Analysis of Factors Forming Organisational Commitment of Cooperative Management in Purwakarta Regency, Indonesia

— Review of —
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ABSTRACT

Optimising the performance of cooperative in Purwakarta Regency is a complex process that comprises enhancing the role of management who supervises all activities. Cooperative management must also demonstrate commitment to each other to enhance business growth. Therefore, this study aims to analyse factors contributing to the formation of organisational commitment among cooperative management in Purwakarta Regency. The study procedures were carried out using a quantitative method by distributing questionnaires to 69 respondents. The analysis was carried out using statistical methods to identify the most influential factors. The results showed that affective commitment had the strongest influence on organisational commitment. In addition, affective commitment referred to members' loyalty, feelings of pride, and emotional attachment. These findings were expected to serve as the basis for developing more effective and sustainable cooperative management strategies. An understanding of factors contributing to organisational commitment could strengthen the position of cooperative as a fundamental cornerstone in advancing the grassroots economy.

Keywords: Factor analysis, organisational commitment, cooperative, Purwakarta Regency.

1. INTRODUCTION

Business world is continually evolving and business entity is required to possess high adaptability to thrive amidst the changes. In addition, this entity needs to manage its resources to effectively produce added value, with the human aspect being the most essential. Despite the widespread use of technology for various tasks, human resources are irreplaceable due to the ability to generate ideas and engage in creative thinking. This indicates that business entity must use excesses in the aspect by carrying out optimal management. Human resources are the primary drivers of various organisations, including cooperative business entity.

According to Law Number 25 of 1992, cooperative is business entity consisting of individuals or cooperative legal entities adhering to cooperative principles as well as operating as an economic movement based on the principle of kinship. Apart from

advancing the welfare of members, cooperative also aims to build a national economic order.

Table 1. Cooperative Contribution to Gross Domestic Product
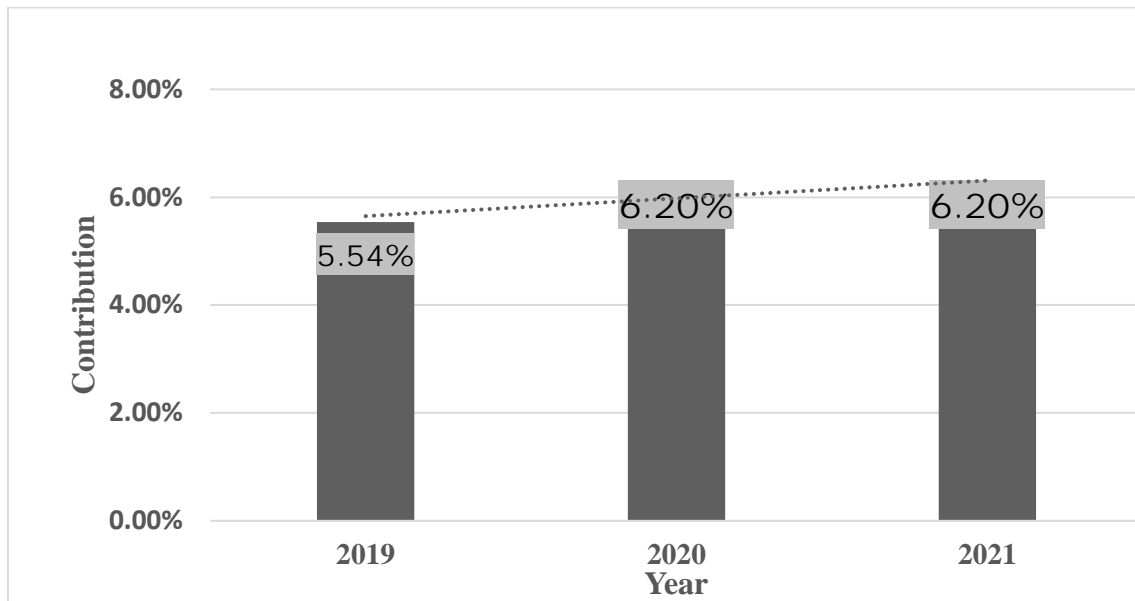
Notes :

▌Contribution

.... Contribution trend line

Source: Processed from data *KEMENKOP UKM* (2022)

