

Effect of Organizational Commitment on the Sustainability Firm Performance of Indonesian SMEs

Ngadino Surip¹, A.H. Sutawijaya², Lenny C. Nawangsari³, Joko Supono⁴

¹Rektorat, Universitas Mercu Buana

^{2, 3, 4}Manajemen, Universitas Mercu Buana

Corresponding Email: dinosurip@gmail.com

ABSTRACT

The purpose of this research is to analyze and determine the relationship between Organizational Commitment on sustainability firm performance represented by three dimension base on triple bottom line concept which are economic performance, environment performance, and social performance. 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 (Organizational Commitment to its Employee) 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 has positive and significant effect on economic performance, Organizational Commitment has a positive and significant effect on environmental performance, organizational commitment to its Employee has a positive and significant effect on social performance, and overall Organizational Commitment has a positive and significant effect on the firm's sustainability performances simultaneously.

Keywords: Sustainability Firm Performance, Organizational Commitment, Economical Performance, Environmental performance, Tripple Bottom Line

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

I. INTRODUCTION

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 its Employees to the SME-sustained performance variable. Novelty research is a new variable Organizational Commitment to its Employee (OC) which can be a reference for further research.

II. 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

Employee Commitment (Organizational Commitment / OC) According to the big Indonesian dictionary (KBBI) the definition of commitment is an agreement (engagement) to do a job (contract). Seeing from this definition commitment is a form of a noun that involves a relationship between two or more parties. When an employee is involved in an agreement or has an engagement with his organization within the scope of work for which he is responsible, it can be said that the employee has a commitment to the

organization. From a number of studies mentioning employee commitment is the same as organizational commitment (Allen & Meyer, 1990), Colquitt et al. (2009: 67).

Much research to date has involved employee commitment in the workplace to the nature of the employee's behavior, this conceptualization is driven by the need to build a relationship between organizational commitment that ultimately contributes positively to the organization's performance or the performance of the employee itself. (Ghosh&Swamy, 2014). The concept of commitment in the workplace is still an interesting behavior and remains a topic of much research. Research in this area also influences the conceptualization of commitments to work, work groups, representative employee bodies, and the work itself.

In the last 60 years the concept of onal organizational commitment has become a research issue. The root of this concept paradigm is social exchange theory (Social Exchange Theory) which believes that social exchange is an ongoing interaction and ultimately creates an obligation and interdependence arises between the parties that interact (Blau, 1964). Further research by Cropanzo and Mitchel (2005) reveals the impact of this social exchange, among others, is the strength of quality relational relationships and in line with the development of the needs and influences of the theory, thus bringing up various related theories, including the theory of relational exchange). Relational exchange theory was first put forward by March and Simon in 1985, this theory views the occurrence of relational exchanges and interests between organizations as a system and members of the organization, in this case employees (Angle and Perry, 1981). This theory believes that the exchange that occurs between one person with another person is based on the rewards and

sacrifices made. In the contextual. organization, relational exchange theory emphasizes exchanges related to the organization and individual employee contributions, this is interpreted by employees to carry out production activities in accordance with organizational requirements and participate in full awareness to do the best for the organization. That thinking then underlies the emergence of organizational commitment theory, which is looking at commitment from the employee side.

The concept of onal organizational commitment focuses on the concept of commitment itself, based on an attitude approach, which points to problems and loyalty (Porter, Steers, Mowday, & Boulian, 1974). According to (Porter et al., 1974) the attitude approach refers to psychological attachment or affective commitment formed by an employee in relation to problems and loyalty to the organization. Whereas Mowday et al. (1982) organizational commitment is a relative strength of the individual in identifying his involvement in the organization. Steers & Porter (1983) describes organizational commitment as employee loyalty to the organization, marked by the intention to remain in it and identify with the values and goals of the organization as well as employees without hesitation using extra energy on behalf of the organization. In this case each individual employee considers the extent to which they relate to the organization based on their values and goals. Luthans (2005: 85) states that organizational commitment is an attitude that reflects employee loyalty to organizations in which organizational members express their concern for the organization and success and continuous progress.

