



## Study of Affective, Continuance and Normative Commitment of Entrepreneurs in the Development of MSMEs in the Culinary Sector

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### ABSTRACT

This study aims to determine and examine how the affective, continuance, and normative commitment of entrepreneurship in the development of MSMEs in the culinary sector. This research was conducted on micro, small and medium enterprises, precisely at the Mas Mud meatball stall located in Bontonompo sub-district, Gowa district. Qualitative research methods are used in this study. This study tries to provide a deeper understanding of the affective, continuance, and normative commitment of entrepreneurship in the development of SMEs. The study explores the important question of how the three components of commitment affect the development of MSMEs that are perceived differently by both owners and employees at the Mas Mud meatball stall. The findings of the study indicate that there is a contribution of affective, continuance, and normative commitment in their influence on entrepreneurs in developing their businesses. The encouragement of self-confidence in an entrepreneur makes him able and willing to change and develop all things and potential in his business

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## **INTRODUCTION**

Commitment in entrepreneurship really needs to be emphasized because it is a form of agreement about something a person does with themselves or other people. For this reason, commitment must be clear, oriented, forward-looking, and sustainable until success is achieved (Paramitha & Ihalauw, 2018). According to Hidayat (2010) commitment is a bond for certain actions, which is none other than someone who believes in and accepts the values of work and wants to maintain his activities in the business he undertakes. This statement was also reinforced by Soelaiman and Puspitowati (2019) who described that commitment is important because it is a form of effort to control and maximize the performance of a business.

Lack of commitment from an entrepreneur can mean that the business will not continue and develop, because commitment in doing business is an attachment to oneself and a strong desire to build, promote and maintain the business in any situation (Tasnim & Singh, 2016). Islamy (2016) revealed three basic aspects of commitment in business, namely: (a) Continuance commitment; (b) Affective commitment; (c) Normative commitment.

Micro, Small and Medium Enterprises or what is abbreviated as MSMEs are a form of productive business carried out by individuals or individual business entities that meet the criteria for Micro, Small and Medium Enterprises (Anggraeni, Hardjanto, & Hayat, 2012). This understanding is in line with the statement by Sunariani, Suryadinatha, and Mahaputra (2017) that the Micro, Small and Medium Enterprises (MSME) program is a tool to increase people's purchasing power which will ultimately become a safety valve in facing a currency crisis. The development of MSMEs has a very strategic meaning in shaping the national economy, considering that business activities cover almost all business fields, the contribution of MSMEs is very large in increasing the income of low-income groups (Ariani & Utomo, 2017).

Bontonompo is one of several sub-districts in Gowa district. Bontonompo sub-district is also a sub-district that has experienced development and progress in various fields compared to other sub-districts in Gowa district. As a sub-district which also borders directly with Takalar district, of course the intensity of economic turnover and social dynamism can be found in Bontonompo sub-district (Wahyuni, 2018). One of the characteristics of this sub-district is the large number of MSMEs engaged in the meatball sales industry in every corner of the sub-district. Meatballs are food made from beef or chicken mixed with flour which are cooked using a certain process for consumption (Hartono, Ningsih, & Septiarini, 2011). Fitri, Jumjuma, and Wiana (2021) said that a type of food that has long been a favorite of Indonesian people, including parents and the younger generation, is a type of noodle dish with soup. For those who don't eat instant noodles, meatball noodles and chicken noodles can be an alternative.

In Gowa district, specifically in Bontonompo district, there is an MSME that operates in the business of selling meatballs, namely the Mas Mud meatball stall. The meatball UMKM itself is a snack business that was initially started by a traveling trader in 1988 (Kusrini, 2019). Judging from Mas Mud's meatball stall business, it can be categorized as a micro business, where micro businesses

themselves are businesses run by lower level people, who do business with small capital, usually not exceeding IDR 10 million (Halim, 2020).

