

ORGANIZATIONAL COMMITMENT AND SUSTAINABLE PRODUCTIVITY AMONG MICRO BUSINESS ENTERPRISES

COMPROMISO ORGANIZACIONAL Y PRODUCTIVIDAD SOSTENIBLE EN LAS MICROEMPRESAS

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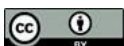
The authors declare that there is no conflict of interest

Abstract

This study investigates the relationship between organizational commitment and sustained productivity among micro and small business owners. Using a descriptive–correlational research design, data were collected from 152 respondents representing diverse entrepreneurial backgrounds. Descriptive statistics revealed a balanced gender distribution with a slight male majority, while most respondents were young to middle-aged adults managing enterprises less than ten years old. The majority were college-educated and primarily engaged in service and food-related businesses, reflecting contemporary entrepreneurial trends in developing economies. Findings showed high levels of affective commitment, as indicated by mean scores above 3.0 on indicators of pride, loyalty, and emotional attachment, suggesting that respondents remain engaged due to genuine identification with their businesses. Continuance commitment also registered a relatively high overall mean, reflecting a pragmatic “need to stay” influenced by perceived personal costs and limited alternatives. Perceived productivity and quality management practices yielded consistently high mean scores, highlighting strong confidence in resource efficiency, ethical leadership, staff management, and operational quality. Correlational analysis revealed a moderately positive and statistically significant relationship between overall organizational commitment and sustained productivity, indicating that higher commitment is associated with improved long-term performance. The findings contribute to organizational commitment theory by demonstrating the complementary roles of

Resumo

Este estudo investiga a relação entre o comprometimento organizacional e a produtividade sustentada entre proprietários de micro e pequenas empresas. Utilizando um projeto de pesquisa descritivo-correlacional, os dados foram coletados de 152 entrevistados representando diversas origens empresariais. As estatísticas descritivas revelaram uma distribuição equilibrada de gênero, com uma ligeira maioria masculina, enquanto a maioria dos entrevistados eram adultos jovens a de meia-idade administrando empresas com menos de dez anos. A maioria tinha formação superior e atuava principalmente em negócios relacionados a serviços e alimentos, refletindo as tendências empreendedoras contemporâneas nas economias em desenvolvimento. Os resultados mostraram altos níveis de comprometimento afetivo, conforme indicado pelas pontuações médias acima de 3,0 nos indicadores de orgulho, lealdade e apego emocional, sugerindo que os entrevistados permanecem engajados devido à identificação genuína com seus negócios. O compromisso de continuidade também registrou uma média geral relativamente alta, refletindo uma “necessidade de permanecer” pragmática, influenciada pelos custos pessoais percebidos e pelas alternativas limitadas. A produtividade percebida e as práticas de gestão da qualidade produziram pontuações médias consistentemente altas, destacando uma forte confiança na eficiência dos recursos, liderança ética, gestão de pessoal e qualidade operacional. A análise correlacional revelou uma relação moderadamente positiva e estatisticamente



affective and continuance commitment in entrepreneurial settings. Practically, the results underscore the importance of fostering emotional engagement alongside structured quality management systems to enhance productivity, resilience, and competitiveness among small enterprises.

Keywords: Organizational Commitment. Sustainable Productivity. Micro Business Enterprise.

significativa entre o compromisso organizacional geral e a produtividade sustentada, indicando que um maior compromisso está associado a um melhor desempenho a longo prazo. As descobertas contribuem para a teoria do comprometimento organizacional, demonstrando os papéis complementares do comprometimento afetivo e de continuidade em ambientes empreendedores. Na prática, os resultados ressaltam a importância de promover o envolvimento emocional juntamente com sistemas estruturados de gestão da qualidade para aumentar a produtividade, a resiliência e a competitividade entre as pequenas empresas.

Palavras-chave: Comprometimento Organizacional. Produtividade Sustentável. Microempresa.

