

THE ORGANIZATIONAL COMMITMENT AND PERFORMANCE OF COOPERATIVES

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ABSTRACT

Organizational commitment is the connection or bond employees have with their employer (the organization). Organizational performance of cooperatives is traditionally and typically measured using economic and financial metrics, such as profitability and return on equity. This study aims to find out what is the problem in the cooperative, because found the fact that many cooperatives are not active (dead). The study was conducted to four cooperatives in Cateel, Davao oriental. This study need to sought on what was the reason behind its failures of cooperatives. In four cooperatives, there are one hundred fifty respondents and these are the officers and members answered an organizational commitment (Ma. Antonietta E. Jaron, Mariss P. Sandoval, and Fernando A. Garci, 2015) and performance of cooperatives (Hafizah Hammad Ahmad Khan, 2016) questionnaire. The result shows that there is a positive relationship between organizational commitment and performance of cooperatives. The following respondents were revealed as having high levels of affective commitment, continuance commitment, and normative commitment is very high level.

Keywords: *organizational commitment, performance, cooperatives.*

1. INTRODUCTION

Organizations' failures of the past eras have affected all stakeholders through a loss of public confidence, loss of jobs, and loss of shareholders' funds. We have seen poor business decisions, extravagant business acquisitions, and lack of attention to detail running of organizations, exorbitant directors' allowances, lack of board scrutiny and inadequate disclosure internationally. This reality has forced many business owners to re-strategize and seek alternative ways of keeping the business alive. A series of scholarly research has pointed to the fact that organizational commitment to the organization is one of the differentiating success factors at the disposal of employers in their bid to take the organization to its desired state. When members of the organization (employees) are well committed to their organization, the tendency is that they help the organization realize its objectives (Ernestina et al., 2022).

Commitment to a respected organization may help employees perform better (Khan et al., 2020). Otherwise, uncommitted employees will be unwilling to exert more effort to benefit their respected organization (Al-refaei et al., 2019), and such organizations may not be able to achieve their goals and objectives (Zumrah et al., 2021). Organizational commitment is a term used to describe a member's desire to help the organization achieve its goals (Ha & Lee, 2022).

1.1 Statement of the Problem

This research seeks a significant relationship between the Organizational Commitment and Performance of Cooperatives in Cateel, Davao Oriental. More specifically, it seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1 Age;
 - 1.2 Gender;
 - 1.3 Number of Years of Employment;
 - 1.4 Role in the Industry; and
 - 1.5 Educational Attainment?
2. What is the level of Organizational Commitment of Cooperatives according to:

- 2.1 Affective Commitment;
- 2.2 Continuance Commitment; and
- 2.3 Normative Commitment?
3. What is the level of performance of cooperatives according to:
 - 3.1 Sound Business Practices;
 - 3.2 Strong Membership Participation;
 - 3.3 Support of Apex Organization; and
 - 3.4 Facilitating Economic Environment?
4. Is there a significant relationship between organizational commitment to the performance of cooperatives?
5. Is there any significant difference in organizational commitment when respondents are grouped according to age, gender, number of years of employment, role in the industry, and educational attainment (Profile)?

1.2 Scope and Limitations

The purpose of this survey is to determine the relationship between organizational commitment and the performance of cooperatives. The cooperatives that we included in our study are active and still operating in Cateel, Davao Oriental. Respondents included in this survey are employees, officers, and members of the chosen cooperatives in Cateel, Davao Oriental. The officers and members who do not work in cooperatives are excluded from this study.

1.3 Conceptual Framework

The Independent Variable for this study is Organizational commitment with the following indicators: affective commitment, continuance commitment, and normative commitment. In contrast, the dependent variable for this study is the Performance of Cooperatives with the following indicators: sound business practices, strong membership participation, support of apex organization, and facilitating economic environment.

Organizational commitment. Commitment can be defined as the attachment, identification, or loyalty to the entity of commitment (Singh & Gupta, 2015). Commitment is an obliging force that directs behavior.

Affective Commitment. Affective commitment is determined by an employee's personal choice to remain committed to the organization via some emotional identification with the organization (Singh & Gupta, 2015).

Continuance Commitment. Whether the employee remains with a company is evaluated regarding the perceived costs of leaving. Influenced by tenure, positional authority, or length of service, employees remain committed because they feel they have too much to lose by leaving (Singh & Gupta, 2015).

Normative Commitment. People keep on committed to an organization after a perceived commitment to pay back the organization for enhancing their capabilities by investing in them, such as, through training, research, and development (Singh & Gupta, 2015).