Efforts to develop MSMEs today are something that really needs to be done by every entrepreneur in growing and developing his business. The existence of commitment within an entrepreneur, both in terms of affective, normative and continuity, can influence each other to foster encouragement within oneself to always want to achieve better and sustainable (Kartika & Kaihatu, 2010). This is also supported by the statement by Wicaksono and Hartanto (2020) that targeted efforts to increase MSMEs are expected to accelerate economic growth, encourage the real economy, reduce poverty, reduce unemployment, and create an inclusive development model.

Muhyi (2021) previously researched the influence of affective commitment, sustainable commitment and normative commitment on the performance of an entrepreneur, which resulted in the significant and simultaneous influence of these three independent variables on the performance of an entrepreneur. However, in this research an approach was not carried out that allowed entrepreneurs to directly state the circumstances and feelings they felt. This is because previously forms of statements from the researcher's point of view have been provided which will later be chosen by respondents so that it does not rule out the possibility that there are conditions or feelings experienced by entrepreneurs that are not included in the statement, whereas according to Ghozali (2018) a powerful analysis method can be carried out using does not assume that the data must be a certain measurement, but can be applied to all data scales, as well as assessing the existence of assumptions from a sample. Therefore, in this research we will carry out an analytical study using a qualitative approach so that we can examine more deeply the influence caused by the dimensions of an entrepreneur's commitment in relation to the development of MSMEs themselves, which the study researcher uses as a case study at the Mas Mud meatball stall in Bontonompo sub-district.

## LITERATURE REVIEW

According to Han, Nugroho, Endo, and Kaihatu (2012) affective commitment is an emotional bond attached to a person to identify and participate in business development. This affective commitment can also be said to be an important factor that determines a person's dedication and loyalty as well as the tendency of an entrepreneur to have a high level of commitment, being able to show a sense of ownership of the business, increasing involvement in business activities, the desire to achieve goals, and the desire to continue the business. (Muhyi, 2021). Normative commitment is a commitment that originates from a person's self-esteem who is always present as a member of the company because of his awareness that commitment to the company is an obligation. These entrepreneurs feel they stay in the company because they feel a necessity (Sutanto & Gunawan, 2013). Zuraidah (2018) also added that normative commitment is a personal commitment to one's obligation to remain in the organization for ethical and moral reasons. And sustainable commitment is a commitment that reflects more recognition. If someone who has been involved in a business leaves their

business activities, it can cause them to feel lacking because this continuous commitment is a commitment to create benefits for themselves. So if he abandons his business, he will feel a big loss (Rukhviyanti, 2012).

## **METHODOLOGY**

Qualitative research methods were used in this research. The qualitative and descriptive research discussed is to describe the phenomenon of the influence of commitment dimensions on entrepreneurship in relation to the development of Micro, Small and Medium Enterprises (MSMEs). According to Williamson, Given, and Scifleet (2018) descriptive research is a research method that aims to interpret or solve problems in phenomena that are carried out at the time the research is carried out. The choice of this method was based on the consideration that the data sought was the influence of Affective, Continuance and Normative Entrepreneurship in the Development of MSMEs in the case study of the Mas Mud meatball stall.

Data collection techniques in this study were through observation and interviews. According to Aagaard and Matthiesen (2015), observation is a method that aims to obtain data about a problem so that an understanding is obtained or as a way to re-check or prove information that has been previously obtained. In the scientific method observation is usually defined as systematically observing and recording the phenomena being investigated. The observations referred to in this research can be carried out by recording the business profile given to the owner of the Mas Mud meatball stall business. Then the second method is interviews, according to Sandy and Dumay (2011) interviews are conversations with a specific purpose. Interviews in this research were carried out by researchers dealing directly with respondents (face to face) to obtain information verbally with the aim of obtaining information on data that could explain the research problem aimed at owners, employees and buyers in the Mas Mud meatball stall business. Then carry out discussion activities, present data, and finally draw conclusions.