1 INTRODUCTION

The Bulacan province stands out as a beacon of innovation and opportunity in the ever-changing world of business, pulsing with the energy of various ventures competing for success. The complex relationships between trends, desires, and challenges within this vibrant tapestry of entrepreneurial business activity shape the course of business organization development. There are risks and opportunities for microbusiness enterprises in Bulacan as a result of the growing emphasis on sustainability and the rise of digital transformation. Concurrently the imperative for workable business operations looms large, fueled by rising environmental concerns and a growing awareness on organizational commitment and sustainable business productivity.

Organizational commitment can be perceived as the trust built up among the employees within the organization. Commitment employees possess a sense of obligation to provide a loyal service to the organization in the future as the one feels confident within the organizational climate. Loyal and committed employees are a valuable asset for the organization as they are capable of generating significant amount of profit (Agus, A. & Selvaraj R, 2020). According to Mohamed, Fitouri and Samia Karoul Zouaoui (2021), the importance of long-term commitment to the effectiveness and duration of the coaching relationship, emphasizing its position as a foundational ingredient in enabling

mutual growth and development between the entrepreneur and the team. Employees' emotional attachment to, identification with, and active participation in their organization are commonly used to describe organizational commitment resulting from constant communication between the company and the worker. However, the association between organizational commitment, organizational citizenship behavior and intention to stay in the organization is well established, as is the reciprocal relationship between human resource management practices and organizational commitment (Guenin et. Al 2019).

A holistic notion of productivity in micro business enterprise includes not only economic outcomes, but also the broader satisfaction and involvement of both customers and employees (Saunia & Hidayah, 2023). Entrepreneurial productivity is a long-term asset because their abilities and behavior shape and develop businesses on a continuous basis. Entrepreneurs boost productivity by launching new businesses, and the frequently use innovation as a cornerstone of their growth strategies. This productivity has multiple elements, including customer happiness, employee loyalty, morale, and work satisfaction. Customer satisfaction measures how satisfied customers are with the items or services given, whereas employee loyalty and morale measure workers' commitment to the entrepreneur's business. Furthermore, the overall business spirit and collective happiness of all stakeholders boost entrepreneurs' productivity.

Microbusinesses are essential drivers of local economic growth in Bulacan, yet they operate within increasingly complex environments marked by resource limitations, market uncertainty, and rising demands for sustainable productivity. While prior studies have examined entrepreneurial challenges, organizational commitment, and productivity independently, there is limited empirical research that integrates these variables within the context of microbusiness enterprises, particularly from the perspective of owner-managers. Moreover, organizational commitment has been predominantly studied in large organizations, leaving a significant gap in understanding how affective and continuance commitment among microbusiness owners influence sustainable productivity, environmental responsibility, and economic performance. The absence of localized and integrative evidence constrains the development of context-specific strategies to support microbusiness sustainability. This study therefore aims to examine the challenges and patterns faced by microbusinesses in Bulacan and to analyze the relationship between organizational commitment and sustainable productivity. By

investigating how microbusiness owners balance commitment, productivity, and sustainability concerns, the study seeks to address this gap and provide empirical insights to inform theory, policy, and practical interventions for strengthening the long-term competitiveness of microenterprises.

Finally, the goal of this research is to initiate a paradigm shift that will lead to an entrepreneurial environment that is more irrepressible, comprehensive, and ecologically conscious, encouraging social responsibility, stewardship, and development in addition to financial gain.

2 LITERATURE REVIEW

The literatures offered in this study were deemed essential since they connect previous and present literature study.

2.1 Organizational commitment

It focuses on more than simply business owners (Wang & Zhang, 2022). Entrepreneurial commitment is critical to a company's sustainability since without it, performance suffers and the desired goals are not met. According to empirical data, a stronger entrepreneurial commitment from the business owner is related with higher levels of performance. Increased sales volume, profitability, and other positive factors that contribute to enhanced business performance are just a few examples of how dedication and performance are linked. As a result, research focusing on Micro, Small, and Medium Enterprises have found that increasing person participation and attachment to the firm has a direct impact on its success, particularly in terms of business performance (Ambarwati, Handayanti, Djatmika, 2022).

