

# STRATEGY TO ENHANCE ORGANIZATIONAL COMMITMENT FOR THE SUSTAINABILITY OF CULINARY SMALL AND MEDIUM ENTERPRISES IN BOGOR CITY

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## Abstract

Culinary small and medium enterprises (SMEs) play a vital role in Indonesia's economy, contributing to GDP, employment, and community income. This dissertation research is significant as it identifies sustainability challenges resulting from low komitmen terhadap organisasi, influenced by variables such as perceived organizational support and creativity, with work motivation acting as a mediating factor. Moreover, there has been a lack of specific studies addressing this issue. The objective of this research is to analyze the influence of the three variables on komitmen terhadap organisasi and to formulate strategic approaches to enhance the sustainability of culinary SMEs in Bogor City. Seven hypotheses are proposed, examining the influence of perceived organizational support and creativity on work motivation and komitmen terhadap organisasi, as well as the mediating role of work motivation in these relationships. The novelty of this research lies in its strategic framework for enhancing komitmen terhadap organisasi to ensure business sustainability and its integration of the three exogenous variables into a validated analytical model. A mixed-method approach was employed, involving 230 employee respondents from Bogor City, collected between December 2023 and July 2024. The findings reveal that perceived organizational support affects komitmen terhadap organisasi through the mediation of work motivation. Additionally, both creativity and work motivation have a direct influence on komitmen terhadap organisasi. Furthermore, five strategic recommendations were developed to support the sustainability of culinary SMEs. It is expected that the results of this dissertation can serve as a foundation and guide for academics, entrepreneurs, and policymakers in formulating more effective policies to improve the sustainability and competitiveness of culinary SMEs at both the national (Bogor and Indonesia) and international levels.

**Keywords:** *Sustainability Enhancement Strategy, Competitiveness, Theoretical Foundation, Integration Of Influential Variables.*

## INTRODUCTION

Culinary Small and Medium Enterprises (SMEs) have an important and strategic role in the Indonesian economy, especially in creating jobs, increasing income and community welfare. The culinary industry supports the dynamic growth of the food and beverage sector. SMEs contribute more than 60.51% to GDP (Rp. 8,573.89 trillion) and absorb 96.92% of the national workforce (Elizabeth, 2023a). The government is encouraging the digitalization of SMEs with a target of 40 million digital onboardings by 2024. Supported by strong economic fundamentals, SMEs are targeted to support economic growth of 5.3% (2023) and 5.5% (2025). Culinary SMEs also strengthen the local economy and become a means of preserving culture through traditional and modern culinary delights.

Culinary SMEs play an important role in spurring the economy amidst the slowdown, especially through innovation, digitalization and strengthening human resources to be globally competitive. SMEs also support the national food and beverage industry which contributes significantly to non-oil and gas GDP and investment. West Java is recorded as having the most culinary SMEs, reaching 1,494,723 units, and contributing more than 50% to GRDP. SME challenges include technological, market and management limitations (Utami, 2020; Simamora, 2018; Mardiana, 2016). The West Java government supports it with training, access to capital and digitalization

(West Java Provincial Cooperatives and Small Business Department, 2023), including encouraging the role of women (Sihombing, 2019).

Culinary SMEs in Bogor City are spread across six sub-districts, most of which are found in Tanah Sareal Sub-district. The following is data on SMEs assisted by the Bogo City Cooperatives and SMEs Department

Table 1. SMEs assisted by the Bogor City KUKM Service

No.	Subdistrict	Number of Culinary SMEs
1	Land of Sareal	233
2	East Bogor	46
3	Central Bogor	174
4	West Bogor	229
5	South Bogor	176
6	North Bogor	151
	<b>Total SMEs</b>	<b>1009</b>

Source: Bogor City Cooperatives and SMEs Service (processed 2024).

Culinary SMEs in Bogor play an important role in the city's economic growth and culinary tourism, especially in areas such as Suryakencana and Sentul (Kotabogor, 2024). However, its sustainability faces challenges such as low organizational commitment which is influenced by perceived organizational support (POS), creativity (C), and work motivation (WM) (Aryansah, Mirani, & Martina, 2020). This study examines the influence of POS, C, and WM on organizational commitment, as well as the mediating role of WM, using SEM-PLS and AHP methods. The survey involved 230 employees of culinary SMEs in Bogor (April–July 2024). The results are expected to provide practical strategies to increase the competitiveness and sustainability of culinary SMEs.