Performance of Cooperatives. This is a crucial task considering recent and current developments in the field. For example, cooperative performance remains a complex concept with various ambiguous interpretations. The complexity is partly attributable to the growing diversity and flexibility in hybrid cooperatives' ownership and governance characteristics (Grashuis and Cook 2017 et al.)

Sound Business Practices. This monitoring mechanism promotes trust and reciprocity, addresses fraud, and ensures better compliance with the expectations of the owner-membership by the management staff of the cooperative. (T. Benson, 2014).

Strong Membership Participation. Members' participation is an important issue in the cooperative sector. A strong membership base is the foundation for the success of a cooperative. Harun et al. (2012) supported this by stating that the new perspective of cooperative movement in strong membership contributes to the growth of cooperative performance.

Support of Apex Organization. Importantly, this process cannot be perceived to be entirely a result of inadequate 'checks and balances' within institutional structures, as actors who are socio-political advantaged may sometimes be democratically elected into positions of power due to the perceived benefit that their 'connectedness' brings to a cooperative, through so-called 'benevolent' elite capture (Arnall et al., 2013).

Facilitating economic environment. Cooperatives are organizations that are democratically controlled by their members, who frequently reside in the area where the cooperative is based. Cooperatives are deeply rooted in and aligned with their local environments and strongly connected to local customers and suppliers (Bauer et al., 2012)

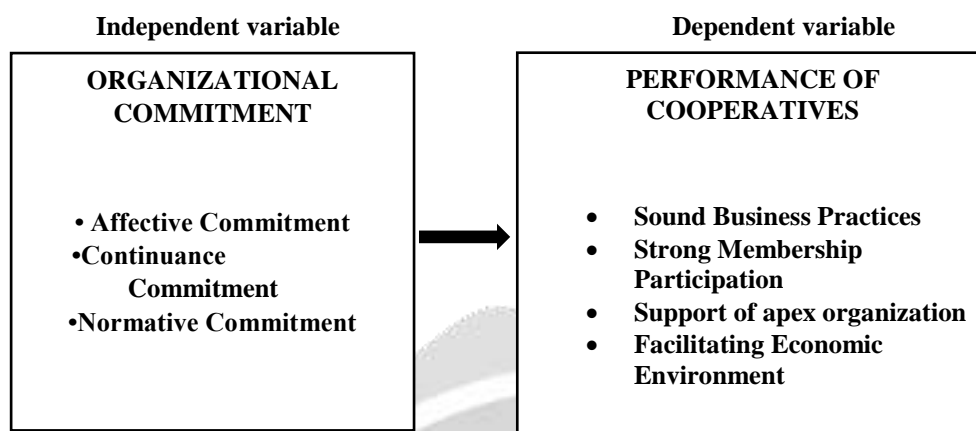


Figure 1. Conceptual framework of the study

2. REVIEW RELATED LITERATURE

This chapter discusses the literature and related research to which the present study is related and some bearing or similarity.

2.1 Importance of Cooperatives

According to ICA (2023), cooperatives are significant because shareholders do not own them, and their activities' economic and social benefits stay in the communities where they are founded, allowing people to take control of their financial future. Rannavare (2019) also added that cooperatives are formed to secure low-cost credit, purchase supplies and equipment for farming and household needs, market products, and even secure many services, like electric power, irrigation, health, and insurance. Rue (2023) also affirmed that cooperatives enable smallholders in partner countries to market products together and get a stronger voice in the global supply chain.

2.2 Organizational Commitment

According to Pro (2023), organizational commitment is defined as a view of an organization's member's psychology toward his/her attachment to the organization that he/she is working for. Herera et al. (2021) also added that organizational commitment is key to achieving this objective. However, it can be conditioned by several factors, including the psychological contract. Werf (2020) also affirmed that organizational commitment in the workplace is the bond employees experience with their organization. Organizational commitment has 3 indicators: *affective commitment*, *continuance commitment*, and *normative commitment*. *Affective commitment* reflects employees' own will to stay in the organization.

An *effective commitment* should result in a higher level of happiness at work, a higher level of commitment, and less turnover (Javeria et al., 2013). *Continuance commitment* refers to the awareness of the cost of leaving the organization. It is related to the performance required to keep a job and the costs encountered by leaving the organization (Bell-Ellis et al., 2015). Continuance committed employees are most likely dependent on the work, and they can become very costly for the employer since dissatisfaction with the work affects the efficiency and therefore decreases the profit the organizations get. (Werf, 2020). *Normative commitment* refers to employees feeling they should stay in the organization, whereas they would want to leave. In this situation, an employee struggling with the mindset that he would want to leave, but something holding him from staying is very loyal to his organization, and quitting would be against his values, and he would feel guilty about it. (Mahmood Aziz, 2021).