As integral contributor to the national economy, cooperative is expected to make significant contributions to Gross Domestic Product (GDP). GDP is a tool for assessing the health of the economy, therefore GDP can be a standard indicator of the economic well-being of a country (Kalimeris, Bithas, Richardson, & Nijkamp, 2019). Indonesian government has set a target for cooperative to contribute 5.20% to GDP. According to data from the Ministry of Cooperative and SMEs of Indonesia, this business entity surpassed this target from 2020 to 2021. This performance indicates that cooperative has effectively fulfilled the role in the economy. Despite the achievement, there remains room for further optimisation of the role in the national economy. The development of cooperative continues to encounter challenges, both in terms of institutional frameworks and business sector (Sitepu and Hasyim, 2018).

Another significant challenge affecting business entity is the scarcity of qualified and reliable managers proficient in handling business-oriented processes (Yusuf *et al*., 2021), showing the critical role of human resources management. Effective management of human resources not only enhances employee performance but also influences overall organisational effectiveness (Savitri and Suherman, 2018). The impact of human resources management extends to the sustainability of cooperative businesses. At present, some cooperative in Indonesia do not hold active status, with data from the Central Bureau of Statistics or *Badan Pusat Statistik* (BPS, 2021) showing 127,846 active entities in 2021. The government is actively working to augment this number through various

initiatives, including cooperative human resources development program (Kominfo, 2022).

Purwakarta as one of the regions/regencies in West Java Province has various cooperatives spread across 17 sub-districts. The distribution of cooperatives in sub-districts is presented in Table 1 below.

Table 1 Types and Number of Cooperatives in Purwakarta Regency in 2021

No	Sub-District	Village Unit Cooperative	Cooperative of Public Servants of the Republic of Indonesia	Employee Cooperative	Market Traders Cooperative	Other Cooperative	Total
1	Jatiluhur	1	4	13	1	47	66
2	Sukasari	0	1	0	0	7	8
3	Maniis	1	0	0	1	19	21
4	Tegalwaru	1	1	0	0	20	22
5	Plered	1	5	0	1	51	58
6	Sukatani	1	4	1	2	36	44
7	Darangdan	1	2	1	1	25	30
8	Bojong	1	2	0	2	23	28
9	Wanayasa	1	4	0	1	36	42
10	Kiarapedes	1	0	0	0	20	21
11	Pasawahan	1	2	0	1	45	49
12	Pondoksalam	1	0	0	0	29	30
13	Purwakarta	2	39	15	3	266	325
14	Babakancikao	1	3	3	0	41	48
15	Campaka	1	3	12	1	13	30
16	Cibatu	1	1	6	0	23	31
17	Bungursari	1	4	25	1	17	48
Total		17	75	76	15	718	902

Source : data processed from https://purwakartakab.bps.go.id/indicator/13/89/1/jumlah-koperasi-aktif-menurut-kecamatan.html

The type of cooperatives consists of Village Unit cooperative, Cooperative of Public Servants of the Republic of Indonesia, Employee Cooperative, Market Traders Cooperative, and other cooperative. Based on data from 2017-2021, the number of cooperatives in Purwakarta Regency has consistently increased over the years. Findings showed that there a decrease in 2018 to 765, followed by an increase between 2019 and 2021. Compared to the West Java and Indonesia Provincial Levels, the number of active cooperative in Purwakarta Regency is relatively high, as shown in Table 2.