The results of this research support the development of five main strategies for SME sustainability: service improvement, work comfort, discipline, collateral management, and product quality. This strategy includes leadership appreciation, incentives, and a conducive work environment to increase motivation. Commitment to the organization is the main key to the success of SMEs, because it has an impact on productivity, retention and job satisfaction (Colquitt, 2019; Robbins & Judge, 2016). This commitment is influenced by perceived organizational support (POS), creativity (C), and work motivation (WM), which are important to research in depth (Meyer & Allen, 2019). This research provides a basis for developing sustainability policies for culinary SMEs in Bogor City and other regions in Indonesia.

Commitment to the organization reflects employee loyalty, dedication and engagement which has an impact on achieving organizational goals (Ferris, 2017). This commitment is influenced by *perceived organizational support* (POS), namely the extent to which the organization values the contribution and well-being of employees (Eisenberg, 1991; Khan & Ghufuran, 2018; Wen et al., 2019). POS is strengthened if the organization cares, listens to input, and supports employee development (Elizabeth, 2023a). *Creativity* also plays a role in commitment by encouraging solutions and innovation (Yubo et al., 2011; Elizabeth, 2020). Besides that, *work motivation* become the main driver in improving performance and commitment (Ikhsan, 2022; Saputra et al., 2018).

Based on a preliminary survey of culinary UKM employees in Bogor City, various problems related to organizational commitment were found. As many as 48.89% of employees have not shown it *originality*, 46.67% have not been adaptive to change (*flexibility*), 44.44% have not been thorough in their duties (*elaboration*), and 45% have not developed relevant ideas (*relevance*). As many as 27.78% have not perfected their ideas into innovative products (*significance*). Apart from that, 45.56% have not collaborated, 34.44% have not had career aspirations, 48.33% do not want to continue working, 38.33% have not supported colleagues, and 68.87% have not had an emotional attachment to the organization (Survey, April 2024).

The phenomenon that occurs in the world of culinary small and medium enterprises (SMEs) in the city of Bogor shows that there are serious challenges in maintaining business sustainability. Preliminary survey results show that the majority of culinary UKM employees face various problems related to commitment to the organization and work creativity. As many as 48.89% of employees have not shown behavior *originality*, 46.67% have not been adaptive to change (*flexibility*), 44.44% have not been thorough in completing tasks (*elaboration*), and 45% have not been able to generate relevant ideas (*relevance*). In fact, 27.78% have not been able to perfect

their ideas into innovative products (*significance*). Apart from that, problems also arise in the aspects of team collaboration (45.56%), career aspirations (34.44%), loyalty to the organization (48.33%), support for colleagues (38.33%), and very low emotional attachment to the organization (68.87%). These problems have a direct impact on weak commitment to the organization and low business sustainability. Therefore, it is necessary to formulate a strategy to increase commitment to the organization as a concrete step to support the sustainability of the culinary SME business in Bogor City. This research is important to identify influencing factors and design solutions based on empirical analysis using the SEM-PLS and AHP methods.

Based on the description above, this research is directed at analyzing direct and indirect effects *perceived organizational support, creativity, And work motivation to commitment to the organization* in the context of culinary SMEs in Bogor City. This research also aims to formulate appropriate strategies in facing the challenges of sustainability and the existence of culinary SMEs. With the SEM-PLS and AHP method approaches, the research results are expected to provide practical contributions to business actors and policy makers in increasing work motivation, employee creativity, and building a strong commitment to support the growth and competitiveness of SMEs in the current dynamic era.

## **LITERATURE REVIEW**

### **Perceived Organizational Support (POS)**

Perceived Organizational Support (POS) is an important concept in understanding the positive reciprocal relationship between organizations and employees. POS is an employee's perception and belief that the organization values his contribution and cares about his well-being (Robbins & Judge, 2017; Linda & Eisenberger, 2002). Studies show that POS increases satisfaction, engagement, and performance (Phong & Lei, 2019; Afendi et al., 2020). POS has three main dimensions, namely organizational justice, organizational support, and leadership (Colquitt et al., 2019). With high organizational support, employees will show positive responses at work (Islam et al., 2016), thereby strengthening the overall sustainability of the organization.