2.3 Performance of the Cooperative

According to Buyan et al. (2023), the organizational performance of cooperatives is traditionally and typically measured using economic and financial metrics, such as profitability and return on equity. Mary (2023) also affirmed that performance measurement of how your co-operative lives the co-operative principles and sustainability practices strategic planning opportunities grounded in your co-operative's performance. Communications are made easy using information about your co-operative that is relevant, current, and speaks to the social, cooperative, and environmental impact bench marking based on information comparable across co-operatives. The performance of the cooperatives also has four indicators: *sound business practices, strong membership participation, support of apex organization, and facilitating economic environment.*

Sound Business Practices are the context of cooperative governance, and the role of the board members is critical in formulating strategic business orientation while empowering its member's well-being (Birchall, 2017). It is paramount for cooperative board members to have a higher motivation to conduct effective oversight that will enable better governance practices for cooperatives to build their strength while benefiting their members (Shamsuddin et al., 2019; Chareonwongsak, 2017). In this connection, the dual objectives of the cooperative form have provided a governance structure that matches the economy that focuses on sustainable well-being, such as providing decent work and reducing poverty, rather than solely on economic growth (Burjorjee et al., 2017). Indeed, the findings of the included studies resonate with cooperative governance principles and values that emphasize a transparent set of rules and control for sustainable financial and economic growth, as implied by several scholars (Errasti et al., 2017). *Strong membership participation* supports the importance of the individual factor, specifically membership participation, in the context of cooperation because it usually relates to productivity (Grashuis & Su, 2019). It is thus implied that higher members' participation in the future growth of cooperatives will be attained through greater engagement with the cooperative's management, members, and relevant authority, which includes possible measures such as external assistance and improvement of member's capabilities through training and education (Mubirigi et al., 2016). *Support of apex organization* is the social and territorial capital, and equally, public policy or institutional support is key in the effective functioning of cooperatives, i.e., strong member engagement, efficient apex organization support, policy or actor networks, and facilitating local and regional context. Apex organizations are second-tier organizations that support, promote, unite, and develop co-operatives (Streifeneder et al., 2015). *Facilitating economic environment*, cooperatives have gained prominent attention in recent years as strategic elements to achieve sustainable economic development and greater social cohesion in the context of neoliberal globalization. This article theoretically explores the challenges and opportunities for cooperatives to thrive in the globalizing economy (Ignacio et al. (2017).

2.4 Relationship of Commitment to Performance

Organizational commitment directly affects the performance of cooperatives, but this influence can be increased if organizational commitment increases cooperative performance (Dyahrini & Rachman, 2020). In this connection, organizational commitment can also be expressed as an individual's loyalty to the organization, the loyalty of an individual to the organization. In line with this, (Gibson et al., 2012) states that organizational commitment is "a sense of identification, loyalty, and involvement expressed by an employee toward the organization or unit of the organization.

However, in the study of Sofoluwe et al. (2020), the current findings suggest that cooperative organizations may struggle to sustain member commitment unless specific personal traits are considered when choosing members. The key takeaway from the research is that members of cooperative organizations are not typically devoted to them, regardless of whether the consideration is affective, normative, or continuing. To achieve the appropriate level of commitment, cooperative groups must carefully consider the members' traits.

3. METHODOLOGY

This chapter presents the design used in the study and a description of the respondents, the data collection method, and the data analysis used.

3.1 Research Locale

The study was conducted in Cateel, Davao Oriental. The locations have different types of cooperatives that are operating.



Figure 2. Map of Cateel

3.2 Research Design

This study used a descriptive survey research design. Data were collected regarding cooperatives' organizational commitment and performance from a selected sample of respondents. This research method is chosen because of its dedication to gathering information about prevailing conditions or situations for description and interpretation. It describes the situation by examining cooperatives' organizational commitment and performance. This approach is used to describe the two variables, and it provides the researcher with appropriate techniques for the systematic collection of extensive data from a large group of respondents through the administration of questionnaires.

3.3 Research Instrument

For the independent variable, the researchers used the adopted questionnaire from the study of Jaron, Sandoval, and Garcia (2015) entitled "Organizational Commitment" with the following indicators: affective commitment, continuance commitment, and normative commitment. While for the dependent variable, the researchers used the adopted questionnaire from Hammad Ahmad Khan (2016) entitled "Performance of Cooperatives" with the following indicators: sound business practices, strong membership participation, support of apex organization, and facilitating economic environment.

3.4 Respondents of the Study

The number of respondents to the study reached 150 from cooperatives in Cateel, Davao Oriental. The respondents are the officers and members of the cooperatives. There are 22 officers and 128 members. Slovin's Formula is used to determine what sample size should be chosen to study a given population depending on the error tolerance level of the researchers.