Through this research, researchers investigated the influence of affective, continuance and normative commitment in the development of MSMEs, focusing on the Mas Mud meatball stall located in Bontonompo district. In this research, a qualitative approach was used starting from data collection to interpretation, as well as the form of the results. With this approach, the focus of the research can be linked to the problems that arise, as well as to the phenomena that occur until the completion of the research.

Table 1. Concept Variables

<b>Draft</b>	<b>Dimensions</b>	<b>Indicator</b>
Commitment	<i>Affective</i>	1. The desire to stay in business
		2. Supports the goals of the business being run
		3. Agree with the goals and values of the business
	<i>Continuance</i>	1. The employee's desire to stay in the business
		2. Fear of losing what you have invested
		3. Have a calculation or analysis of profits and losses in business
	<i>Normative</i>	1. There is an obligation to remain in business because of pressure from others
		2. Really pay attention to what other people say about him in this business
		3. Don't want to disappoint their boss and worry that their coworkers will think badly of them because of the resignation
(Meyer & Allen, 1997)		
Business development	Implementation	1. Increased income 2. Increase in the number of customers 3. Improved product quality 4. Improving the quality of human resources (Karnawati & Fathorrahman, 2016)

Through this research, we analyzed the influence of affective, continuance and normative entrepreneurial commitment on the development of MSMEs which we studied as a case study at the Mas Mud meatball stall in Bontonmpo district. The research strategy that the researcher took was to use a qualitative approach, starting from the data collection process to interpreting the data and presenting the results. This is also related to research variables that focus on the emergence of errors in obtaining results, as well as ongoing phenomena related to research results.

The research concept carried out by the researcher and the data analysis techniques that the researcher used from the beginning to the completion of the research include the following stages.

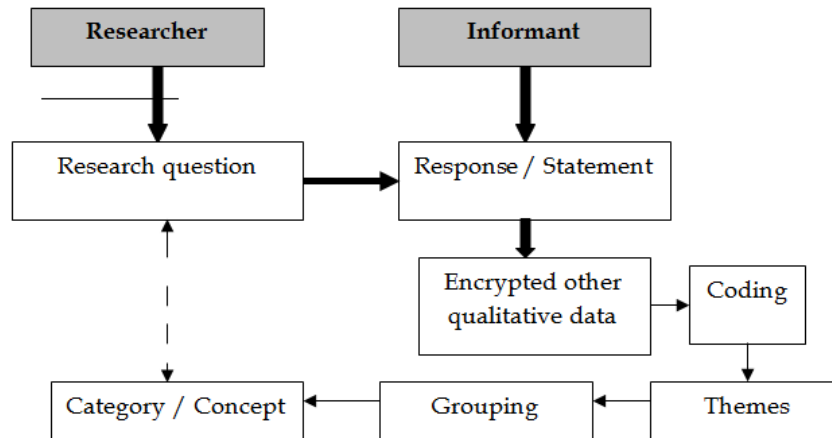


Figure 1. Technical Stages of Qualitative Data Analysis  
Source : Junaid (2016)

In conducting data analysis using a qualitative approach, Junaid (2016) provides several points of questions that function as guidelines for researchers which include: (a) what, what are the main issues in this research and data?; what was said/mentioned by the informant?; (b) who, Who is involved and what are the roles of these people? how do they interact?; (c) how, which aspects are mentioned or ignored?; (d) when, how long? Where? concerns the time and location when something happens, how long ago something happened or did it happen and where did it happen?; (e) why, what reasons are there in the data, or what reasons can be built on the data?; (f) for what purpose, what is the importance of the details of the reporter's report and what is the purpose?; (g) by whom, with regard to meaning, strategy, achieving goals, and what are the main data tactics and how is something done?.

From the seven questions above, research can be carried out by adapting to the phenomena that occur, based on the activities carried out by individuals and groups, what is the aim of taking development action steps, and how the structure supports and sustains or plays a role in these actions or practices.