### **Creativity**

According to Ahmed (2023), creativity is an effort to reassemble market, clan and adhocracy cultural knowledge with the mediation of psychological well-being, free thinking and openness in producing useful new ideas/products. Gibson et al. (2006) stated that creativity is the manifestation of superior ideas into opportunities or business products. Creativity is also defined as the activity of producing something new and unique (Kreitner & Kinicki, 2010; Hou et al., 2011). Colquitt et al. (2011; 2019) emphasize creativity as the application of new ideas to work and innovation. A synthesis of these various opinions, creativity is the activity of producing new, original and relevant ideas or solutions in a certain context.

### **Work Motivation**

Gibson et al. (2012) explains that *work motivation* is the force within a person that initiates and directs work behavior. Rajeswari (2011) mentions work motivation as internal and external forces that determine the form, direction, intensity and duration of work behavior. Almintisir et al. (2013) and Kaleta (2006) see it as a motive to act or not at work. Kanfer et al. (2008), Duhigg (2012), Maslow (2018), to Hartnell et al. (2023) and Ryan & Deci (2017) emphasize aspects of internal drive and need fulfillment. The synthesis, *work motivation* are the forces that influence work behavior, from basic needs to self-actualization, in the work context.

### **Organizational Commitment**

According to Colquitt et al. (2019), commitment to an organization is the level of individual attachment that drives the desire to remain part of the organization. Spector (2012) states that commitment is characterized by acceptance of goals, willingness to work hard, and desire to stay. Greenberg and Baron (2008) emphasize self-identification and involvement in the organization. Noesgaard and Jorgensen (2023) call it a psychological bond. Radosavljević et al. (2019) and Đorđević et al. (2020) emphasizes psychological aspects and efforts to achieve goals. In synthesis, commitment to an organization reflects loyalty, emotional attachment, and an individual's strong desire to remain part of the organization.

## **Thinking Framework**

### **The Effect of POS on Commitment to the Organization**

Perceived Organizational Support (POS) has a positive effect on employee affective commitment (Eisenberger et al., 2001). When an organization values contributions and cares about employee welfare, a sense of mutual belonging and commitment to survive will grow (Rhoades & Eisenberger, 2002). Research by Tumwesigye (2010), Cahayu & Rahyuda (2019), Syadina et al. (2018), and Agustian & Fitria (2020) also show that POS encourages commitment to the organization.

***H<sub>1</sub> : There is a direct influence of POS on commitment to the organization***

### **The Influence of POS on Work Motivation**

POS or perceived organizational support plays an important role in increasing employee work motivation. The greater the support from the organization, the higher the employee's work motivation. This is proven through research by Khalid et al. (2017), Alam et al. (2023), and Fahmi (2021), who stated that the perception of organizational support is able to raise enthusiasm and encourage employees to provide their best performance at work.

***H<sub>2</sub> : There is a direct influence of POS on work motivation***

### **The Influence of Creativity on Commitment to the Organization**

The creative freedom provided by the company will increase employee loyalty and commitment to the organization (Jnaneswar & Ranjit, 2020). When employees' creative ideas are appreciated and given space to be realized, employees feel appreciated and are more emotionally involved with the organization. Accommodated creativity creates a supportive work climate and has an impact on increasing engagement with the organization.

***H<sub>3</sub> : There is a direct influence Creativity towards commitment to the organization***

### **The influence of creativity on work motivation**

Creativity influences employee work motivation positively. Herison et al. (2024), Agnoli et al. (2018), Grant & Berry (2011), and Auger & Woodman (2016) show that employees who are given freedom and rewarded for their creativity will be encouraged to be more motivated. Appreciation from superiors for new ideas provides a psychological boost that strengthens employee morale.

***H<sub>4</sub> : There is a direct influence Creativity to Work Motivation***

### **The Influence of Work Motivation on Commitment to the Organization**

High work motivation has a direct impact on increasing commitment to the organization. Employees who are appreciated and given bonuses for their performance will be encouraged to continue working well. Purnama et al. (2016), Tania and Sutanto (2013), and Rahmadianty et al. (2020) emphasized that work motivation is the main driver of employee loyalty and engagement with the organization.