Data in Table 2 showed the rationality for choosing Purwakarta Regency as a study location. First, the average number of cooperative in the region was above the national average in Indonesia and West Java. Second, by studying cooperative in Purwakarta, the finding can be used as a reference or benchmark in the development of the organisation in West Java and Indonesia. Meanwhile, the majority of cooperatives in Purwakarta is in-active cooperatives. Figure 1 show the comparison of active and inactive cooperatives in Purwakarta
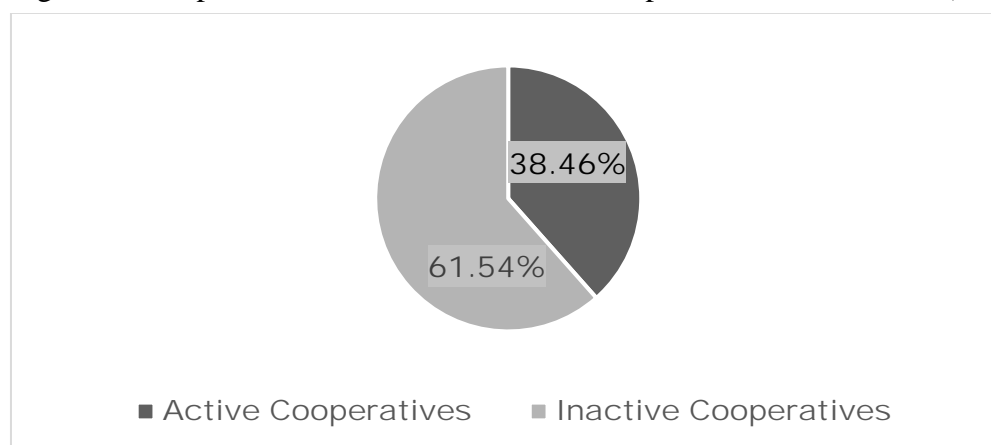
Table 2 Comparison Number of Cooperatives among National, West Java Province and Purwakarta Regency

Description	Year				
	2017	2018	2019	2020	2021
Number of Active Cooperatives (Indonesia) [1]	152.174	126.343	123.048	127.124	127.846
Number of Regencies and Cities (Indonesia) [2]	514	514	514	514	514
Average of Cooperatives per District/City (Indonesia)	296	246	239	247	249
Number of Active Cooperatives in West Java [3]	16.203	16.203	13.247	25.391	22.814
Number of Regencies and Cities in West Java [4]	27	27	27	27	27
Average of Cooperatives per District/City in West Java	600	412	491	940	845
Number of Cooperatives Purwakarta Regency [5]	859	765	769	855	902

Sources :

1) https://www.bps.go.id/id/statistics-table/2/NzYwIzI=/jumlah-koperasi-aktif-menurut-provinsi.html
2) Decree of the Minister of Home Affairs of the Republic of Indonesia Number 050-145 of 2022 Concerning the Granting of Codes, Regional Data and Government and Island Administration in 2021
3) https://opendata.jabarprov.go.id/id/dataset/jumlah-koperasi-berdasarkan-jenis-koperasi-dan-status-keaktifan-di-jawa-barat
4) Decree of the Minister of Home Affairs of the Republic of Indonesia Number 050-145 of 2022 Concerning the Granting of Codes, Regional Data and Government and Island Administration in 2021
5) https://purwakartakab.bps.go.id/indicator/13/89/1/jumlah-koperasi-aktif-menurut-kecamatan.htm

Figure 1. Comparison of Active and Inactive Cooperative in Purwakarta (2021)

Source: Processed from data *BPS* dan Open *data Purwakarta (data.purwakartakab.go.id)*

Based on the data in Figure 1, cooperative in the region are dominated by inactive entities. Inactive cooperatives are defined as cooperatives that neither convene member meetings for three consecutive years nor engage in any business activities during that period. This is primarily due to the inability to face existing challenges. As an effort to increase the number of active cooperative in Purwakarta Regency, there is a pressing need to manage human resources. Each member of the management needs to have a commitment as a foundation for building and growing in the long term. The commitment of organisational members is commonly referred to as organisational commitment.

According to previous studies, organisational commitment is an important aspect of managing human resources in organisation. In addition, Robbins and Judge (2019) reported that it was a condition where employees identify as part of organisations with goals and a desire to keep their positions. In addition, it refers to a condition where employees are emotionally attached. Committed employees are less likely to leave and remain responsible despite being dissatisfied with work. This statement is in line with Yan *et al*. (2021), stating that organisational commitment influences turnover intention. Based on the results, it is an important aspect for business entity to be sustainable and achieve business targets, including reducing operational costs and risks.

Organisational Commitment (OC) remains a variable of interest as it contributes to positive employee- and organisational-level outcomes and has been a subject of inquiry for both academicians and practitioners for a long time. This is primarily due to its influence on outcomes both at the individual and organisational levels (Suryanarayana, 2022). Several studies showed that it was related to individuals' motivation in organisation. Caballero and Guhao (2020) reported that organisational public service motivation had significant relationships with and influences organisational commitment. In addition, the best model that predicts organisational commitment is the normative commitment.