Seven distinct indicators define these elements (Ahmad and Afriyani, 2022). Employees' emotional connection, identification, and active involvement within their organization are commonly referred to as organizational commitment. It results from constant communication between the business and its employees. This theoretical framework states that HRM practices create a positive work environment that encourages employees to reciprocate Organizational Citizenship Behavior (OCB) and a desire to

remain with the company, which leads to emotional attachment. Both the reciprocal relationship between HRM practices and organizational commitment and the relationship between organizational commitment, OCB, and intention to remain in the organization are well-established (Valeau, Paille, Christel, & Guenin, 2019).

The idea that an entrepreneur's commitment is a significant factor in determining the success of a mentoring relationship is supported by existing formulations of this topic in the literature. Being committed to a relationship entails giving it your all and being willing to see it through to the end. This type of dedication is inherently associated with a long-term perspective, indicating that its significance grows over time. Muhammad, F. & Samia Karoul Zouaoui (2021) emphasize the importance of regularly monitoring the effectiveness and duration of the coaching relationship as a key component in fostering the mutual growth of the coach and the entrepreneur.

2.2 Affective commitment

A systematic approach to quality management in goods manufacturing started to develop in the 1920's by people in operations management, systematic approaches in service quality lingered until the 1980's and came from marketers. Although goods and services always appear in some kind of dependency in a customer offering, the understanding of the similarities and differences between goods and services is rarely found among the same people. There is usually an assumed causal connection between customer perceived quality and profitability. This connection is supported by evidence from the PIMS research program and the studies between the connection between profits and customer loyalty (Gurrieri, A. R. 2007). In addition, the basic steps in managing transition to new system such as TQM; identifying task to be done, creating necessary management structures, developing strategies for building, commitment, designing mechanisms to communicate the change ; and assigning resources.

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2.3 Continuance commitment

This happens when employees believe they have no other option than to stay with a company; this is typically motivated more by concerns about money and responsibility than by genuine desire. This kind of commitment might be viewed as a helpful strategy motivated by accumulated wealth and a perceived dearth of favorable employment opportunities. Employees may feel forced to stay with the company instead of being motivated or aligned with its goals because of past investments, such as skill development and tenure-based benefits. Because people are drawn to the organization primarily for practical reasons and see few viable options outside of it, ongoing engagement is characterized by a sense of necessity rather than passion (Kasogela, 2019).

The two main desires that propel entrepreneurial behavior are a love for the product and a desire for growth and development, both of which are supported by causal principles. Show that while entrepreneurs who are passionate about growth are more likely to use causal reasoning, those who are passionate about their products are more likely to base their decisions on execution principles. This decision-making attitude influences their job path, guiding them toward homogeneous or heterogeneous methods. Furthermore, entrepreneurial self-efficacy appears to be an important feature in predicting entrepreneurial behavior and tendencies, as well as distinguishing between the psychological traits of entrepreneurs and non-entrepreneurs. People with high self-efficacy are more inclined to work harder to achieve their objectives, which promotes

tenacity and longevity in entrepreneurial activities. Low self-efficacy, on the other side, reduces the benefit and may impair entrepreneurs' performance and perseverance. High self-efficacy is thus required to sustain entrepreneurial actions over time and finally improve firm performance. (Chen and Feng, 2020).

The inclination of an individual to remain with an organization due to the anticipated losses and sacrifices they would face if they left is referred to as continuity commitment. This sort of commitment highlights the idea that people base their commitment on the probable expenses of running the organization. Workers assess their continued commitment by calculating the damages they anticipate in the event that they leave the organization. Based on a realistic assessment of the risks and personal sacrifices involved in leaving, it shows a desire to stay with the company. Conversely, normative commitment focuses on how individuals perceive their moral obligation to continue being associated with the organization. (Yuliastanti, Rika, et al., 2021).

It displays how attitudes toward degrowth influence sustainable entrepreneurs' decisions on how to scale their enterprises. When comparing scaling fast versus scaling slow tactics, it is understandable that, regardless of whether entrepreneurs feel themselves to be sustainable or not, a degrowth mindset is negatively connected with the adoption of scaling firm strategies. This means that a proclivity for degrowth—that is, a desire to reduce economic activity and consumption—is associated with a reluctance to explore techniques for rapid expansion in entrepreneurial ventures. These findings highlight the complex interactions between sustainability principles, strategic decision-making processes, and entrepreneurial attitudes, shedding light on how entrepreneurs manage growth dynamics in the context of broader environmental and societal issues (Hinderer & Kuckertz 2024).