***H<sub>5</sub> : There is a direct influence Work Motivation towards commitment to the organization***

### **The Effect of POS on Commitment to the Organization through Work Motivation**

Organizational support increases work motivation, which ultimately strengthens commitment to the organization. Fahmi (2021) states that employees who feel appreciated and cared for will have higher work morale. Organizational support is an important element in building work motivation, which acts as a mediator in the relationship between POS and commitment to the organization.

***H<sub>6</sub> : There is an indirect influence of POS on commitment to the organization through work motivation***

### **The Influence of Creativity on Commitment to the Organization through Work Motivation**

Creativity encourages high work motivation by providing space and respect for employee ideas, which in turn strengthens commitment to the organization. Herison et al. (2024), Agnoli et al. (2018), and Auger & Woodman (2016) state that creativity strengthens motivation. This motivation then encourages employee emotional attachment and loyalty (Purnama et al., 2016; Tania & Sutanto, 2013; Rahmadianty et al., 2020).

***H<sub>7</sub> : There is an indirect influence Creativity towards commitment to the organization through work motivation***

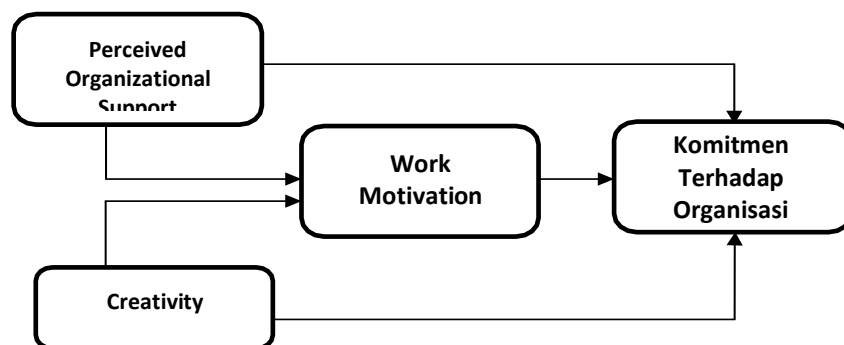


Figure 1. Thinking Framework

### Research Hypothesis

The research hypothesis is as follows:

- H<sub>1</sub>: *Perceived organizational support* influence commitment to the organization
- H<sub>2</sub>: *Perceived organizational support* influence on *work motivation*
- H<sub>3</sub>: *Creativity* influence commitment to the organization
- H<sub>4</sub>: *Creativity* influence on *work motivation*
- H<sub>5</sub>: *Work motivation* influence commitment to the organization
- H<sub>6</sub>: *Perceived organizational support* influence commitment to the organization through *work motivation*
- H<sub>7</sub>: *Creativity* influence commitment to the organization through *work motivation*

## RESEARCH METHODS

### Types of research

This research uses an approach *mixed methods*, namely a combination of quantitative and qualitative approaches. This approach was chosen because it is believed to provide a more comprehensive understanding of the problems studied. Quantitative research was carried out through survey methods, while the qualitative approach was carried out descriptively. According to Creswell (2021), study *mixed methods* allows researchers to combine the results of quantitative and qualitative analysis to obtain more in-depth conclusions.

The type of research used is causality research which aims to explain the causal relationship between variables. The analysis method is descriptive-verification. This approach is used sequentially, starting from collecting and analyzing quantitative data, then continuing with in-depth exploration through qualitative data, such as interviews and focus group discussions (FGD). Quantitative data is used to determine the relationship and influence between variables, while qualitative data provides an overview of the mechanism of influence in a more real context.

### Place and Time of Research

This research was conducted in Bogor City, specifically on employees and superiors/owners of Small and Medium Enterprises (UKM) in the culinary sector spread across six sub-districts. The choice of this location was based on the reason that until now there has not been much intensive research conducted on the influence of perceived organizational support, creativity and work motivation on commitment to the organization and sustainability of culinary SMEs in Bogor City. The research implementation time will take place in April 2024, according to the schedule set out in the research activity table.

### Data Types and Sources

The type of data used in this research is data *cross-section*, namely data collected at a certain time from a number of respondents. Data sources consist of primary and secondary data. Primary data was obtained through questionnaires, in-depth interviews and FGDs involving culinary SME owners. Interviews were conducted using open-ended questions, and researchers recorded and recorded the results of the interviews as research data. The FGD involved 6-9 experts or culinary entrepreneurs. Secondary data is collected through literature studies and documents from institutions or other relevant sources.