Similar results were also obtained by Ronaldo *et al*. (2020) that there was a positive relationship, where a higher level of motivation led to increased organisational commitment, job satisfaction, and work engagement. Job satisfaction is significantly and positively related to organisational commitment and work engagement. This indicates that a higher level of job satisfaction leads to increased organisational commitment and work engagement.

Yudhaputri *et al*. (2021) also stated that organisational commitment is more closely related to identifying individuals' sense of belonging and commitment to organisation. In addition, it is commonly considered in organisational management literature due to the relationship with absenteeism, turnover, and employee performance. Yudhaputri (2021), cited Aban *et al*. (2019) that employees who demonstrated a high affective commitment were those who were promoted to work hard, and put much effort, showing a higher level of performance and contribution. Raharja and Muhyi (2024) revealed that organisational competence and commitment had a significant partial or simultaneous effect on the performance of cooperative human resources (Sale *et al*).

Yukongdi and Shresta (2020) stated that a positive working environment with clear communication, trust, and cooperation could enhance organisational commitment. In addition, affective commitment and job satisfaction had a negative effect influence on

turnover intention, indicating that affective commitment could prevent turnover

Based on previous results, organisational commitment is essential in public organisation and cooperative. Several factors have been reported to affect organisational commitment, including motivation, work engagement, and job satisfaction. Therefore, this study aims to analyse the factors contributing to the formation of organisational commitment among cooperative administrators in Purwakarta Regency. The results are expected to serve as a foundation or basis for forming a strategy to increase organisational commitment of cooperative management members to facilitate business sustainability.

2. LITERATURE REVIEW

Committed individuals are characterised by a willingness to work hard for certain objectives, goals and values, as well as a desire to be members of systems or organisations. The attractiveness of organisation to members varies based on the level of commitment individuals possess and the perceptions of organisation (Muhyi, 2021). In addition, Meyer & Allen (in Luthans, 2011) suggest that organisational commitment consists of affective commitment, continuance or sustainable commitment and normative commitment. The indicators of each commitment proposed by Meyer and Allen are:
a.   Affective commitment comprises employees' emotional attachment to, identification with, and engagement in organisation.
b.   Continuance commitment consists of commitment based on the costs associated with leaving organisation. This can be because of the loss of seniority for promotion or benefit.
c.   Normative commitment comprises employees' feelings of obligation to stay with organisation based on the perception.

Figure 2. Framework Model
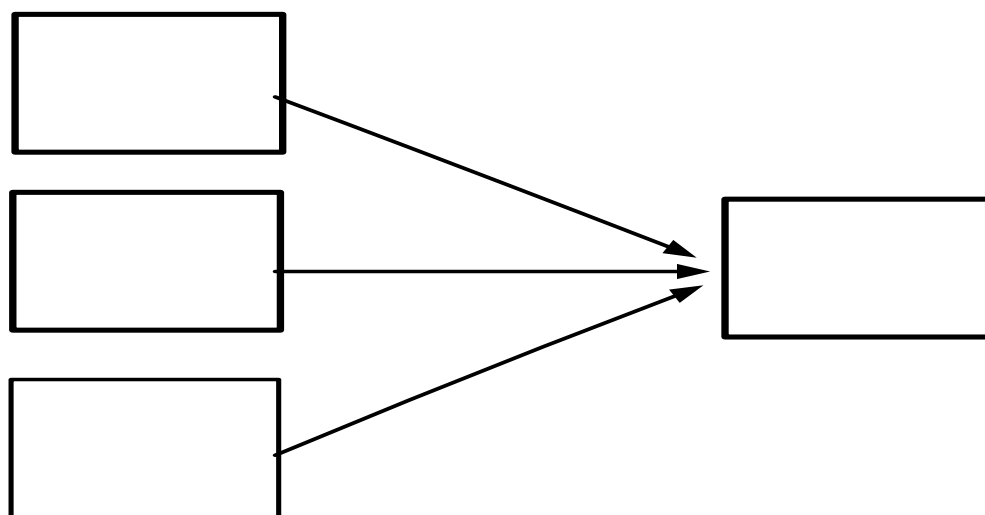
Source: Processed by the authors, 2024

3. METHOD

This study employed quantitative method to investigate organisational commitment,

including affective, sustainable, and normative aspects. The study centered on cooperative in Purwakarta Regency, with a sample size of 69 individuals selected through a simple random sampling method.

