. The addition of these two dimensions to the sustainability performance variable will have a balanced effect on aspects of company performance. The concept of measuring sustainability performance using the triple bottom line (TBL) theory was carried out by Norazlan et al (2014), Moldan et al. (2011), and Schoenherr (2013), which agreed that sustainable performance was measured using three dimensions, namely economic performance, environmental performance and social performance. Nguyen (2019) in his research used these three dimensions in measuring performance for SMEs in Vietnam.

2.3. Relationship of Organizational Commitment to Employees with Sustainable Organizational Performance

Laying the foundation of the shift in the management philosophy of the workforce from the traditional approach of the control strategy to the new approach to commitment by Walton (1985) aims to obtain employee commitment and improve organizational effectiveness and productivity. He (2012) argues that to help develop employee commitment and increase loyalty, the organization must also demonstrate its commitment to employees. Then Zohdi & Branch (2013) revealed that the workforce can be developed through organizational commitment to employees in the form of good training, compensation, fair treatment, and personal approaches that ultimately encourage the implementation of organizational commitment to employees can improve company performance. Several other researchers have also conducted commitment studies from the employers' perspective focusing on organizational commitment to employees and their relationship with company performance including Lee & Miller (1999), Roca-Puig et al. (2005), and Muse et al. (2005). The purpose of this research is to analyze and find out the relationship between Océ has a significant effect on economical performance, Océ on environmental performance, Océ on social performance. Océ on firm performance sustainability.

Research conducted by Fitirastuti (2013) found that employees who have high organizational commitment will have full responsibility for their work and can perform their work functions without asking for help from others. These feelings influence employees to try to improve their

performance with the aim of organizational progress. The results of this study have consistency to strengthen the justification of previous research which explains that organizational commitment variables have a positive effect on employee performance (Judge & Fernandes, 2017). Research conducted by Ristiana (2013) found that organizational commitment variables had the highest contribution to the performance of its employees among other items. Research conducted by Asbari, Santoso & Purwanto (2019) proves that organizational commitment variables significantly influence employee performance. This means that if the organizational commitment variable changes (increases) more positively, employee performance will also increase more positively. This study is in line with the conclusions of Santoso, Purwanto & Asbari (2019), Puwanto et al (2019), Purwanto et al (2020), Asbari et al (2019), Asbari (2019), Asbari et al (2020), Soomro & Shah (2019), Devece, Palacios-Marqués, D. & Pilar Alguacil (2016). Previous research conducted by Sawitri et al (2016). Found that organizational commitment has a significant effect on employee performance. If the organizational commitment variable increases more positively, employee performance will also increase. According to Abraham (1997), Afshari (2019), Chen (2006), Chong (2016), Da Camara (2015), Elele (2010), Huey Yiing, (2009), Joo (2012), Jain (2015), Limpanitgul (2017), Okpara (2008), Pool (2007), Rahman (2018), Sezgin (2009), Guzeller (2019) organizational commitment has a significant effect on employee performance

Based on the results of previous studies obtained the following hypothesis.

Hypothesis 1: Organizational Commitment has a significant effect on Economical Performance (Y1)

Hypothesis 2: Organizational Commitment has a significant effect on Environment Performance (Y2)

Hypothesis 3: Organizational Commitment has a significant effect on Social Performance (Y3)

Hypothesis 4: Organizational Commitment has a significant effect on Sustainability Firm Performance (Y)

3. METHOD

The unit of analysis of this research is SMEs in Indonesia, related to how SMEs are committed to their employees in the form of various efforts by companies to treat human resources so that they can contribute significantly to the company. Data retrieval time requires two months, and participants are selected according to the criteria, namely, the number of employees must be greater than ten people, with a company establishment of more than 5 years, and annual turnover in the range of more than 300 million to 2, 5 billion. So if the respondent fills out the criteria, then the data

will be excluded. Questionnaires are distributed via Google form for efficient data collection and data collection is also done when the global Covid 19 pandemic is spread, and the implementation of PSBB must take place in various regions in Indonesia, so filling out questionnaires online is the only way that is considered the safest, efficient and effective . Respondents who fill out are expected to come from the direct owner of the company or those who are at the managerial level, in order to provide valid information for research.