### Research Population and Sample

The population in this study were all employees and owners of culinary SMEs in Bogor City, with a total of around 575 individuals. Samples were selected using techniques *purposive sampling*, based on the criteria:

permanent employees, minimum work period of one year, and at least junior high school education. The number of indicators in this study was 34, so based on the guidelines of Hair et al. (2014), the minimum sample size is 170 respondents. To increase the stability of the results, the sample size used was 230 respondents.

### Method of collecting data

Primary data collection was carried out through surveys with structured questionnaires and arranged based on research indicators. In addition, interviews and FGDs were conducted to obtain in-depth qualitative data. Use of techniques *field research* allows researchers to directly observe field conditions and obtain relevant data directly from the first source.

### Data analysis

The analysis stages in this research were designed to support the achievement of objectives systematically. The research uses descriptive analysis, SEM, and AHP which complement each other. SEM analysis is used to test the relationship between perceived organizational support, creativity, work motivation, and organizational commitment. Furthermore, AHP is used to formulate SME sustainability strategies. The instrument in the form of a questionnaire was tested for validity using Pearson correlation and tested for reliability using Cronbach's Alpha. Valid and reliable results show that the instrument is suitable for use. This stage ensures the accuracy of the data processed in order to develop a strategy to improve the performance of culinary SMEs in Bogor City.

The quantitative data analysis technique in this research aims to process and interpret data obtained from questionnaires using a statistical approach. The analysis was carried out descriptively and inferentially. Descriptive analysis is used to describe data distribution such as mean, median, standard deviation and frequency. Use of index numbers and methods *three box* carried out to determine the tendency of respondents' responses. Meanwhile, inferential analysis was carried out using a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS-SEM) through the SmartPLS program. This method is used to test the relationship between latent variables and their indicators simultaneously. PLS-SEM was chosen because it is flexible regarding sample size and does not require normally distributed data. Testing is carried out through the outer model (validity and reliability) and inner model (hypothesis testing and significance of relationships). The results of the analysis help understand the influence of POS variables, creativity, work motivation on organizational commitment in Bogor culinary MSMEs.

### Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process (AHP) is a multicriteria decision making method developed by Thomas L. Saaty. AHP breaks down complex problems into a hierarchy consisting of objectives, criteria, and alternatives. The process includes establishing a hierarchy, pairwise comparisons, calculating priority weights, and consistency testing. In this research, AHP is used to determine the priority sustainability strategy for culinary SMEs in Bogor City based on important factors that have been previously analyzed using the SEM-PLS method. Thus, SEM-PLS produces strategic factors, while AHP systematically compiles and prioritizes strategies based on these factors.

## RESEARCH RESULTS AND DISCUSSION

### 1. Validity Test and Reliability Test

#### Validity Test

The validity test is used to find out whether the research instrument used can measure what it should measure. One commonly used method is **validity** construct and content validity. Validity test steps:

- Calculate the correlation coefficient (r) value between each item on the questionnaire and the total score of the subvariable in question.
- Using Factor Analysis to ensure that the items on the questionnaire measure one or more dimensions that are in accordance with the theory used.

Table 1 Validity Test Results

No	Question Items	Correlation Value (r)	Information
1	Do you feel an emotional connection to your business?	0,75	Valid
2	To what extent are you committed to improving	0,82	Valid

	product quality?		
3	Do you feel your business supports local economic sustainability?	0,68	Valid
4	How often do you evaluate existing marketing strategies?	0,77	Valid
5	Do you feel that your business is contributing to the development of the culinary industry?	0,74	Valid

Source: Processed data, 2025

- The table above shows the results of the validity test by calculating the correlation value (r) between the question items and the variables being measured. Items with correlation values above **0,3** considered valid.
- All items in the table have correlation values higher than **0,3**, so to speak **valid**.

### Reliability Test

Reliability tests are used to measure the extent to which the instruments used in research can provide consistent results. One method used to test reliability is the Cronbach's Alpha coefficient. Reliability test steps:

- Calculate the Cronbach's Alpha value for each dimension or variable tested. Cronbach's Alpha values above 0.70 indicate good reliability.

