

The Effect of Organizational Commitment, Organization Funding, and Intervening Organizational Performance Towards Organizational Sustainability (on Islamic Boarding)

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ARTICLE INFO

Keywords: Organization Commitment, Organization Funding, Organization Performance, Organization Sustainability

Received : 14, December

Revised : 10, January

Accepted: 15, February

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ABSTRACT

This research is expected to provide a deeper understanding of the key factors affecting the sustainability of Islamic boarding schools, as well as contribute to the development of solutions and policies that support positive and sustainable development for these institutions. This research is a research using quantitative methods, where respondents are leaders of Islamic Boarding randomly sampling from various Islamic Boarding with the number of questionnaires distributed 150 is 34 respondents. Data analysis using SPSS 25, to find whether there is an influence between organizational commitment variables and organizational sustainability, look for influences between organizational funding and organizational sustainability, and finally look for influences between organizational performance and organizational sustainability. The positive influence between the variables of Organizational Commitment has a positive and significant effect on Organizational Sustainability, so the commitment of the leaders of the Islamic Boarding School for sustainability has an influence on the Islamic Boarding School.

INTRODUCTION

Islamic boarding schools as Islamic educational institutions that have an important role in shaping the character and sustainability of Muslim communities, especially in Indonesia, often face various phenomena, challenges, and differences in the context of organizational commitment, funding, and organizational performance that can affect their sustainability. Although Islamic boarding schools have a strategic role in Islamic education, they are also faced with a number of problems that can threaten the sustainability of their operations and development (Gunnerson, 2019). Islamic boarding schools, as traditional Islamic learning centers, have unique challenges in maintaining their organizational commitments (Hanafi, 2018). This commitment includes the dedication of the management, teachers, and students in carrying out the vision, mission, and values of the Islamic boarding school (Arfiyanto, 2023). However, this phenomenon is often faced with changes in social values, technological advances, and the complexity of contemporary challenges that can disrupt the consistency of organizational commitment (Aslamiyah et al., 2022).

Islamic boarding schools need to adopt a holistic approach that combines commitment, funding, and organizational performance (Mubarrok, 2020). Strengthening management, innovating funding approaches, and improving the quality of education will help Islamic boarding schools maintain their sustainability as Islamic educational institutions that make a positive contribution to society and Muslims at large (Purnomo, 2017). Problems that exist in the management of Islamic boarding schools Islamic boarding schools must adapt to technological changes to remain relevant (Damanhuri et al., 2013). These challenges include the need to integrate digital education approaches, teacher training in the use of technology, and ensuring educational accessibility for students in the digital era (Kasim et al., 2018). In managing educational institutions, leadership is needed that can support organizational activities (Susanto, Ni Nyoman, et al., 2023).

The management of operational costs of Islamic boarding schools, including teacher salaries, facility maintenance, and daily needs of students, often exceeds the available funding sources (Levy & Yusuf, 2019). This can result in financial instability and affect the quality of education that Islamic boarding schools can provide. The limited number of qualified teachers and lack of adequate training can be obstacles in providing quality education (Lellola et al., 2023). Efforts to attract and retain qualified teaching staff are essential to improve the quality of education in Islamic boarding schools (Lellola et al., 2023). Therefore, Islamic boarding school funding is a critical element in maintaining organizational operations and sustainability (Hartono, 2022). The gap between financial needs and funding sources can be a major obstacle (Handoko, 2022). Unstable funding sources can affect the availability of infrastructure, teacher welfare, and the quality of education provided (Aisiyah, 2019). Funding challenges also create uncertainty in planning the development and improvement of Islamic boarding school infrastructure (Fauziah, 2014).

According to (Susanto, Agusinta, et al., 2023) Organizational commitment is a form of real concern from management in managing its human resources. The relationship between organizational commitment, funding, and organizational performance is an important foundation for the sustainability of Islamic boarding schools. Strong commitment leads to the attraction of more support and funding from communities and donor agencies (D.Sari et al., 2018). Good funding, if managed effectively, can improve organizational performance (Suparman, 2021). Meanwhile, good organizational performance creates an environment that supports and attracts long-term investment and funding (Saputra, 2015).