The sample population in this study comprised 69 respondents. In 2021, the number of cooperatives in Purwakarta Regency was 902, and 38.46% (347) were still actively running their activities. The cooperatives were then divided into 5 types, namely Village Unit Cooperative, Cooperative of Public Servants of the Republic of Indonesia, Employee Cooperatives, Market Traders Cooperatives, and Other Cooperatives. Based on the number of 347 active cooperatives, the sampling process was carried out in various stages, namely (1) dividing the organization into homogeneous groups according to their types and obtaining 5 types (2) detailing the number of those active based on their respective types (3) setting samples from each type of cooperative at 20%. Based on this process, the results obtained are presented in Table 3.

Table 3 Sampling Process

No	Types of Cooperatives	Number of Active Cooperatives	20% Sample	Rounding (final sample)
1	Village Unit Cooperative	8	1,62	2
2	Cooperative of Public Servants of the Republic of Indonesia	35	7,00	7
3	Employee Cooperative	36	7,15	7
4	Market Traders Cooperative	7	1,46	1
5	Other Cooperatives	261	52,15	52
Total		347	69,38	**69**

This study used Exploratory Factor Analysis (EFA) as the analytical method. EFA involved identifying meaningful constructs or dimensions assessed by observed covariance (Panter *et al.*, 1997). In addition, it served as a method for exploring the relationship between manifest or latent variables in construct development. Investigators made use of SPSS 29.0 software to facilitate this process and analyse the data collected during the study.

The factor analysis employed in this study included Kaiser Meiyer Olkin (KMO) test and Bartlett's test. KMO test assessed whether the sampling method met the requirements, and also determined whether the data was suitable for further factor analysis. Meanwhile, Bartlett's test evaluated the correlation between variables, and when it exhibited no correlation, factor analysis could not proceed. According to (Ghozali, 2011), KMO and Barlette's Test scores were required to exceed 0.5, and the criteria for analysis were as follows, 1) when the probability (sig) <0.05, further analysis of the study was feasible. 2) when the probability (sig) ≥ 0.05, further analysis of report variables was not viable.

According to Ghozali (2011), the suitability of variables for factor analysis was determined by assessing whether the factors used in the analysis exhibited a strong correlation, indicated by a value greater than or equal to (0.5). When the correlation value met this criterion, all factors contributing to the variable were deemed valid, and no reduction in factors occurred. In the Anti-Image Correlation section, the initial step involved eliminating the variable with the smallest MSA value, which fell below 0.5, and

this ranged from 0 to 1, with the following criteria:
- MSA = 1, items could be predicted without error by other items.
- MSA > 0.5, items could still be predicted and analysed further
- MSA < 0.5, items cannot be predicted and cannot be analysed further.

MSA value served as an indicator of data adequacy, and it functioned as an index for gauging the relationship between the variables under examination. A high MSA value, nearing 1, signified that one variable's value could be reliably predicted by other variables with minimal error. Conversely, MSA value below 0.5 indicated a weak relationship between the variable in question and others, rendering it unsuitable for further factor analysis or inclusion in the analysis altogether. In practical data processing, MSA value was represented as a value along the main diagonal of the Anti-Image matrix. In commonalities analysis, the primary focus was on determining the extent to which the variance (could be in percentage) of a given variable could be accounted for by existing factors, and the commonalities value was required to exceed 0.5.

The subsequent step in factor analysis involved conducting the Total Variance Explained test to identify the formed factors. However, it is imperative to ensure that the eigenvalue exceeded one (1) Failure to meet this criterion indicated the absence of formed factors. The eigenvalue signified the relative importance of each factor in calculating the variance of the total variables, and this was consistently arranged in descending order, from the highest to the lowest value. The Rotated Component Matrix enhanced the elucidation of variable distribution with greater clarity and realism.