**Table 2 Reliability Test Results**

Dimensions / Variables	Cronbach's Alpha value	Information
Commitment to the Organization	0,85	Reliable
Product Quality Improvement	0,88	Reliable
Marketing Strategy Evaluation	0,80	Reliable
Contribution to the Culinary Industry	0,79	Reliable

Source: Processed data, 2025

- This table shows the results of reliability tests using **Cronbach's Alpha** for various dimensions in research.
- Mark **Cronbach's Alpha** for each variable above 0.70, which indicates that the research instrument is reliable and produces consistent measurements.

Based on the results of the validity and reliability tests, it can be concluded that the research instruments used in this study were proven to be valid and reliable. The validity test shows that all items in the instrument have valid correlation values, which means each item is relevant to the variable being measured. Apart from that, the reliability test produced a Cronbach's Alpha value above 0.70 for all variables, which indicates that the instrument has a good level of reliability and can provide consistent data. Therefore, this research has a valid and reliable instrument to measure strategies for increasing commitment to organizations in supporting the sustainability of small and medium culinary businesses in Bogor City.

## 2. Verification Analysis

Verification analysis of this research model uses the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS). PLS is applied to prove the hypothesis by analyzing the relationship between exogenous variables (Perceived Organizational Support, Creativity, and Work Motivation) and endogenous variables (Commitment to the organization). The goodness of fit (GoF) model test was carried out to assess the suitability of the model between the saturated model and the estimated model, the results of which are presented in Table 4.16.

**Table 3 Model Suitability Analysis (Goodness of Fit Test)**

GOF	Cut-off Value	Saturated Model	Estimated Model	Information
SRMR	$SRMR \leq 0.08$	0.115	0.120	Good: good fit
d ULS	$d_{ULS} > 0.05$	56.499	61.805	Good: good fit
d G	$d_G > 0.05$	0.389	0.398	Good: good fit
Chi-square	Preferably $< Df$	1106.358	1090.671	Good: good fit
NFI	$NFI \geq 0.90$	0.913	0.918	Good: good fit

Source: Processed data, 2025

The table above shows the results of the overall model fit analysis based on various GoF indicators. All indicators, such as SRMR,  $d_{ULS}$ ,  $d_G$ , Chi-square, and NFI show that this model has a good fit. Although the SRMR value slightly exceeds the recommended limit (0.08), the other results meet the desired criteria, indicating that this model can be used for further analysis.

## 3. Convergent Validity Test

The convergent validity test aims to evaluate the extent to which the indicators of a latent variable are highly correlated with the variable it measures. Convergent validity in this research is measured using the loading factor value, which describes the relationship between indicators and latent variables. Indicators are considered valid if the loading factor value is more than 0.5 (Hair et al., 2010), with several references stating that values between 0.5 and 0.6 are still acceptable (Yamin & Kurniawan, 2011). The analysis process begins by eliminating indicators that have a loading factor value below 0.5. After elimination, the analysis is carried out again to ensure that all indicators meet the expected validity criteria.

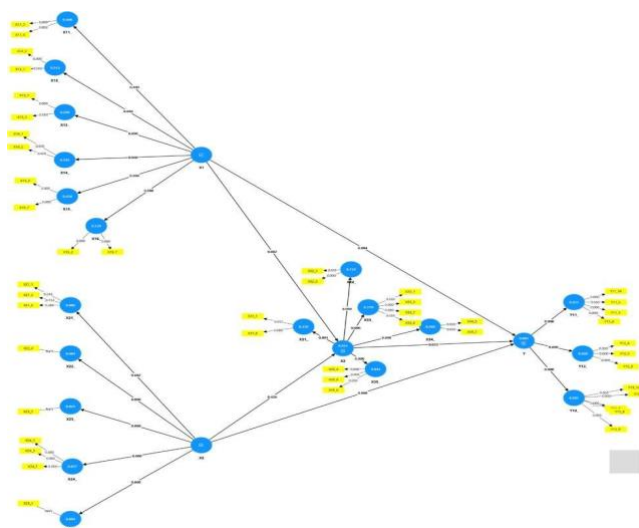


Figure 2 Diagram *Output SEM (Standardized Solution)*

#### 4. Test Discriminant Validity

Determination of cross loading is done by comparing the correlation coefficient values of indicators with other constructs. If the correlation coefficient value of the indicator is greater than the value of the other constructs, then it can be concluded that the indicators in the block are constituents of a valid construct (Haryono, 2017). The cross loading estimation results show that the loading value of each indicator is greater than the cross loading value, which indicates that the discriminant validity of the construct has been fulfilled. The inner model test was carried out to evaluate the relationship between latent variables using the R-square value, which shows how much the exogenous variables are able to explain the endogenous variables in the model.