Organizational Commitment to its Employee, measured on a five-item scale developed by Lee & Miller (1999), the indicators used are adequate salary, bonus giving, health benefits, retirement benefits, periodic training for employees, educational scholarships. The company's sustainable performance is measured using the triple bottom line concept which is also used as a variable dimension. Indicators of economic dimension measurement are measured with three indicators of profit increase from the previous year, increased orders, and increased Productivity. Indicators measuring the dimensions of the environment performance are measured using three indicators namely, the level of pollution and waste generated, the efficiency of resource use (raw material, energy), processing of business waste (recycling, reuse, reselling). The measurement indicators for social performance dimensions are measured by the indicators of the Absorption of community workforce around the place of business, the economic growth of the surrounding community, the contribution of CSR provided by SMEs to the community. The measurement of the three dimensions uses a five item scale of 1 (strongly disagree) and 5 (strongly agree). A high score gives an illustration that the indicator statement items are very relevant to the actual conditions of the UKM.

Table 1. Respondents profile

Criteria		Total
Job Title	Director	102
	Manager	130
	Owner	138
Gender	Male	193
	Females	177
Age (year)	>55	74
	26-35	117
	36-45	26
	46-55	153
Education	Diploma	2
	High School	147
	Bachelor	197
	Master	21
	Doctor	3
Work Experience (Years)	> 10	247

1-5	14
6-10	149

Data was collected by conducting a survey of 370 SMEs spread in the area of Java as the island with the largest number of SMEs in Indonesia. Participants were selected by the snowball sampling method, each participant helped distribute the questionnaire to other participants. The study participants came from various types of SME categories namely, manufacturing (57.7%), wholesale trade (23.7%), service industries (7.2%), education (6.6%), mining and energy (2.3%), construction (0.9%) %, and health activities (0.3%)

This study aims to provide an overview and at the same time explain phenomena or conduct descriptions and explanations. Sekaran (2000) calls this the hypothesis test method. Tests carried out in order to examine the process of improving the company's sustainable performance at the SME scale through the commitment model will be explained objectively using quantitative multivariate analysis techniques, including its development, namely by using structural equation models. The research model research is as follows:

Based on the above literature, we formulated the hypothesis as follows:

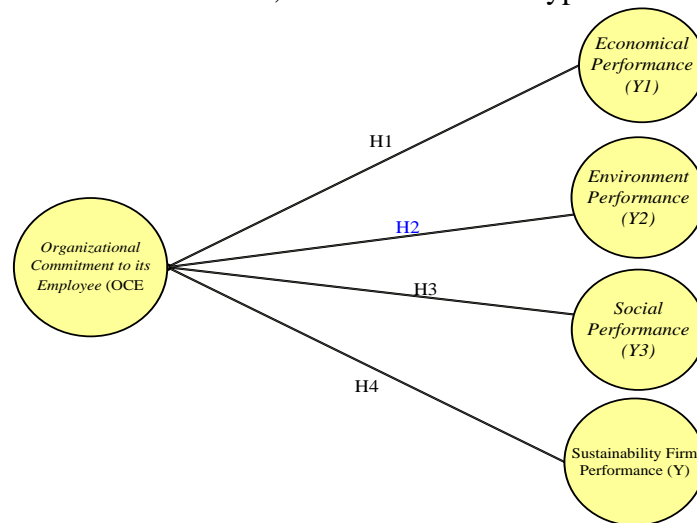


Figure 1. Research Framework

Based on the results of previous studies obtained the following hypothesis.