4. RESULTS AND DISCUSSION

This section presents the discussion and analysis of the presentation and findings. The following headings center the discussions: profile of respondents, the level of Organizational Commitment and Performance of Cooperatives, and the significant difference in the level of Organizational Commitment and Performance of Cooperatives when grouped according to their age, gender, number of years of employment, role in the industry, and educational attainment.

4.1 Profile of Respondents

In order to obtain a complete picture of the respondents, the profile of respondents' responses was gathered and analyzed in terms of age, gender, number of years of employment, role in the industry, and educational attainment. The frequency distribution of the responses is displayed in the table below:

Table 3. Profile of the respondents in terms of age

Category	Frequency	Percentage
Below 20 years old	9	6.0
21-30 years old	40	26.7
31-40 years old	36	24.0
41-50 years old	44	29.3

51 years old and above	21	14.0
Total	150	100.0

As shown in Table 1 that most of the workers in the cooperatives are 41-50 years old, with a frequency of 44 or 29.3 percent.

Employees of various ages contribute a variety of knowledge, perspectives, and experiences to the table, which fosters creativity and innovation. Older employees are more committed and less likely to change companies if they see the job as secure (Anttila, 2014). It is more common that employees, who have been working for a long time and, therefore, are in their middle and late stages, have jobs that include broad organizational roles and responsibilities as well as consulting and guidance. These roles in the organization lead them to be more committed to that organization. (Ruokolainen, 2011).

However, Anttila (2014) also stated that age influences what employees want from work and how committed they are. Compared to older employees, younger are more likely to stay within one company if they are satisfied with skill development. In addition, commitment is strongly related to good work-life balance with younger employees compared to older ones.

Table 4. Profile of respondents in terms of gender

Category	Frequency	Percentage
Male	73	48.7
Female	77	51.4
Total	150	100.0

Shown in Table 2 is that most of the respondents are female, with a frequency of 77 or 51.4 percent, while the male is the small respondents, with a frequency of 73 or 48.7 percent.

In every workplace, more workers are female than male (Khalili & Asmawi, 2012) describe that women will show an equal level of organizational commitment if they are provided with an equivalent level of work conditions yet as (Peterson et al., 2019) women receive less mentoring and support in the workplace compared to men who impacted their level of commitment.

Table 5. Profile of respondents in terms of number of years of employment

Category	Frequency	Percentage
1-5 years	76	50.7
6-10 years	45	30.0
11 years and above	29	19.3
Total	150	100.0

As shown in Table 3, most respondents are 1-5 years of employment, with a frequency of 76 or 50.7 percent.

The study by Janardhanan & Raghavan (2018) found that employees' tenure was positively related to their performance. The longer their tenure at their respective organizations, the higher their job performance. Employees who have worked much longer were more familiar with the job and, therefore, could perform much better than newer staff.

Table 6. Profile of respondents in terms of role in the industry

Category	Frequency	Percentage
Officer	22	14.7
Member	128	85.3
Total	150	100.0

As shown in Table 4, most respondents are members with a frequency of 128 or 85.3 percent. Clusa (2023) stated that members are employees and bosses in a worker cooperative. They perform the work but also govern the business democratically through the "one member, one vote" principle. Sahin (2019) also added that the organization's existence in the future, mutual support of the organization members, improving the relationship between management and organization members, and empowerment of the workers are some other objectives. These employees are regarded as having a strong acceptance of the organization's values and a high willingness to exert efforts to remain with the organization. These employees identify themselves with the goals and values of the organization, and affirmative bonds with co-workers make them want to lengthen their

membership in the organization further. Exerting extra efforts is not a problem for them as long as it helps achieve organizational goals (Jaron et al., 2015).

Table 7. Profile of respondents in terms of educational attainment

Profile	Frequency	Percent	Valid Percent	Cumulative Percent
Elementary Level	2	1.3	1.3	1.3
Elementary Graduate	2	1.3	1.3	2.7
High School Level	17	11.3	11.3	14.0
High School Graduate	37	24.7	24.7	38.7
College Level	53	35.3	35.3	74.0
College Graduate	39	26.0	26.0	100.0
Total	150	100.0	100.0	

As shown in Table 5, most respondents are at the college level, with a frequency of 53 or 74 percent. On the contrary, elementary level and elementary graduates are the lowest, with a frequency of 2 or 1.3 percent.

The study by Teklle and Solomon (2016) at Arba Minch University revealed that employees with higher educational qualifications show more commitment than those with lower qualifications.

Furthermore, (Russo et al., 2013) have inferred that as employees' knowledge increases, their freedom, independence, and confidence also increase, which leads them to seek alternative work in other organizations that meet their needs.