#### Indirect Influence (*indirect effect*)

The indirect influence between formative latent variables in this model is not significant. The path coefficient for Perceived Organizational Support (X1) on Commitment to the Organization (Y) is 0.017, with T-statistics of 1.687 and P-value of 0.092. A P-value greater than 0.05 indicates that the effect is not significant. Likewise with Creativity (X2), which has a path coefficient of -0.004, T-statistics of 0.738, and P-value of 0.461, which also shows that it is not significant. Therefore, although there is an indirect effect, it is very small and insignificant in this model.

### Special Indirect Effects (*Specific indirect effect*)

The specific indirect influence between latent variables and Perceived Organizational Support (POS) provides positive and significant results, especially on Work Motivation (WM). Perceived Organizational Support (POS) influences work motivation with significant path coefficients, such as X31 ( $\beta = 0.086$ ,  $p = 0.043$ ), X32 ( $\beta = 0.209$ ,  $p = 0.002$ ), 0.221,  $p = 0.002$ ). However, the effect of POS on Commitment to the Organization is not significant through Work Motivation ( $\beta = 0.004$ ,  $p > 0.05$ ). Meanwhile, Creativity has a significant direct influence on Commitment to the Organization. Work Motivation also plays a significant role in increasing commitment to the organization.

### Overall Influence (*Total Effect*) to Commitment to the organization

Based on the results of the analysis of the total influence of exogenous variables, intervening variables and endogenous variables on business performance, it was found that the greatest influence was on the Perceived Organizational Support variable on Commitment to the Organization (0.451). Followed by the positive influence of Work Motivation (0.023) and Creativity (0.000) on Commitment to the Organization. These results indicate that Perceived Organizational Support and Work Motivation play an important role in increasing organizational commitment, while creativity has a significant influence on this commitment. This research reveals that employee creativity is closely related to their level of commitment to the organization, while organizational support is more effective in increasing work motivation which in turn strengthens employee commitment, although it does not significantly mediate the influence of creativity.

Thus, from the results of the hypothesis, the results of this study indicate that there are variations in the influence of perceived organizational support (POS) on commitment to the organization and work motivation. The first hypothesis (H1), which states that POS influences commitment to the organization, was not proven in this study with a p-value of 0.451, greater than 0.05. This finding is different from previous research which shows that organizational support does influence employee commitment. However, these results are in line with research by Rivai & Jauvani (2009) which states that POS can influence job satisfaction and not directly commitment to the organization. This is also supported by Paillé et al. (2010), which states that new organizational support influences employee commitment after motivation to work better. Based on these findings, POS does not function as a direct influence on employee commitment, although it is important for a work environment that supports employee motivation.

Furthermore, the second hypothesis (H2) which states that POS has an effect on work motivation is proven by the p-value of 0.043, which is smaller than 0.05. This shows that organizational support has a significant positive influence on employee work motivation. These results are in line with the theory that POS plays a role in creating a conducive work climate and increasing employee motivation to work better, as explained by Baliartati (2016). Increased support from the company or leadership for employees will make employees feel appreciated, which in turn increases their performance. This is in line with the findings of Paillé et al. (2010) which states that POS influences job satisfaction which then motivates employees to work with higher enthusiasm.

### Development of Problem Identification Based on Hypothesis Testing Results

The results of hypothesis testing in this study show that there is a significant relationship between several variables, while others are not significant. Of the seven hypotheses, three were accepted and four were rejected. This rejection opens up opportunities for further development, both in terms of concept, theory and methodology. The three accepted hypotheses show the importance of work motivation and creativity in forming commitment to the organization. On the other hand, rejection of the four hypotheses indicates that there are other factors that mediate or moderate the relationship between variables that have not been identified. Researchers need to explore additional variables and improve the definitions and measurements of variables for future research.