2.4 Culture of sustainable productivity

Procedures and policies intended at development productivity growth are necessary to warranting long-term economic prosperity and maintaining competitiveness in the global market (Prasetyo, 2019). Effectively transforming people's competencies—including knowledge, skills, and experience—as well as making prudent use of material, financial, energy, intellectual, organizational, and managerial resources are essential to

the productivity of entrepreneurial endeavors. Along with promoting the sustainable and well-coordinated growth of entrepreneurial entities and the overall economy, this process generates opportunities that produce high-quality outcomes in line with the requirements and expectations of stakeholders. Sustainable economic growth necessitates the integration of intensive factors, specifically the encouragement of entrepreneurial activity and the augmentation of its productivity, as demonstrated by the overall productivity of the production factors entrepreneurs combine (Burkynskyi, Goryachuk, Laiko, Lisyuk, & Shlafman, 2021).

2.5 Flexibility

It refers to an organization's ability to quickly and efficiently implement a variety of managerial skills, improving organizational flexibility and management control. For organizations to successfully negotiate business competition and adapt to the quick changes in the contemporary environment, this capability is essential. One of the most important strategic advantages in a setting that is always changing is flexibility. It includes elements at the operational, structural, and strategic levels that are both internal and external. Flexibility is a complex idea in the business world that incorporates many different aspects and shows how adaptable and resilient an organization is when dealing with changing opportunities and challenges (Rofiaty, Aisjah, Susilowati, 2022).

2.6 Quality

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The aforementioned literature is significant for the current study because it gives the researcher more pertinent knowledge about the numerous facets of servant leadership behavior in relation to the managerial efficiency of bank managers. A certain team of both foreign and local researchers use and represent various variables in each investigation. Despite the fact that different words are employed, it is obvious that practically all studies concentrate on the same variables. The findings of earlier research may be different from those of the present study, but they offer insight into the possibility of a connection between the variables seen in this study.

Therefore, from the literature stated, the hypotheses was formulated for empirical testing:

H1a: Organizational commitment has a significant relationship with sustainable productivity of micro enterprises.

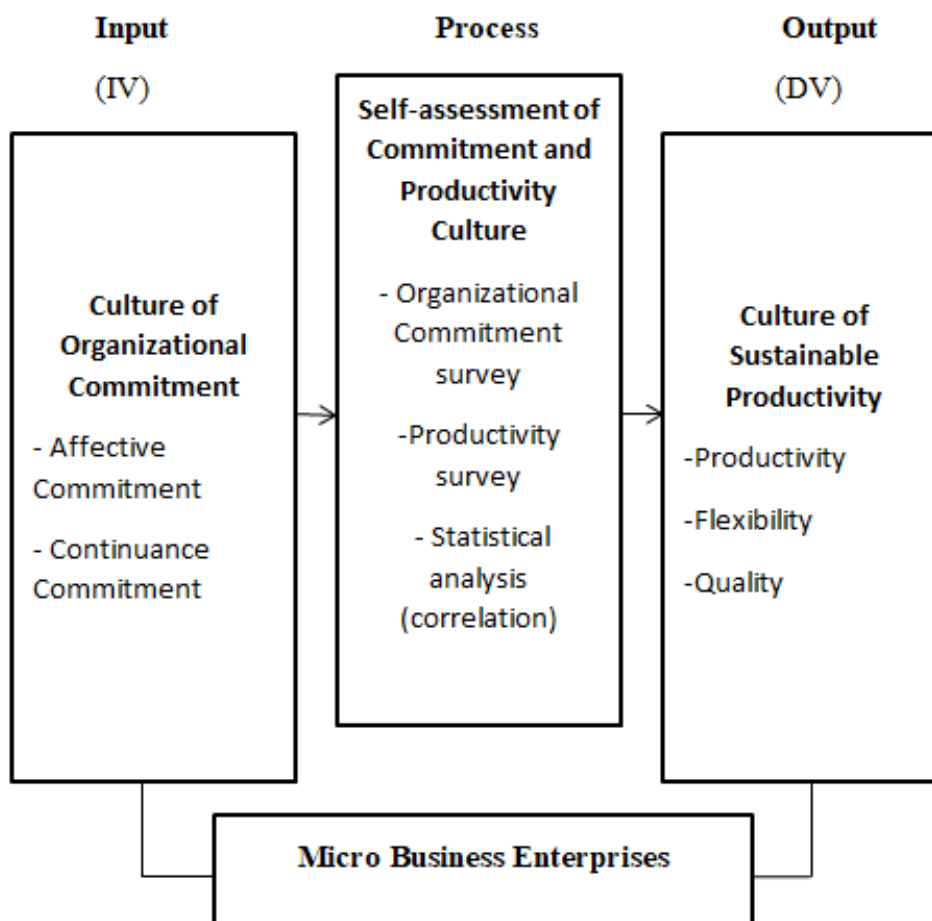
H1b: Affective commitment is a significant predictor of productivity