4.2 Level of Organizational Commitment of Cooperatives

A study was conducted to determine cooperatives' organizational commitment level using the following three indicators: affective commitment, continuance commitment, and normative commitment.

Table 8. Level of organizational commitment of cooperatives

Indicator	Standard Deviation	Mean	Descriptive Interpretation
Affective Commitment			
Having a great deal of personal meaning to members.	.766	4.17	High
Very happy to spend the rest of my career in this organization.	.736	4.09	High
Feeling like a "part of the family" in my organization.	1.153	3.59	High
Feeling "emotionally attached" to this organization.	1.153	3.65	High
Feeling as if this organization's problems are my own.	.969	3.75	High
Feeling a strong sense of belonging to my organization.	1.223	3.67	High
Grand Mean	.770774	3.82	High

The result shown in Table 6 is that Cooperatives' organizational commitment level is high, with a grand mean of 3.82 which indicates that the organizational commitment of cooperatives in terms of affective commitment is manifested.

Specifically, the respondents have much personal meaning to members and their organizations, with the highest mean of 4.17. It implies that the respondents are characterized by a firm acceptance of the organizational values and partial willingness to exert efforts to remain with the organization. About affective commitment also indicates the respondents' positive emotional attachment to the organization and the desire and intention to remain as part of the organization.

In the study of Hadi & Tentama (2020), employees with high affective commitment usually exhibit high levels of performance, positive work attitudes, and a desire to stay with the organization. This aspect is shown by behavioral indicators such as; making the realization of organizational goals a top priority, involving themselves in organizational activities, and being willing to perform tasks to realize organizational success.

Affective commitment remains essential in key outcomes such as work performance and productivity. It has been shown to have the strongest positive relation with positive work behavior compared to normative and continuance commitments—a factor in key university organization outcomes such as effective teaching and research productivity. Professionals working in bureaucratic organizations tend to feel conflicting goals and are compelled to choose one loyalty over another (Setyowati & Suharnomo, 2017).

Table 9. Level of organizational commitment of cooperatives

Indicator	Standard Deviation	Mean	Descriptive Interpretation
Continuance Commitment			
It would be very hard to leave the organization right now, even if I wanted to.	.766	4.17	High
Right now, staying in the organization is a matter of necessity as much as desire.	.825	4.07	High
Already put so much into this organization.	.968	3.83	High
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1.021	3.79	High
Believing to have a few options to consider leaving the organization.	1.067	3.78	High
So much of my life would be disrupted if I decided to leave the organization right now.	1.146	3.78	High
Grand Mean	.69733	3.90	High

As shown in Table 7, Cooperatives' organizational commitment level is high, with a grand mean of 3.90, indicating that the organizational commitment of cooperatives in terms of continuance commitment is manifested.

Specifically, it would be very hard for them to leave the organization right now, even if they wanted to, with the highest mean of 4.17. According to (Kaplan & Kaplan, 2018), employees who believe that should they leave their current employment, they might not be able to find other job alternatives prefer to stay. Take today's situation as an example; due to the Covid-19 pandemic, many businesses are not doing well.

If the perception exists that the costs of leaving are too high, the individual will likely remain (Mahal, 2012). Individuals may consider the costs of leaving too high solely because they are attached to accumulated investments they could lose, such as pension plans, seniority, or organization-specific skills (Mahal, 2012).

Table 10. Level of organizational commitment of cooperatives

Indicator	Standard Deviation	Mean	Descriptive Interpretation
Normative Commitment			
This organization deserves loyalty.	.734	4.35	Very High
Not leaving the organization right now because of a sense of obligation to the people in it.	.698	4.32	Very High
Owe a great deal to the organization.	.688	4.21	Very High
Even if it were to my advantage, I do not feel it would be right to leave the organization now.	.634	4.25	Very High
Feeling guilty about leaving the organization.	.671	4.21	Very High
The feeling of any obligation to remain with current employer.	.712	4.17	High
Grand Mean	.5305	4.25	Very High

As shown in Table 8, Cooperatives' organizational commitment level is very high, with a grand mean of 4.25 which indicates that the organizational commitment of cooperatives in terms of normative commitment is always manifested.

Specifically, this organization deserves their loyalty, with the highest mean of 4.35. Chiazor et al. (2018) stated that normative commitment is often high in organizations that value loyalty. It is also high where employees regularly notice the employer's commitment to workers' well-being. Messner (2013) describes normative commitment as the work behavior of individuals guided by a sense of duty, obligation, and loyalty toward an organization. Organizational members remain committed based on moral reasons (Singh & Gupta, 2015). The normatively committed employee stays in an organization because he or she perceives it as morally right to do so, regardless of how much status or satisfaction the organization provides over the years (Messner, 2013).