Hypothesis 1: Organizational Commitment has a significant effect on Economical Performance (Y1)

Hypothesis 2: Organizational Commitment has a significant effect on Environment Performance (Y2)

Hypothesis 3: Organizational Commitment has a significant effect on Social Performance (Y3)

Hypothesis 4: Organizational Commitment has a significant effect on Sustainability Firm Performance (Y)

4. IV. RESULT AND DISCUSSION

This section discusses findings from secondary data analysis and their discussion. The results in the table show that there is a positive relationship between the chosen independent variable Organizational Commitment and Economical Performance, there is a positive relationship between the chosen independent variable Organizational Commitment and Environment Performance, there is a positive relationship between the Organizational Commitment and Social Performance Performance independent variables were chosen, there was a positive relationship between the selected Organizational Commitment to its Employee (OCE) independent variable and Sustainability Firm Performance with their respective values ($r = 0.324, 0.432, 0.324, 0.456; P < 0.001$).

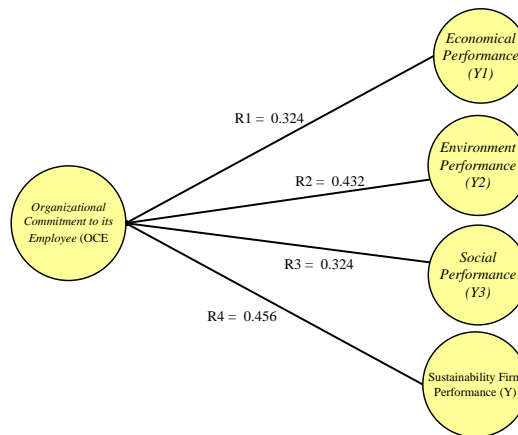


Figure 2. Variables Correlation

The results of processing the questionnaire obtained Pearson Correlation: OCE Relationship with Performance as follows in the table 2

Table 2. Pearson Correlation: OCE Relationship with Performance

Variabel	Mean	SD	1	2	3	4	5
Organizational Commitment to its Employee	19.654	1.654	1.000				
Economical Performance	2.124	1.123	0.212	1.000			
Environment Performance	2.454	0.653	0.123	0.124	1.000		
Social Performance	2.765	1.345	0.045	0.132	0.121	1.000	
Sustainability Firm Performance	3.675	5.125	0.243	1.121	0.123	0.076	1.000

The results of processing the questionnaire obtained data model summary as follows in the table 3 :

Table 3. Model Summary

Model	R	R square	Ajusted R Square	Standard Error	Durbin watson
1	0.456	0.321	0.145	1.121	1.002

The results of processing the questionnaire obtained data coefficient as follows in the table 4 :

Table 4. Coefficient

Model	Unstandardized coefficient	Std Error	Standardized coefficients Beta	t	sig
Constant	21.045	2.654	0.012	5.423	0.000
Economical Performance	0.324	0.213	0.035	0.186	0.014
Environment Performance	0.432	0.324	0.013	0.187	0.022
Social Performance	0.324	0.134	0.045	0.435	0.431
Sustainability Firm Performance	0.456	0.067	0.002	0.057	0.021

Hypothesis 1: Organizational Commitment has a significant effect on Economical Performance (Y1)

Based on the results of data processing, it is found that the independent organizational commitment to its employees has a value of $r = 0.324$, ($\beta 0.035$; $t = 0.186$; $P > 0.05$), so it can be concluded that the Organizational Commitment has a positive and significant effect on Economical Performance (Y1). These results are in line with Kristiana (2020) which states that organizational commitment has a positive and significant relationship with performance, Imelda (2020) which states that organizational commitment has a positive and significant relationship with employee performance and Sawitri et al (2016) which states that organizational commitment has a positive and significant relationship with company performance. Abraham. (1997) & Afshari (2019) organizational commitment has a positive and significant relationship with company performance.

Hypothesis 2: Organizational Commitment has a significant effect on Environment Performance (Y2)

Based on the results of data processing, it is found that the independent organizational commitment has a value of $r = 0.432$, ($\beta 0.013$; $t = 0.187$; $P > 0.05$), so it can be concluded that the Organizational Commitment to its Employee (OCE) has an effect positive and significant towards Environment Performance (Y2). These results are in line with Chidir (2020) which states that organizational commitment has a positive and significant relationship with performance, Silitonga (2020) which states that organizational commitment has a positive and significant relationship with employee performance and Andika (2016) which states that organizational commitment has a relationship positive and significant with the company's performance. Chen (2006), Chong (2016) & Da Camara (2015) organizational commitment has a positive and significant relationship with company performance.