4. RESULTS

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.835
Bartlett's Test of Sphericity	Approx. Chi-Square	1191.367
	Df	105
	Sig.	<.001

Source: Processed by the authors, 2024

The obtained KMO value was **0.835** (greater than 0.5), indicating that the sample size was sufficient for conducting explanatory factor analysis. The sig value (significant) was <0.001, indicating a correlation among variables, as the value was less than 0.05. Therefore, it could be concluded that the sample was sufficient for further testing. In Table 3, it was evident that MSA value for each variable exceeded **0.5** enabling further analysis of all these indicators. According to Table 4, all 15 items exhibited a communal value surpassing 0.5. Consequently, all these variables underwent additional testing through factor analysis.

Table 3. MSA Value

Indicator	MSA Value	Indicator	MSA Value	Indicator	MSA Value
AC1	0.727	AC6	0.837	NC1	0.79

AC2	0.816	CC1	0.856	NC2	0.769
AC3	0.897	CC2	0.865	NC3	0.912
AC4	0.888	CC3	0.915	NC4	0.819
AC5	0.831	CC4	0.676	NC5	0.938

Source: Processed by the authors, 2024

Notes:

AC = Affective Commitment

CC = Continuance Commitment

NC = Normative Commitment

Table 4. Communalities Analysis

	Initial	Extraction
AC1	1.000	.841
AC2	1.000	.922
AC3	1.000	.719
AC4	1.000	.766
AC5	1.000	.713
AC6	1.000	.796
CC1	1.000	.949
CC2	1.000	.765
CC3	1.000	.575
CC4	1.000	.824
NC1	1.000	.683
NC2	1.000	.790
NC3	1.000	.931
NC4	1.000	.851
NC5	1.000	.903

Source: Processed by the authors, 2024

Table 5.1. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.208	61.386	61.386	9.208	61.386	61.386	4.893	32.619	32.619
2	1.630	10.866	72.252	1.630	10.866	72.252	4.141	27.608	60.227
3	1.190	7.934	80.186	1.190	7.934	80.186	2.994	19.960	80.186
4	.988	6.586	86.772						
5	.393	2.618	89.390						
6	.383	2.551	91.941						
7	.305	2.033	93.974						
8	.226	1.507	95.482						
9	.203	1.353	96.835						
10	.127	.843	97.679						
11	.108	.722	98.401						
12	.094	.625	99.026						
13	.067	.449	99.475						

| 14 | .048 | .319 | 99.794 | | | | |
| 15 | .031 | .206 | 100.000 | | | | |

Extraction Method, Principal Component Analysis.

Based on the analysis results, it was known that there were 3 factors formed, because with 1 to 3 factors the eigenvalues were still above 1, namely 1.190. Additionally, it appeared that from the 15 items entered into factor analysis, 3 factors were formed, and this showed that there was a grouping of several items into certain factors because there were similar characteristics of certain variables. The first factor accounted for 61,386% of the total diversity of study items, the second factor explained 10.866%, and the third factor explained 7.934%. Therefore, the cumulative 3 factors accounted for 80,186% of the total diversity of study items.

Table 5.2. Rotated Component Matrix

	Component		
	1	2	3
NC4	**.857**	.180	.290
NC2	**.798**	.258	.295
CC2	**.795**	.182	.316
AC6	**.783**	.245	.350
AC5	**.728**	.379	.199
NC1	**.724**	.366	.155
CC3	**.656**	.336	.178
CC1	.313	**.907**	.168
AC2	.251	**.901**	.214
NC3	.323	**.882**	.222
NC5	.313	**.855**	.271
CC4	.264	.159	**.854**
AC1	.298	.159	**.852**
AC3	.291	.346	**.717**
AC4	.429	.493	**.582**

In this study, the rotation used was the varimax method, and this mechanism made the item correlation only dominant on one factor. This was done by making the item correlations approach the absolute values of 1 and 0 for each factor, making it easier to interpret the dominant items. The highest factor loading value indicated items that were combined into one factor, and from the results shown in Table 5, the distribution of existing factors could be described as follows:
1) Factor 1, consisted of 7 factors including NC4, NC2, CC2, AC6, AC5, NC1, and CC3.
2) Factor 2, consisted of 4 factors including CC1, AC2, KN3, and NC5.
3) Factor 3 consists of 4 factors including CC4, AC1, AC3, and AC4.
Based on the proportion of variance explained by each factor, Factor 1 emerged as the primary determinant in shaping organisational commitment, accounting for **61.386%** of variance. Another proportion of variance was that Factor 2 contributed to 10,866% of organisational commitment, while Factor 3 explained 7,934%. Overall, these 3

components clarified over **50%** of the elements influencing organisational commitment, specifically **80,186%.** Therefore, it was evident that Factor 1, consisting of NC4, NC2, CC2, AC6, AC5, NC1, and CC3, held the utmost significance in forming organisational commitment.