4.3 Level of Performance of Cooperatives

A study was conducted to determine cooperatives' performance level using the following four indicators: sound business practices, strong membership participation, support of apex organization, and facilitating economic environment.

Table 11. Level of performance of cooperatives

Indicator	Standard Deviation	Mean	Descriptive Interpretation
Sound Business Practices			
The profit of the cooperative is increasing compared with the past years.	.739	4.24	Very High
The expense of the cooperative of the current year is minimized compared to the previous years.	.756	4.21	Very High
The asset of the firm is growing.	.812	4.23	Very High
The cooperative has the ability to pay its financial obligation.	.675	4.25	Very High
There is a bank account of the cooperative named with the cooperative's name.	.708	4.32	Very High
The financial statement of the cooperative is audited by internal and external auditors.	.708	4.29	Very High
The members are actively engaging in ensuring and reviewing the audit of the external auditor.	.700	4.29	Very High
The by-laws and changes of the by-laws are reviewed in the annual meeting.	.677	4.35	Very High
There is a clear division of responsibility between the board and the manager.	.689	4.32	Very High
There is an annual work plan for the cooperative.	.690	4.33	Very High
Grand Mean	.42635	4.28	Very High

The result shown in Table 9 is that the level of performance of cooperatives is high, with a grand mean of 4.28 which indicates that the performance of cooperatives in terms of sound business practices is far above the expected level.

Specifically, in sound business practices, by-laws and changes to by-laws are reviewed in the annual meeting, with the highest mean of 4.35. Loera (2014) found that cooperative managers are aware of the know-how and processes that are important to deploy strategies, allowing their managers to have a clear picture that the strength of a cooperative is its resources. The strategy implementation phase in cooperatives is also found to affect the success rate and high performance of this organization, as found in the previous research of Ismail et al. (2019) and Aini et al. (2012). Most cooperatives organize themselves around an elected board of directors drawn from the membership and staff employed by the cooperative to run its operations on behalf of its members, with the board overseeing the staff and their activities. Through adherence in its operations and management to a set of agreed-upon norms and procedures, the cooperative is better managed and can provide the benefits that its members expect (Hannan, 2014).

Table 12. Level of performance of cooperatives

Indicator	Standard Deviation	Mean	Descriptive Interpretation
Strong Membership Participation			
There are an increasing number of members in the cooperative.	.675	4.39	Very High
There is an active participation of women in the activities of the cooperatives.	.630	4.45	Very High
The annual meeting participation by the majority of the members.	.643	4.39	Very High
The cooperative offers training/information services to members.	.642	4.38	Very High
The members are involved in the decision-making process.	.605	4.36	Very High

The members are involved in implementing programs.	.685	4.35	Very High
Members are actively attending members' meetings because it is necessary for all members of the cooperatives.	.675	4.39	Very High
The members voluntarily the committee to prepare the materials and other needs for the celebration programs of the Cooperative.	.660	4.37	Very High
The members are willing to serve as a guarantor for other members to get loans.	.673	4.39	Very High
The members are actively participating in the organized activities, programs, and projects of our cooperative.	.649	4.43	Very High
Grand Mean	.4898	4.39	Very High

The result shown in Table 10 is that the level of performance of cooperatives is high, with a grand mean of 4.39 which indicates that the performance of cooperatives in terms of strong membership participation is far above the expected level.

Specifically, there is an active participation of women in the activities of the cooperatives, with the highest mean of 4.45. According to Harun et al. (2012), a strong membership base is the foundation for the success of a cooperative. They supported this by stating that the new perspective of the cooperative movement in strong membership contributes to the growth of cooperative performance. Aini et al. (2012) found that participation from members is vital for the growth of cooperatives in Malaysia. Even though members may not be actively involved in the administration of cooperatives, their opinions at the annual meeting are essential. The study of Othman et al. (2012) found that the success of cooperatives depends not only on the efficiency and effectiveness of the governance and management but also on the members' participation. This is because members play a key role in the failure or success of the cooperatives since they are those who contribute financially and support the activities of the cooperatives. In addition, (Ottman et al., 2012) also revealed that members who attended the annual general meetings were one to three times more likely to contribute to the cooperatives' share increment than those absent from these meetings.