Whereas employee commitment according to Bratton and Gold (2007), Akintayo (2010), refers to individual participation or individual attachment to the organization. Ongori (2007),

Albdour&Altarawneh (2014) employee commitment is an effective reaction to the overall organization and the level of employee loyalty to their organization. Zheng et al. (2010), defines employee commitment is basically the attitude of employees towards the organization. According to (Solinger et al., 2008), employee commitment is psychological which illustrates the relationship of individuals with the organization and has a desire to continue as members of the organization. According to Nguyen et al. (2014) the majority of committed employees have no intention of leaving their jobs. From some of the definitions above it can be said that employee commitment with organizational commitment is the same,

2.2 Sustainability Firm 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.

Sustainability Firm performance 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 with Sustainability Firm Performance

According to Organizational Commitment (KK) theory, employee commitment not only makes employees decide to remain in the organization but also encourages employees to contribute on behalf of the organization. Early studies show that employee commitment has an impact on performance, turn over (Mowday et al., 1982), pro-social behavior (O'Reilly & Chatman, 1986), as well as on absenteeism (Angle & Perry, 1986), altruism on colleagues and work stress (Wasti, 2005). But research that directly link employee commitment to organizational performance with broader measures is still rare. Benkhoff (1997) investigates the relationship between employee commitment and organizational performance as measured by fulfilled sales targets and profits. The results of his research reveal that employee commitment is significantly related to financial success at bank branches, although with varying results depending

on how employee commitment and performance are measured. Wright, Gardner, and Moynihan (2003) analyzed employee and HR commitment practices in an autonomous business unit of one company, and found that the two variables were significantly related to various performance measures (quality, depreciation and productivity), as well as operational costs and profit before tax. A further study from Malaysian companies (Rashid, Sambasivan, & Johari, 2003) found that the type of company culture and employee commitment had an impact on financial performance (return on assets, return on investment, current ratio). Other positive results relating to the relationship between commitment and company performance can be found in the HRM literature, one of which is a recent meta-analysis found evidence that human resource policies designed to encourage individual commitment are the strongest predictors of organizational performance (Gmu'r & Schwerdt, 2005). Based on the above literature, we formulated the hypothesis as follows:

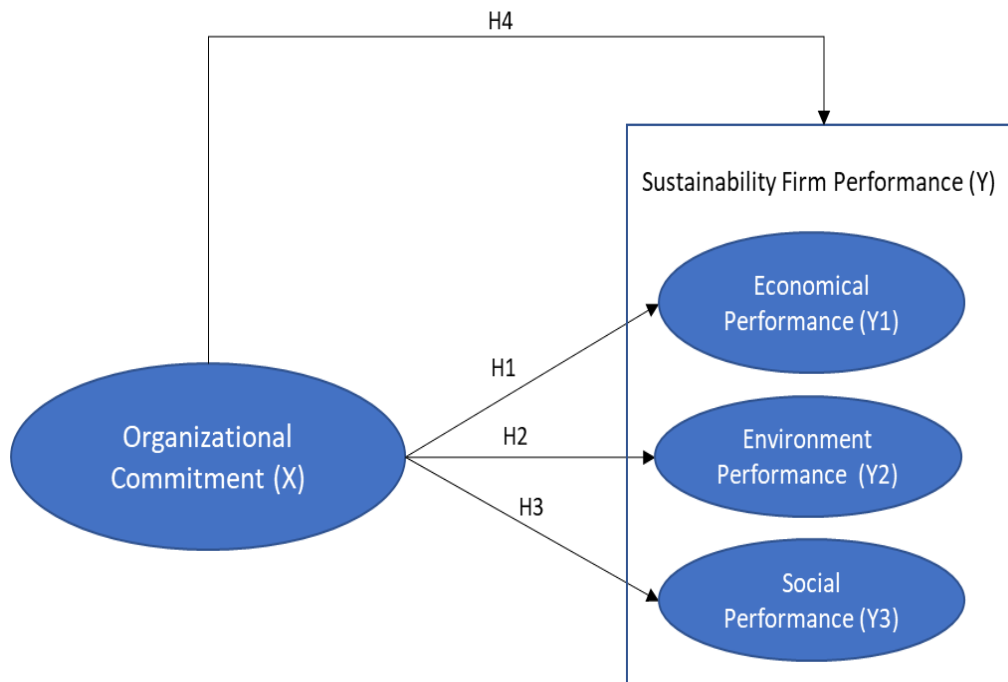


Figure 1. Research Framework

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

Hypothesis 1: OC (X) has a significant effect on Economical Performance (Y1)

Hypothesis 2: OC (X) has a significant effect on Environment Performance (Y2)

Hypothesis 3: OC (X) has a significant effect on Social Performance (Y3)

Hypothesis 4: OC (X) has a significant effect simulatneously on Sustainability Firm Performance (Y)