Hypothesis 3: Organizational Commitment has a significant effect on Social Performance (Y3)

Based on the results of data processing, it is found that the independent organizational commitment value has $r = 0.324$, ($\beta 0.045$; $t = 0.435$; $P > 0.05$), so it can be concluded that the Organizational Commitment has an effect positive and significant towards Social Performance (Y3). These results are in line with Purwanto (2020) which states that organizational commitment has a positive and significant relationship with performance, Asbari (2020) which states that organizational commitment has a positive and significant relationship with employee performance and Bernarto (2016) which states that organizational commitment has a relationship positive and significant with the company's performance. Elele (2010) &

Huey Yiing (2009) that organizational commitment has a positive and significant relationship with company performance

Hypothesis 4: Organizational Commitment has a significant effect on Sustainability Firm Performance (Y4)

Based on the results of data processing, it is found that the independent organizational commitment has a value of $r = 0.456$, ($\beta 0.002$; $t = 0.057$; $P > 0.05$), so it can be concluded that the organizational commitment has an effect positive and significant towards Sustainability Firm Performance (Y4). This result is in line with the Judge (2020) which states that organizational commitment has a positive and significant relationship with company performance, Ristiana (2020) who states that organizational commitment has a positive and significant relationship with employee performance and Sawitri (2016) states that organizational commitment has a relationship positive and significant with the company's performance. Joo (2012), Jain (2015) & Limpanitgul (2017) stated that organizational commitment has a positive and significant relationship with company performance.

According to Abraham (1997), Afshari (2019), Chen (2006), Chong (2016), Da Camara (2015), Elele (2010), Huey Yiing, (2009), Joo (2012), Jain (2015), Limpanitgul (2017), Okpara (2008), Pool (2007), Rahman (2018), Sezgin (2009), Guzeller (2019) organizational commitment has a significant effect on employee performance. According to Kristiana (2020), Okpara (2008), Pool (2007), Rahman (2018) & Sezgin (2009) which states that organizational commitment of employees has a positive and significant relationship with performance, according to Imelda (2020) which states that organizational commitment of workers has a positive and significant relationship with company performance and According to Sawitri et al (2016) which states that organizational commitment has a positive and significant relationship with company performance. These results are in line with Chidir (2020) which states that organizational commitment of employees has a positive and significant relationship with performance, Silitonga (2020) which states that organizational commitment has a positive and significant relationship with employee performance and Andika (2016) which states that organizational commitment has a positive and significant relationship with company performance. According Purwanto (2020) which states that organizational commitment has a positive and significant relationship with performance, Asbari (2020) which states that organizational commitment has a positive and significant relationship with employee performance and According to Bernarto (2016) which states that organizational commitment has a positive and significant with the company's performance. According to Hakim (2020) which states that organizational commitment has a positive and significant relationship with performance, Ristiana (2020) which states that organizational commitment has a positive and significant relationship with employee performance and

According to Sawitri (2016) which states that organizational commitment has a positive and significant with the company's performance.

5. CONCLUSIONS

Based on the results of data processing, it is found that the independent organizational commitment to its employee has a positive and significant effect on economic performance, organizational commitment to its employee has a positive and significant effect on environmental performance, organizational commitment to its Employee has a positive and significant effect on social performance, organizational commitment to its employee has a positive and significant effect on firm performance sustainability. Workforce can be developed through organizational commitment to employees in the form of good training, compensation, fair treatment, and personal approaches that ultimately encourage the implementation of organizational commitment to employees can improve company performance. Strong affective ties can encourage greater effort from employees, efforts to work harder, to work more willingly, work smarter, and do better jobs. This can lead to greater productivity, more creativity, higher quality work, and better team decisions. The affective ties of employees with their organizations have been proven to reduce expensive absences, reduce turnover, and improve job performance. Océ can also create a climate of trust that allows companies to get rid of expensive bureaucratic controls and reduce motivation. All of these results can contribute to better financial performance.

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