Table 6. Summary Statistics

Variable	Dimension	Indicator	Indeks fit/cut off value/ hasil olah EFA			Factor		
			KMO > 0.5	MSA > 0.5	Communal > 0.5	1	2	3
Organisational Commitment	Affective Commitment	AC1	0.835	0.727	0.841			0.852
		AC2		0.816	0.922		0.901	
		AC3		0.897	0.719			0.717
		AC4		0.888	0.766			0.582
		AC5		0.831	0.713	0.728		
		AC6		0.837	0.796	0.783		
	Continuance Commitment	CC1		0.856	0.949		0.907	
		CC2		0.865	0.765	0.795		
		CC3		0.915	0.575	0.656		
		CC4		0.676	0.824			0.854
	Normative Commitment	NC1		0.790	0.683	0.724		
		NC2		0.769	0.79	0.798		
		NC3		0.912	0.931		0.882	
		NC4		0.819	0.851	0.857		
		NC5		0.938	0.903		0.855	
Total (%)						61.386	10.866	7.934

Based on the EFA test results, the test requirements consisting of KMO, MSA and Communal values met the needed value of > 0.5. This indicated that the study model met the requirements to use the EFA test. The formed factors consisted of three categories, collectively explaining 80.186% of the overall organisational commitment.

5. DISCUSSION

Derived from the test results, it was evident that the selected variables were appropriate and sufficient for use in this study. Affective commitment, continuance or sustainable commitment, and normative commitment formed organisational commitment in cooperative in Purwakarta Regency. The factor exerting the greatest influence on organisational commitment was affective commitment, and an indicator of affective commitment was when cooperative members were willing to make various efforts to achieve organisational goals. This indicator reflected the loyalty of cooperative members, including making extra efforts to complete work, and another indicator that included affective commitment was feelings of pride in being part of cooperative as well as emotional attachment to cooperative.

The second factor contributing to organisational commitment in cooperative was continuance or sustainable commitment. An indicator of sustainable commitment was when members perceived a necessity for organisation. Members persisted in the involvement due to the absence of alternative employment opportunities, the long-term benefits derived from participation, and the alignment of organisational policies with the

members' aspirations. Another contributing indicator to sustainable commitment was the apprehension about leaving organisation, stemming from concerns about undesirable consequences, including financial impacts, upon departure.

The third factor that formed organisational commitment was normative commitment, and this had the smallest influence compared to the other 2 factors. The things that formed normative commitment were the feelings of cooperative members who felt obliged to stay in cooperative and the level of loyalty to cooperative. This loyalty could be caused by feeling compatible with the values espoused by cooperative, the perception that cooperative was a source of inspiration, and the feeling that cooperative was the best place to work.

6. CONCLUSION AND RECOMMENDATION

In conclusion, cooperative faced various challenges in the role in developing Indonesian economy, and the effort needed to be made was to grow or increase organisational commitment of cooperative members. Based on the results, it was found that the factors that shaped organisational commitment in cooperative in Purwakarta Regency were affective commitment, continuance or sustainable commitment, and normative commitment. Affective commitment exerted the greatest influence on forming organisational commitment, while continuance commitment and normative commitment had the least influence.

The findings of this study could be used for policy materials in the development of cooperative in Purwakarta Regency and in Indonesia. The government could implement policies aimed at incentivizing cooperatives that demonstrate high levels of member participation. These incentives could be structured around indicators such as the degree of member activity, engagement in savings programs, and utilization of cooperative products and services. Such policies have the potential to serve as catalysts for bolstering active cooperatives within Purwakarta Regency. In a case where commitment was associated with high participation of members of cooperative, then it was essential to develop effective methods to increase participation, such as training, as reported by Nova (2017).

The results of this study could serve as a foundation for devising strategies to enhance members' organisational commitment. One strategy that could be implemented was building a positive cooperative culture and supporting the welfare of members, leading to deep emotional connection. This strategy could be used by cooperative actors to increase commitment through achievement motivation training.

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