III. 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, measured on a three-item dimension developed by Allen-Meyer (2004) which are simplified and adapted to field conditions, the indicators reflected affective commitment, normative commitment and continuance commitment. 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), prOCssing 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

Criteria		Total
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 degree	21
	Doctor degree	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 prOCss 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:

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 (OC) and Economical Performance, there is a positive relationship between the chosen independent variable Organizational Commitment (OC) and Environment Performance, there is a positive relationship between the Organizational Commitment (OC) and Social Performance Performance independent variables were chosen, there was a positive relationship between the selected Organizational Commitment (OC) independent variable and Sustainability Firm Performance with their respective values ($r = 0.324, 0.432, 0.324, 0.456; P < 0.001$). The results of prOCssing the questionnaire obtained Pearson Correlation: OCRelationship with Performance as follows in the table 2 as below.

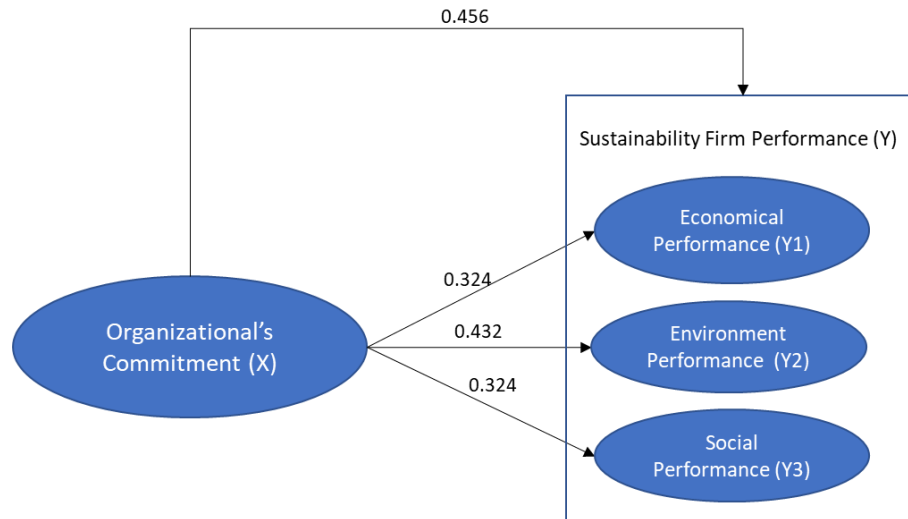


Figure 2. Variables Correlation

Table2. Pearson Correlation: OC Relationship with Performance

Variabel	Mean	SD	1	2	3	4	5
Organizational Commitment	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	

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

Table3. 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 prOCssing the questionnaire obtained data coefficient as follows in the Table 4 as follow.

Table4. Coefficient

Model	Unstandardized coefficient	Std Error	Standardized coefficientsBeta	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: OC (X) has a significant effect on Economical Performance (Y1)

Based on the results of data processing, it is found that the independent Organizational Commitment 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 (OC) 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: OC (X) has a significant effect on Environment Performance (Y2)

Based on the results of data processing, it is found that the independent Organizational Commitment (OC) 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 (OC) 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: OC (X) has a significant effect on Social Performance (Y3)

Based on the results of data processing, it is found that the independent Organizational Commitment (OC) value has $r = 0.324$, ($\beta 0.045$; $t = 0.435$; $P > 0.05$), so it can be concluded that the Organizational Commitment (OC) 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: OC (X) has a significant effect on Sustainability Firm Performance (Y)

Based on the results of data processing, it is found that the independent Organizational Commitment (OC) 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 (OC) has an effect positive and significant towards Sustainability Firm Performance (Y). 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.

V. CONCLUSIONS

Based on the results of data processing, it

is found that the independent Organizational Commitment has a positive and significant effect on economic performance, Organizational Commitment has a positive and significant effect on environmental performance, Organizational Commitment has a positive and significant effect on social performance, Organizational Commitment has a positive and significant effect on sustainability firm performance. 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. Organizational Commitment 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.