H1c: Continuance commitment is a significant predictor of productivity

2.7 Conceptual Framework

Figure 1

The conceptual framework links culture of organizational commitment as the input variable, containing two dimensions: Affective commitment and continuance commitment. These dimensions influence the dependent variable. Culture of Sustainable Productivity, which encompasses Productivity, Flexibility and Quality. Statistical correlation analysis explores how the culture of organizational commitment impact culture of sustainable productivity components using self-assessment and organizational commitment surveys, driving the development of Micro Business Enterprises that promotes long-term organizational commitment and long term sustainable business productivity.



3 METHODOLOGY

3.1 Research design

To ascertain the cause-and-effect relationship between two variables, the researcher employed a descriptive correlation method (Sharma et al., 2018). If a relationship between quantifiable variables is discovered, this statistical study will determine its strength (Ariola, M., 2016). When the dependent and independent variables have a positive relationship, this method works well.

Because the study uses a survey approach, participants can answer questionnaires. Participants' perceptions are reflected in the responses, so well-crafted questions are necessary for clarity (Hale, 2011). The capacity of descriptive research to yield useful information for tackling everyday problems is a major advantage. This kind of research will help effectively accomplish the study's goals (Ochave et al., 1999). The researcher obtained data and information by utilizing this methodology, which helps to explain the relationship between the culture of organizational commitment and long-term sustainable productivity.

Purposive sampling is a non-random sampling approach in which respondents are persistently chosen based on characteristics applicable to the study's objectives. When researchers are certain of the characteristics or traits that are critical to their research focus, they use purposive sampling to conduct a thorough investigation of those specific features or subgroups (Dovetail, 2023; Researcher Life, 2025).

To investigate the predicted association between organizational commitment and long-term production, the study used basic linear regression analysis. This statistical technique enables the researcher to measure the extent to which one independent variable (e.g., affective or continuous commitment) predicts the dependent variable (sustainable productivity) while controlling for variability. Regression analysis yields both unstandardized coefficients (B), which show the expected change in the dependent variable for a one-unit change in the independent variable, and standardized coefficients (β), which compare predictor strength.

Regression results, including R^2 , adjusted R^2 , and p-values, indicate the model's ability to explain the variation in sustainable productivity and the statistical significance

of the correlations observed. Using basic regression, the study goes beyond describing correlations to determining the direction and strength of predictive associations, providing a more thorough understanding of how organizational commitment effects employee long-term productivity.

3.2 Participants and sampling procedure

A total 152 owners of microbusinesses in the province of Bulacan participated in the study. Three second-class municipalities—Bustos, Pandi, and Obando—were chosen as respondents because of their comparable local economic conditions and active microbusiness presence. To make sure that only respondents who satisfied the particular inclusion criteria were chosen, a purposive sampling technique was used. These requirements included having direct involvement in day-to-day business operations, being the owner or supervisory manager of a registered microbusiness, and having enough experience to respond with knowledge about organizational commitment and sustainable productivity.