Table 13. Level of performance of cooperatives

Indicator	Standard Deviation	Mean	Descriptive Interpretation
Support of Apex Organization			
The Cooperative Development Authority (CDA) helped in the establishment of our Cooperative.	.587	4.47	Very High
The CDA helps our Cooperative in the management and training of our Cooperative's Board and manager.	.640	4.44	Very High
Our Cooperative complies with the legal requirements of the Cooperative Development Authority, Department of Trade and Industry, and DOLE.	.620	4.46	Very High
The CDA, DTI, DOLE, and other agencies have developed training programs for the members and Board of our Cooperative.	.588	4.50	Very High
The contents of the training provided by the CDA, DTI, and other agencies address the needs of our Cooperative.	.628	4.43	Very High
Through the training provided by the CDA, the Board members gain an understanding of the division of responsibility between the Board and the manager.	.628	4.43	Very High
The Board of our Cooperative has learned the principles for creating active members' participation through the training provided by the CDA and DTI.	.609	4.47	Very High
Grand Mean	.4627	4.46	Very High

Shown in Table 11 is the level of performance of cooperatives is high, with a grand mean of 4.46 which indicates that the performance of cooperatives in terms of support of apex organization is far above the expected level.

Specifically, the CDA, DTI, DOLE, and other agencies had developed training programs for the members and Board of the Cooperative, with the highest mean is 4.50. Social and territorial capital and equally public policy or institutional support are key in the effective functioning of cooperatives, i.e., strong member engagement, efficient apex organization support, policy or actor networks, and facilitating local and regional context. Apex organizations are second-tier organizations that support, promote, unite, and develop co-operatives (Streifenederet al., 2015).

Table 14. Level of performance of cooperatives

Indicator	Standard Deviation	Mean	Descriptive Interpretation
Facilitating Economic Environment			
Activities in the Cooperative provide skills and knowledge to improve the economic activities of members.	.540	4.48	Very High
Sharing knowledge and information in the Cooperative helps members increase skills for livelihood.	.599	4.49	Very High
Sharing knowledge and information in the Cooperative helps members address the family's economic problems.	.597	4.45	Very High
Since joining the Cooperative, the family income of members has increased.	.619	4.45	Very High
Active participation in Cooperative programs improves our skills in production technology application.	.588	4.49	Very High
Our Cooperative is the best solution for our loan and savings needs in the family.	.609	4.45	Very High
The Cooperative helps the producers, like farmers and processors, to control the market price.	.618	4.37	Very High
Our Cooperative participates in building the road and, or bridge to the farming and other production areas to facilitate the marketing of products.	.617	4.43	Very High
The members are able to access roads, electricity, and technical support through the cooperative.	.630	4.45	Very High
Grand Mean	.44672	4.45	Very High

Shown in Table 12 is the level of performance of cooperatives is high, with a grand mean of 4.45 which indicates that the performance of cooperatives in terms of facilitating the economic environment is far above the expected level.

Specifically, the activities in the Cooperative provide skills and knowledge to improve members' economic activities, with the highest mean of 4.48. In recent years, particularly since the last crisis (Cheney et al., 2014), cooperatives have gained particular academic and institutional attention as strategic organizations to achieve sustainable economic development and greater social cohesion, both at a local (Monzon, 2013). Cooperatives are unique compared with other business models since they have shown that cooperatives are the source of stability and resilience in a crisis. This is because cooperatives are structured around socially inclusive principles and their potential to empower vulnerable groups. The cooperatives offer an important network for bridging human and market values (Cassidy, 2013). Members have a relationship with their cooperative's lines of business, which can benefit the organization.

4.4 Significant Relationship Between Organizational Commitment to Performance Of Cooperatives.

Table 15. Pearson correlation result

Variable	Correlation Coefficient	p-value	Statistical Inference
Organizational Commitment	.446	.000	Moderate positive significant relationship

Shown in Table 13 is the Pearson correlation result is an r-value of .446 ($p < .05$) or .000 p-value. The researcher's data analysis revealed a moderately positive and statistically significant association between

organizational commitment and cooperative performance. It suggests that workers who are passionate or loyal to their company will work harder and more effectively, enhancing cooperatives' overall performance.

Organizational commitment directly affects the performance of cooperatives, but this influence can be increased if organizational commitment increases cooperative performance (Dyahrini & Rachman, 2020). In this connection, organizational commitment can also be expressed as an individual's loyalty to the organization, the loyalty of an individual to the organization. In line with this, (Gibson et al., 2012) states that organizational commitment is "a sense of identification, loyalty, and involvement expressed by an employee toward the organization or unit of the organization.

Employee commitment helps organizations perform better and achieve their goals because employees feel connected to the organization and are more productive and dedicated to their work. Organizations need to increase employee commitment by including them in decision-making, ultimately increasing their commitment to the organization. Moreover, it is recommended that organizations should encourage transparency. When an organization keeps employees informed, they feel valued and trustworthy. Further, it is recommended that organizations should encourage open and free communication. Open and accessible communication in an organization facilitates an environment of trust. There should be letting the employees be innovative in providing ideas, strategies, and ways of communication (Stackhouse L. E et al., 2022).