VI. REFERENCES

- 1) 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.
- 2) Abraham, R. (1997), "The relationship of vertical and horizontal individualism and collectivism to intrapreneurship and organizational commitment", *Leadership & Organization Development Journal*, Vol. 18 No. 4, pp. 179-186. <https://doi.org/10.1108/01437739710182278>
- 3) Afshari, L., Young, S., Gibson, P. and Karimi, L. (2019), "Organizational commitment: exploring the role of identity", *Personnel Review*, Vol. 49 No. 3, pp. 774-790. <https://doi.org/10.1108/PR-04-2019-0148>
- 4) Abdullah, M. A., Shuib, M., & Muhammad, Z. (2007). Employee Organisational Commitment In Smes: Evidence From The Manufacturing Sector In Malaysia International Review of Business Research Papers Employee Organisational
- 5) Ali I., Rehman K., Ali S.I., Yousaf J. and Zia M. (2010). Corporate Social Responsibility Influences, Employee Commitment and Organizational Performance. *African Journal of Business Management*. 4(12), Pp.2796-2801.
- 6) Carter Bing Andika, Fredson Kotamena, Pierre Senjaya, Stefy Falentino Akuba, Johan Jang, Agus Purwanto. (2020). Effect of New and Systems Competence HR Recruitment HRD Through Commitment to Performance Organization : A Case Study in Indonesian School. *International Journal of Advanced Science and Technology*, 29(05), 4559 - 4571. Retrieved from <http://sersc.org/journals/index.php/IJAST/article/view/13786>
- 7) Chen, J., Silverthorne, C. and Hung, J. (2006), "Organization communication, job stress, organizational commitment,

- and job performance of accounting professionals in Taiwan and America", *Leadership & Organization Development Journal*, Vol. 27 No. 4, pp. 242-249. <https://doi.org/10.1108/01437730610666000>
- 8) [Chong, V.K.](#) and [Law, M.B.C.](#) (2016), "The effect of a budget-based incentive compensation scheme on job performance: The mediating role of trust-in-supervisor and organizational commitment", *Journal of Accounting & Organizational Change*, Vol. 12 No. 4, pp. 590-613. <https://doi.org/10.1108/JAOC-02-2015-0024>
- 9) [Da Camara, N.](#), [Dulewicz, V.](#) and [Higgs, M.](#) (2015), "Exploring the Relationship between Perceptions of Organizational Emotional Intelligence and Turnover Intentions amongst Employees: The Mediating Role of Organizational Commitment and Job Satisfaction", *New Ways of Studying Emotions in Organizations (Research on Emotion in Organizations, Vol. 11)*, Emerald Group Publishing Limited, pp. 295-339. <https://doi.org/10.1108/S1746-979120150000011012>
- 10) Donna Imelda, Masduki Asbari, Agus Purwanto, Fransisca Sestri Goestjahjanti, Winanti, Anggaripeni Mustikasiwi. (2020). The Effect of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry. *International Journal of Advanced Science and Technology*, 29(04), 2383 - 2396. Retrieved from <http://serisc.org/journals/index.php/IJAST/article/view/20519>
- 11) Devece, C., Palacios-Marqués, D., & Pilar Alguacil, M. (2016). Organizational commitment and its effects on organizational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, 69(5), 1857–1861. doi:10.1016/j.jbusres.2015.10.069
- 12) Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L., (2001). Reciprocation of perceived organizational support. *Journal of Psychology*, 86 (1), 42-51.
- 13) Elele, J. and Fields, D. (2010), "Participative decision making and organizational commitment: Comparing Nigerian and American employees", *Cross Cultural Management: An International Journal*, Vol. 17 No. 4, pp. 368-392. <https://doi.org/10.1108/13527601011086586>
- 14) Gusli Chidir, Miyv Fayzhall, Ardian Sopa, Anggaripeni Mustikasiwi, Masduki Asbari, Agus Purwanto. (2020). The Role of Organizational Commitment, Organizational Culture and Mediator Organizational Citizenship Behavior (OCB) on Employees' Performance: Evidence from Indonesian Automotive Industry. *International Journal of Control and Automation*, 13(02), 615 - 633. Retrieved from <http://serisc.org/journals/index.php/IJCA/article/view/11205>
- 15) Huey Yiing, L. and Zaman Bin Ahmad, K. (2009), "The moderating effects of organizational culture on the relationships between leadership behaviour and organizational