Organizational performance, including management effectiveness, quality of education, and empowerment of students, is a key factor in ensuring the sustainability of Islamic boarding schools. Innovation and continuous improvement in organizational management become a necessity to adapt to the development of society and global demands. These factors, if well elaborated, can be a force for addressing funding challenges and strengthening organizational commitment. This research is expected to provide a deeper understanding of the key factors that influence the sustainability of Islamic boarding schools, as well as contribute to the development of solutions and policies that support positive and sustainable development for these institutions.

THEORETICAL REVIEW

Organizational Commitment

Organization commitment refers to the extent to which individuals accept, internalize, and view their role based on organizational values and goals (Madali, 2016). It is a crucial aspect of employee engagement and performance, as it influences how employees feel about their work and their loyalty to the organization. Factors that can affect organizational commitment include organizational structure, leadership behaviors, and decision-making (Haghani et al., 2016). In creating organizational commitment, strategic management support is needed to achieve optimal results (Susanto, Ali, et al., 2023)

Previous research related to Organizational Commitment dan Organizational sustainability from (Fatima et al., 2020) Organizational commitment has been found to play a significant role in various aspects of organizational sustainability, including employee well-being, job satisfaction, and organizational performance. Furthermore, the research results from (Afshari, 2021) A qualitative study conducted in a manufacturing organization in Australia found that employees' desire to develop meaningful self-definitions in relation to their profession or/and organization leads to strong identification, which in turn results in the enhancement of their commitment to the organization. So the hypothesis in this study states that

H₁ : Organizational Commitment Significant and Positive against Variables Organizational Sustainability.

Organization Funding

The term organization funding typically refers to the financial support received by an organization to sustain its operations, implement projects, or achieve its objectives. It encompasses monetary resources provided to an organization from various sources, such as government grants, private donations, venture capital, or other forms of investment (Roberts & Sykes, 2016). Many organizations receive funding from government agencies to support their projects and initiatives. This can include research grants, funding for public health initiatives, or support for infrastructure development (Zhou et al., 2020).

That organization funding can have a significant impact on organizational sustainability. Organizations should consider diversifying their funding sources to reduce financial risk and vulnerability, promote organizational justice to enhance employee sustainability and commitment, and ensure that funding is aligned with the organization's mission and goals (Stühlinger & Hersberger-Langloh, 2021). So the hypothesis in this study states that

H₂ : Organization Funding Significant and Positive against Organizational Sustainability

Organizational Performance

Organizational performance refers to the ability of an organization to achieve its goals and objectives effectively and efficiently (Tahsildari & Shahnaei, 2015). It is a measure of how well an organization is functioning and how successful it is in achieving its mission and objectives. Organizational performance can be influenced by various factors, including employee participation, training, job definition, innovation, total quality management, and sustainability (Antunes et al., 2017; Veenstra & Ellemers, 2020).

Previous research related to organizational performance variables with organizational sustainability, study found that green human resource management practices, such as training and development, performance appraisal, and reward and compensation, can enhance organizational sustainability through the mediating role of environmental and employee performance (Amjad et al., 2021). Another study proposed a set of key performance indicators for manufacturing companies to measure sustainability performance, which can be used to set specific KPIs and metrics to measure sustainability level according to their needs (Contini & Peruzzini, 2022).

H₃ : Organizational Performance Significant and Positive against Organizational Sustainability

Organizational Sustainability

According to (Susanto, Sawitri, et al., 2023) organizational sustainability, the impact of organizational commitment and agile organizations. Organizational sustainability refers to the ability of an organization to meet its present needs without compromising the ability of future generations to meet

their own needs (Smith, 2012). (Zen et al., 2023) Organizational sustainability is often associated with the concept of the triple bottom line, which focuses on environmental, social, and financial performance. It is essential for organizations to integrate sustainability into their strategies, operations, and culture to ensure long-term success and contribute to a more sustainable world (Zhu et al., 2022).