## RESULT

Mas Mud meatball stall is one of the MSMEs operating in the culinary sector which serves various variants of meatballs and noodles. This has attracted the attention of researchers to study more deeply how affective, continuance and normative commitments influence entrepreneurs in developing their business. However, before discussing further the findings from the researcher's study, here is a general description of the business profile of Mas Mud's meatball stall.

Table 2. Mas Mud Bakso Stall Business Profile

1. Business Name	: Bakso Mas Mud
2. Type of business	: Warung Bakso
3. Name of the owner	: Mas Mud
4. Address	: Jl Poros Bontonompo - Takalar, Kec. Bontonompo, Kab. Gowa
5. Since	: 2015

In this research, we used the business owner, in this case Mas Mud, and one of his employees, namely Nurjannah, as research informants. The profiles of the informants for this research are as follows.

Table 3. Informant Profile

Number	Information			
	Name	Gender	Age (Years)	Position
1.	Mas Mud	Man	45	Business Owner
2	Nurjannah	Woman	28	Employe

The aim of this research is to conduct a study of affective, continuity and normative entrepreneurial commitment in the development of MSMEs in the culinary sector. The researcher focuses on the Mas Mud meatball stall in Bontonompo district. In this research, a coding table is used to encode or encrypt the data, and then a conclusion can be drawn. Codes are sorted by categorizing data based on other associated codes so that they can be encrypted into research. This process is carried out because the encryption process is a way to organize large text into more complex content with data categories which are then reduced. As the analysis progressed, data coding techniques as well as the original coding scheme were revised to make them more refined. The linked categories are obtained from the research question and/or underlying theory, then these related categories are grouped again into several major themes (Aulia, Rinuastuti, & Saufi, 2020). This coding table categorizes the results of the data collection stage into two parts, including categories/themes, and data. Based on the coding results, 4 categories were produced, as well as 9 discussion topic data.

Table 4. Kategorisasi Data

Category	Data
Commitment	
• <i>Affective</i>	• Happiness in a career in MSMEs
	• Internal problems of MSMEs
	• Kinship
• <i>Continuance</i>	• Anxiety about leaving the workplace
	• Disadvantages of leaving the workplace
	• Comparison of income by place of work
• <i>Normative</i>	• The contribution of the workplace to life
	• Contribution to the workplace
	• Faithfulness
Business development	
• Realization	<ul style="list-style-type: none"> <li>• Opportunity to open branches</li> <li>• Improving the quality of human resources (employees)</li> <li>• Attract more interest to the public</li> <li>• Improve the quality of sales products</li> </ul>

After grouping the data above, it was continued with interviews with internal MSME parties, in this case those who were willing to become informants, namely Mas Mud as the business owner and one of his employees named Nurjannah with the results of the interview as follows.

Table 5. Series of Interview Results

Code	Category	Theme	Question	Interview Quotes
KMN	<i>Affective</i>	The happiness of a career in MSMEs	Do you feel happy spending your career in this business?	<p>Owner: I feel happy because this meatball shop is mine, which I started from the beginning until it can develop to what it is now.</p> <p>Employee: I feel happy working here with the salary I am given</p>

Internal problems of the MSMEs	Do you feel that the problems that occur in this business are part of your problem too?	Owner: Yes, I feel that this business problem is my problem too Employee: Yes, whatever happens at work is my own problem, we are both responsible for every problem that occurs.
Kinship	Do you feel like you are part of the family in this business?	Owner: Yes, I feel that the workers here are my family too Employee: Yes, I feel like I have become part of this family, because I have been working in this business for almost 4 years.
<i>Continuance</i>	Anxiety about leaving the workplace	Do you find it difficult to leave this business because of the fear of not getting the opportunity to work elsewhere? Owner: I don't think I will leave this business. Employee: I am afraid of losing this job because the salary is quite enough for daily life, the boss is also very good and my co-workers are like my own brothers. I find it difficult to find another job.
Disadvantages of leaving the workplace	Would you feel like you would be at a loss if	Owner: Yes, I will feel a loss if I leave this business