- commitment and between organizational commitment and job satisfaction and performance", *Leadership & Organization Development Journal*, Vol. 30 No. 1, pp. 53-86. <https://doi.org/10.1108/01437730910927106>
- 16) Islam, T., ur Rehman Khan, S., Norulkamar Ungku Bt. Ahmad, U. and Ahmed, I. (2013), "Organizational learning culture and leader-member exchange quality: The way to enhance organizational commitment and reduce turnover intentions", *The Learning Organization*, Vol. 20 No. 4/5, pp. 322-337. <https://doi.org/10.1108/TLO-12-2012-0079>
- 17) Imai, M., & Kaizen, G. (1997). *A commonsense, low-cost approach to management*.
- 18) Lleo, A., Viles, E., Jurburg, D., & Lomas, L. (2017). Strengthening employee participation and commitment to continuous improvement through middle manager trustworthy behaviours. *Total Quality Management & Business Excellence*, 28(9-10), 974-988.
- 19) Joo, 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, pp. 564-582. <https://doi.org/10.1108/01437731211253028>
- 20) Jain, A.K. (2015), "Volunteerism and organisational culture: Relationship to organizational commitment and citizenship behaviors in India", *Cross Cultural Management: An International Journal*, Vol. 22 No. 1, pp. 116-144. <https://doi.org/10.1108/CCM-11-2013-0167>
- 21) Limpanitgul, T., Boonchoo, P., Kulviseachana, S. and Photiyarach, S. (2017), "The relationship between empowerment and the three-component model of organisational commitment: an empirical study of Thai employees working in Thai and American airlines", *International Journal of Culture, Tourism and Hospitality Research*, Vol. 11 No. 2, pp. 227-242. <https://doi.org/10.1108/IJCTHR-07-2015-0069>
- 22) Liu, C. (2007), "The early employment influences of sales representatives on the development of organizational commitment", *Employee Relations*, Vol. 29 No. 1, pp. 5-15. <https://doi.org/10.1108/01425450710714441>
- 23) Okpara, J.O. and Wynn, P. (2008), "The impact of ethical climate on job satisfaction, and commitment in Nigeria: Implications for management development", *Journal of Management Development*, Vol. 27 No. 9, pp. 935-950. <https://doi.org/10.1108/02621710810901282>
- 24) Pool, S. and Pool, B. (2007), "A management development model: Measuring organizational commitment and its impact on job satisfaction among executives in a learning organization", *Journal of Management Development*, Vol. 26 No. 4, pp. 353-369. <https://doi.org/10.1108/02621710710740101>
- 25) Rahman, S., Islam, M.Z., Ahad Abdullah, A.D. and Sumardi, W.A. (2018), "Empirical investigation of the relationship

- between organizational factors and organizational commitment in service organizations", *Journal of Strategy and Management*, Vol. 11 No. 3, pp. 418-431. <https://doi.org/10.1108/JSMA-01-2018-0007>
- 26) Sezgin, F. (2009), "Relationships between teacher organizational commitment, psychological hardiness and some demographic variables in Turkish primary schools", *Journal of Educational Administration*, Vol. 47 No. 5, pp. 630-651. <https://doi.org/10.1108/09578230910981099>
- 27) Guzeller, C.O. and Celiker, N. (2019), "Examining the relationship between organizational commitment and turnover intention via a meta-analysis", *International Journal of Culture, Tourism and Hospitality Research*, Vol. 14 No. 1, pp. 102-120. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- 28) Nelson Silitonga, Dewiana Novitasari, Didi Sutardi, Ardian Sopa, Masduki Asbari, Yayah Yulia, Joko Supono, Ahmad Fauji (2020) The Relationship Of transformational Leadership, Organizational Justice And Organizational Commitment: A Mediation Effect Of Job Satisfaction. *Journal of Critical Reviews*, 7 (19), 89-108. doi:10.31838/jcr.07.19.9
- 29) OECD. Enhancing The Contributions of SMEs in a Global and Digitalized Economy; OECD: Paris, France, 2017. 2.
- 30) Park, R. (2018). Employee-centered philosophy , high-commitment work practices , and performance : moderating roles of market environments and strategies.
- 31) Rapp, C., & Eklund, J. (2007). Sustainable development of a suggestion system: Factors influencing improvement activities in a confectionary company. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 17(1), 79-94.
- 32) [Soomro, B.](#) and [Shah, N.](#) (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance. *South Asian Journal of Business Studies*, Vol. 8 No. 3, pp. 266-282. <https://doi.org/10.1108/SAJBS-12-2018-0142>
- 33) Yustisia Kristiana, V. Nonot Yuliantoro, Vasco A. H. Goeltom, Rudy Pramono, InnOCntius Bernarto, Agus Purwanto (2020). The Effect of Transformational Leadership on Organizational Commitment with Trust, Psychological Well-being, and Organizational Culture as Mediation Variables.83 (2020). 24795–24807