Instead, the findings suggest that cooperative organizations may only sustain member commitment if specific personal traits are considered when choosing members (Sofoluwe et al., 2020). The key takeaway from the research is that members of cooperative organizations are not typically devoted to them, regardless of whether the consideration is affective, normative, or continuing. To achieve the appropriate level of commitment, cooperative groups must carefully consider the members' traits.

4.5 A significant difference in organizational commitment when respondents are grouped according to profile.

Table 16. Analysis of variance (ANOVA) result

Factor	F-value	p-value	Statistical Inference	Post Hoc Result
Age	.684	.604	Not significant	<i>Not Applicable</i>
Number of years in employment	.436	.782	Not significant	<i>Not Applicable</i>
Educational attainment	2.026	.078	Not significant	<i>Not Applicable</i>

Table 14 shows the analysis of variance (ANOVA) result led the researcher to figure that there is no significant difference in cooperatives' organizational commitment level when grouped according to age, number of years in employment, and educational attainment. It means that it does not matter if you are older or younger, a new worker or an old worker, a college graduate or not, as long as you are committed to your organization.

Generally, individuals in their active age period with good education and experience are expected to show passion, commitment, and drive to any organization of interest (Sofoluwe et al., 2020). According to some experts, employees of different age groups react differently in a working relationship (Kunze et al., 2013). Additionally, employees of different age groups exhibit varied behaviors when interacting with co-workers. On the other hand, Chaudhry and Saini (2014) found no substantial difference between work experience and the degree of organizational commitment of employees working there.

Hence, Tandon, Mishra, and Mehta's (2020) study findings indicate that age and experience significantly impact organizational commitment. The age of the employee working in the organization creates a significant paradigm reflecting individual differences. Some researchers found a positive association between age and commitment (Jena, 2015). Researchers have also suggested that age significantly affects organizational commitment (Amangala, 2013). Researchers have suggested that older workers are more committed to the company than younger employees since young employees leave the organization for growth opportunities. Researchers have also suggested that job tenure significantly affects organizational commitment (Amangala, 2013).

Table 17. T-test result

Factor	t-value	p-value	Statistical Inference
Gender	.459	.707	Not significant
Role in the industry	3.086	.012	Significant

Table 14 shows that the T-test Result led the researcher to conclude that there is no significant difference in the level of organizational commitment of cooperatives when grouped according to gender; however, there is a significant difference in the level of organizational commitment of cooperatives when grouped according to role in the industry.

In the study of Nistor (2013), there were no significant gender differences revealed in learning outcomes because males were more stable in attitudes, while females performed well in engagement. Furthermore, no significant gender differences in learning outcomes were found based on learning styles.

However, Alghamdi et al., (2020) stated that females could achieve higher learning outcomes than males because they were more persistent and committed than males. Females had stronger self-regulation than males, leading to significantly more positive online learning outcomes than males.

In organizations and fields of work, for example, the police, organizational commitment is a mediating variable to explain the disciplinary behavior of officers (police) when on patrol. A high level of commitment from group members will encourage and motivate them to work better. Highly committed members will accept each other, learn from others, and fully participate in all organizational activities. They will establish norms for dealing with other undisciplined members, such as what to do if members do not attend a meeting or how to deal with absent members (Fariz, 2015).

5. CONCLUSION

- 1) In this study, most respondents in terms of age are those 41 to 50 years old and female. In the number of years of employment, most workers in organizations are working 1-5 years, and in educational attainment, college-level dominated in the study. Moreover, lastly, the role in the industry is that the majority of respondents are members.
- 2) In the level of organizational commitment of cooperatives, the indicators are affective commitment, continuance commitment, and normative commitment. Affective and continuance commitments are high, indicating that cooperatives' organizational commitment is often manifested. At the same time, the normative commitment is very high, which indicates that the organizational commitment of cooperatives is always manifested.
- 3) In the level of performance of cooperatives, the indicators are sound business practices, strong membership participation, support of apex organizations, and facilitating economics. The results show that sound business practices, strong membership participation, support of apex organizations, and facilitating economic are very high, indicating that cooperatives' performance is always manifested.
- 4) The result of the study shows that there is a moderate positive significant relationship between organizational commitment and the performance of cooperatives.
- 5) There is no significant difference in cooperatives' organizational commitment level when grouped according to age, number of years in employment, and educational attainment. Moreover, there is no significant difference in cooperatives' organizational commitment level when grouped according to gender. However, there is a significant difference in cooperatives' organizational commitment levels when grouped according to their role in the industry.

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