		you left this business?	Employee: I feel like I would be a loss if I left this job, with a good salary and I already consider my boss as my own family.
	Comparison of income by place of work	What do you think about income in this business? Do you find it difficult to get a job with income like that in this business?	Owner: I feel the income from this business is quite good, even good. And regarding leaving this business for salary reasons, I think it is quite difficult. Employee: It's very difficult for me to get another job.
<i>Normative</i>	The contribution of the workplace to life	To what extent do you feel that this business has contributed to your life?	Owner: I feel this business has been useful in my life. I feel that it is sufficient for the local community at an affordable price. Employee: This business has really contributed to my life, with this business I can meet my daily needs and can support my family.
	Contribution to the workplace	Do you feel you have contributed a lot to this business?	Owner: I contributed greatly to this business Employee: Yes, very much, lots of

				experience with this business
	Faithfulness	Do you feel loyal to this business?		Owner: I am very loyal to this business. Employee: I am very loyal to this business
PMBU	Realization	Opportunity to open branches	Is there interest in opening a branch elsewhere?	Owner: I have no plans to open a branch
	Attract more interest from the public	What is the cause of public interest in this business?		Owner: I feel that by selling meatballs at this stall at an affordable price, people will definitely come without being invited. We also usually sell to children who just want to be skewered meatballs, too, so it's adjusted to suit people's pockets.

## DISCUSSION

### a. Affective Commitment in Developing MSMEs at Bakso Mas Mud Stall

Affective commitment in relation to the development of the Mas Mud meatball stall business is based on interviews with Mas Mud as the owner and Nurjannah as an employee. The results obtained were that both respondents felt happiness while starting and running the business so that a familial bond was formed between the owner and the employees, if one day a problem occurred in the business, it became a shared responsibility which made the employees reluctant to leave or lose their jobs. This is strongly related to Mercurio's (2015) statement that affective commitment is presented as the core and main source that most influences individual behavior and feelings, shapes individual cognition, and can mediate individual responses to business continuity. Agreeing with this, Laëtitia (2019) believes that affective commitment in individuals makes them more

predictive in carrying out all business consequences. Kehoe and Wright (2013) added that affective commitment fosters encouragement of innovation in business development.

The happiness felt by Mas Mud and his employees in running the business forms good cooperation in the meatball shop business. The kinship that exists in business can form emotional bonds between individuals so that in their activities they form better bonds of cooperation in terms of sustainability and also developing their business (Valéau, 2017). Affective commitment in the organization also brings the entrepreneurial personality to sustainable thinking (Paré & Titulaire, 2004). Affective commitment brings ethical leadership in entrepreneurs (Hadžiahmetović, Demir, & Budur, 2022). This affective commitment triggers increased capabilities in business development practices and human resource development (Kumari & Afroz, 2013). Affective commitment covers individuals' basic psychological needs, which can encourage them to restructure their work (Natalia, 2021). This is also in line with the statement from Risnawati and Suryalena (2018) that affective commitment contributes to the desire to provide support to someone so that they can believe in the benefits of their changes.

#### **b. Continuance Commitment in Developing MSMEs at the Bakso Mas Mud Stall**

Continuance or sustainability commitment in relation to the development of the Mas Mud meatball stall was studied based on the results of observations, interviews and literature studies that researchers obtained. The stall owner, in this case Mas Mud, and his employees feel that it is very difficult to leave this business because of the ties that exist so that there will be a feeling of loss both in terms of income from this business and feelings of difficulty in finding work if they leave Mas Mud's meatball stall business. . Continuing commitment shapes the perception of employees and entrepreneurs about the costs they have incurred and the losses if they leave the organization (Avunduk, 2021). Similar to these conditions, Ausat, Suherlan, Peirisal, and Hirawan (2022) argue that continuance commitment forms a strong contributive bond in the sustainability of a business and the activities it carries out. As well as the opinion of Mukson, Hamidah, and Prabuwono (2020) that the work bonds and contributions that have been established for a long time with individuals mean that they will continue to remain in business development.