### Strategy for Increasing Culinary SME Business Sustainability in Bogor City

Based on the results of analysis and in-depth interviews, a weighting matrix was carried out to determine the sustainability strategy for the Culinary SME business in Bogor City. This weighting is carried out comprehensively by considering various factors and dimensions that can influence business continuity, so that errors do not occur in handling problems. In this research, the factors that influence the sustainability of culinary SME businesses are grouped into four clusters, each of which consists of several variables or models. This grouping is based on the input-output system developed by Marimin (2007). It is hoped that this weighting and clustering can produce the

right strategy in achieving the sustainability goals of culinary SME businesses in the city of Bogor. Analysis using the Analytical Hierarchy Process (AHP) method creates a well-structured strategy hierarchy. This hierarchy consists of several interrelated strata, starting from the main goal, namely increasing the sustainability of culinary SME businesses in the city of Bogor. Factors that influence this strategy include organizational support, creativity, work motivation, and commitment to the organization. The actors involved in implementing this strategy include owners, managers, employees and partners. From the results of the AHP analysis, the most prioritized strategy is improving service quality, which has the highest weight (0.2311), followed by ensuring employee comfort and integrity and discipline. The results of this analysis provide a clear picture of the priorities that must be considered to achieve the sustainability goals of the culinary SME business in Bogor City.

1. Relationship of Factors to Actors

The results of the analysis using AHP show that the actors who play the most role in increasing the sustainability of the Culinary SME business in Bogor City are employees, with the highest weight (0.3652). The second rank is Manager (0.3611), followed by Owner (0.1821) and Partner (0.0915). Factors analyzed include Perceived Organization Support (POS), Creativity, Work Motivation (WM), and Commitment to the organization. Employees have the greatest influence on all factors, especially in Work Motivation (WM) and Commitment to the organization. Managers also show a significant role, especially in terms of Creativity and Commitment to the organization, while the roles of Owner and Partner are relatively lower in these factors.

2. Actor's Relationship to Goals

Based on the analysis, the main goal that is prioritized by actors in Culinary SMEs in Bogor City is Sustainable/Smooth SME Business. The highest value is found in Owners (0.6377), followed by Employees (0.5804), Managers (0.5685), and Partners (0.4982). This goal is the main focus because of the importance of business sustainability in the face of increasingly fierce competition, as well as technological changes that affect SME operations. Apart from that, Opening New Branches and Employee Welfare are also goals that are considered, but with a lower weight. This shows that business sustainability is a top priority for all actors in this organization.

3. Relationship of Goals to Strategy

Based on strategy analysis, the goal of Sustainable/Smooth SME Business is the most dominant in influencing the strategies taken, with the main strategy being Improving Service Quality (0.2455). Other strategies that support business sustainability include ensuring employee comfort (0.2297) and integrity and discipline (0.1830). For other objectives, such as Employee Benefits and Well-Being, relevant strategies involve improving employee comfort and service quality. Meanwhile, Open a New Branch prioritizes strategies that focus on integrity and discipline. Overall, strategies to improve service quality and employee comfort are the main priorities in achieving business sustainability goals.

## CONCLUSION

This research shows that *Perceived Organizational Support* (POS) has a positive and significant effect on work motivation, with the most dominant dimensions such as fairness, managerial support, appreciation, and support for increasing knowledge. This suggests that organizations that provide greater support to employees can increase their motivation, which in turn results in better performance. In contrast, the welfare dimension has a lower influence in shaping work motivation.

Creativity is proven to have a significant positive influence on organizational commitment. Dimensions of creativity such as authenticity and significance play an important role in increasing employee commitment to the organization. This shows that creativity not only serves as a driving factor for innovation, but also as an important element in strengthening relationships between individuals and organizations, supporting business sustainability. Apart from that, work motivation has also been proven to have a positive effect on organizational commitment, with compensation and recognition as the main factors influencing employee work motivation.

This research proposes a strategic strategy to strengthen the sustainability of culinary SMEs in Bogor City. Based on AHP analysis, employees, managers, owners and partners are key actors in business sustainability, with a focus on improving service quality and employee comfort. The proposed integrative model emphasizes creativity, employee support, and intrinsic motivation to create more innovative and sustainable organizations. Overall, the results of this research provide practical and theoretical contributions in managing human resources and development strategies to improve organizational performance and sustainability.

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