METHODOLOGY

This research is a research using quantitative methods (Ali, 2014), where respondents are leaders of Islamic Boarding randomly sampling from various Islamic Boarding with the number of questionnaires distributed 150 is 34 respondents. Data analysis using SPSS 25, to find whether there is an influence between organizational commitment variables and organizational sustainability, look for influences between organizational funding and organizational sustainability, and finally look for influences between organizational performance and organizational sustainability .

RESULTS

The results of data analysis using SPSS 25 will be described below:

Reliability Test

Tabel 1. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.802	4

Source : Spss data, 2023

The result of the reliability test for all variables with a result of 0.802, where the result is greater than 0.05. Next with other related tests and look for linkages between variables.

Coefficients Test

Table 2. Coefficient Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.547	.670		2.310	.027
	ORGANIZATION COMMITMENT	.660	.151	.611	4.367	.000
	ORGANZIATION Funding	.695	.127	.695	5.465	.000

a. Dependent Variable: ORGANIZATION SUSTAINABILITY

Source : Spss data, 2023

From the coefficient data above, the results of the multiple regression analysis test will be described as follows:

$$Y = 1.547 + 0.660 X1 + 0.695 X2$$

Explanation:

a . Constant value $a = 1.547$, it can be interpreted that if the variables Organization Commitment, Organization Funding, if it is zero then Organization Sustainability is negative value of 1.547.

b. Coefficient Regression Organization Commitment $b1 = 0.660$, it can be interpreted that if the value of Organization Commitment decreases by one then the value of Organization Sustainability will also decrease by 0.660.

c. Coefficient Regression Organization Funding $b2 = 0.695$, it can be interpreted that if the value of Organization Funding increases by one then the value of Organizational Sustainability will also increase by 0.695.

Test t

From the results of table 2. Above can be described the results of the t test as follows:

a . The effect of Organization Commitment (X1) on Organization Sustainability (Y), then the calculated value for the Organization Commitment variable (X1) is 4,367, while the ttable value for $N = 34$ is 2,021. So $4,367 > 2,021$, then, it can be stated that Organization Commitment (X1) has a significant effect on Organization Sustainability (Y).

b. The effect of Organization Funding (X2) on Organization Sustainability (Y), then the calculated value for the variable Job Satisfaction (X2) is 5,465, while the ttable value for $N = 34$ is 2,021 So $5,465 > 2,021$, then, it can be stated that Job Satisfaction (X2) has a significant effect on Organizational Sustainability (Y).

Testing between Organization Performance and Organization Sustainability

Tabel 3.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.555	.690		2.510	.027
	ORGANIZATION PERFORMANCE	.760	.171	.511	5.367	.000

a. Dependent Variable: ORGANIZATION SUSTAINABILITY

T Test

From the results of the table above, the results of the t test can be described as follows:

a . The effect of Organization Performance (I) on Organization Sustainability (Y), then the calculated value for the Organization Performance (I) variable is 5.367, while the ttable value for $N = 34$ is 2.021. So $5,367 > 2,021$,

then, it can be stated that Organization Performance (I) has a significant effect on Organization Sustainability (Y).

DISCUSSION

From the results above, it is proven that the Organizational Commitment variable has a positive and significant influence on Organizational Sustainability in Islamic Boarding Schools, then the Organizational Funding variable has a positive and significant effect on Organization Sustainability.

Furthermore, there is an intervening variable where the Organizational Performance variable has a positive and significant effect on Organizational Sustainability in Islamic Boarding Schools.

CONCLUSIONS AND RECOMMENDATIONS

The positive influence between the variables of Organizational Commitment has a positive and significant effect on Organizational Sustainability, so the commitment of the leaders of the Islamic Boarding School for sustainability has an influence on the Islamic Boarding School. In addition, good Organizational Funding for Islamic Boarding Schools can provide an Organizational Sustainability for Islamic Boarding Schools.

Qualified Organizational Performance provides assurance for Islamic Boarding Schools to run for Organization Sustainability. The results of this study provide a color, especially variables and objects of study.

FURTHER STUDY

This follow-up research is expected to provide deeper insights into the key factors affecting organizational sustainability in Islamic boarding schools, providing practical guidance for improved management and sustainable development of pesantren.

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