Commitment fosters innovation and creativity in entrepreneurs (Hemmati & Saboori, 2016). Continuous commitment is a symbol of loyalty to continue being in a business or organization because there has been personal investment in forms that cannot be measured such as close working relationships with colleagues, career path, unique work skills acquired from the business, years of work, involvement in business place to work, and other benefits that make it too difficult for someone to leave and look for work elsewhere (Umoh, Amah, & Wokocho, 2014). Continuing commitment is also associated with intrinsic motivation which is influenced by entrepreneurial extrinsic motivation (Kasogela, 2019). The higher the positive expectations felt by employees, the more effective the achievement of continuance commitment which has an impact on high expectations resulting in loyalty, hard work and professional performance from members of the

organization (Oktavio & Kaihatu, 2020). This is the same as the commitment of Mas Mud and his employees who are very comfortable working in the meatball stall business, and already feel sufficient in terms of the income they receive, which makes them continue to want to work and improve the services of the meatball stall business.

### **c. Normative Commitment in the Development of Mas Mus Bakso Stall MSMEs**

Normative commitment in relation to the development of the Mas Mud meatball stall where the owner feels that the business has contributed to his life with a very large contribution and feels that he will always run the business. The owner also explained that he did not want to open a new branch because he was satisfied with only one business stall and felt he had contributed to the community around the meatball stall. Meanwhile, from the employee's perspective, who feels that the business has done a lot for him and has worked at the meatball shop for a long time, he can fulfill his daily needs and can provide for his family and feels that he has contributed to the shop and will be loyal to the shop's business. Strong normative commitment to employees and feeling indebted to the organization for the opportunities and rewards provided (Díaz & Rodríguez, 2011). Normative commitment provides characteristics or values that employees acquire in the organization or business group to which they belong and inspires them to maintain their commitment (Phungula, Dhanpat, & Braine, 2022). This is in accordance with the opinion of Baum and Locke (2004) that the determination that has been deeply embedded within an individual makes his morality driven to be confident in what he does. In line with this, the suitability of the conditions of the place and business characteristics with a person's personality creates a good relationship of happiness and work commitment that can last continuously (Zafar & Hafeez, 2016).

Normative commitment by Sugiarto (2018) is an attitude that forms a strong desire to remain in the organization, strive hard in accordance with the desire to advance the organization, and belief in the acceptance of the organization's values and goals. From this, it can be said that the belief that is instilled in oneself so that they continue to want to contribute to the business can increase the sense of responsibility for the work carried out, which can increase the integrity of good service in the business or organization. In line with this, Simon, et al. (2011) see that the belief that exists within a person in what he continues to do will form an activity pattern that is integrated with his desires. The opinion of Kasenda, Taroreh, and Dotulong (2016) is that activities that a person enjoys encourage great confidence in their continuation in a work activity and the business they undertake.

## **CONCLUSION AND RECOMMENDATION**

Based on the research results, it was concluded that there is a relationship between affective, continuance and normative commitment in their influence on entrepreneurs in developing their business. The encouragement of self-confidence in an entrepreneur makes him capable and willing to change, and develop everything and potential in his business.

MSME development can actually be carried out by the entrepreneur himself, who thanks to his strong commitment can form his mindset, beliefs and desire to continue to develop his business. Based on the results of interviews conducted at Mas Mud's meatball stall, it was concluded that there was still a lack of normative commitment among business owners, in this case Mas Mud himself was satisfied with the condition of his business, so he no longer wanted to enlarge or add new branches to his business. However, for affective commitment and sustainability, the results showed that the high desire between the owner and employees to improve service in the business and to be consistent in continuing to exist and continue the business made the meatball stall business continue to produce and improve its service continuously.

### **FURTHER STUDY**

This research still has limitations, so it is necessary to carry out further research related to the topic Study of Affective, Continuance and Normative Commitment of Entrepreneurs in the Development of MSMEs in the Culinary Sector in order to perfect this research and increase insight for readers.

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