Purposive sampling was chosen because the study wanted in-depth views from people who had intimate knowledge of entrepreneurial decision-making and managerial methods, rather than broad population estimates. The sample size of 152 respondents was deemed sufficient for descriptive and correlational analysis, allowing for significant statistical interpretation while staying manageable given the study's limited focus.

By concentrating on microbusinesses in these communities, the study captures contextual changes while maintaining spatial and economic stability. This sampling method improves the findings' relevance and applicability to similar microbusiness settings in Bulacan and other comparable locations. Overall, the sampling process is consistent with the study's goal of investigating organizational commitment and sustained productivity in the real-world operational context of microbusiness enterprise.

Table 1*Distribution of Respondents*

No	Micro Enterprise Location	Number	% of Total
1	Bustos	52	34.21
2	Pandi	53	34.87
3	Obando	47	30.92
<i>Total No. of Respondents</i>		152	100%

The distribution of 152 responders among the three microenterprise locations (Obando, Pandi, and Bustos) is displayed in Table 1. There is a fairly even distribution of respondents, with Pandi having the largest share (34.87%; 53 respondents), followed by Obando (30.92%; 47 respondents) and Bustos (34.21%; 52 respondents). A thorough picture of microenterprise operations in these regions is provided by this comparatively balanced distribution, which shows that each of the three locations contributes similarly to the sample. Additionally, the spread makes it possible to compare these localities, which offers insights into how location-specific factors might affect the performance and characteristics of microenterprises. A thorough grasp of the microenterprise environment in the study area is supported by this geographic representation.

3.3 Data collection procedures

The researcher formally requests a list of microbusinesses registered in the aforementioned municipalities in a letter addressed to the Business and Permit Licensing Officers in Obando, Pandi, and Bustos LGU. The researcher enlisted the aid of multiple people to validate and improve the questionnaires in order to guarantee their efficacy and respondent clarity.

After evaluating their answers and carrying out the necessary analysis, the researcher will distribute the questionnaires to microbusiness enterprise owners either in hard copy or online through Google Forms.

Through email and face-to-face meetings, the researcher attempts to contact microbusiness enterprise owners directly to confirm their willingness to participate in the study. This comprehensive strategy aims to gather information from a wide range of

microbusiness enterprises in the target municipalities in order to facilitate a more in-depth analysis of the microbusiness environment in Bustos, Pandi, and Obando province.

3.4 Data analysis

In the study's analysis, central tendency is represented by the weighted mean, frequency, and percentage for the demographic profile, organizational commitment, and sustainable productivity. The study thoroughly examined the connection between organizational commitment and long-term productivity using descriptive correlational statistical techniques. Initially, the microbusiness firm profile, organizational commitment, and sustainable productivity will be described using central tendency measures such as weighted mean, frequency, and percentage. The responses attempt to describe the study using the perceptions of the participants. Participants must be able to understand well-written questions (Hale, 2011).

Additionally, Pearson's correlation method was used to ascertain the strength and direction of the relationship between the independent and dependent variables. It is well known that this method can identify potential cause-and-effect relationships by exposing correlations between two or more variables. A thorough analysis of the research questions was ensured by this methodical approach, which also provides valuable insights into the relationship between organizational commitment and the long-term productivity of microbusiness enterprises in the province of Bulacan.

4 RESULTS AND DISCUSSION

Table 2

Frequencies of Profile of the Respondents

	Counts	% of Total	Cumulative %
Gender			
<i>Female</i>	69	46 %	46 %
<i>Male</i>	81	54 %	100 %
Age			
<i>18-25 years old</i>	49	33%	33 %
<i>26-35 years old</i>	43	28 %	61 %
<i>36-45 years old</i>	30	20%	81 %
<i>46 years old and above</i>	28	19%	100 %
Number of Business Existence			

<i>Below 5 years</i>	40	27%	27%
<i>6-10 years</i>	69	46 %	73 %
<i>11 – 15 years</i>	28	19%	92%
<i>16-20 years</i>	8	5%	97%
<i>Above 20 years</i>	5	3%	100%
Educational Attainment			
<i>Elementary</i>	1	1%	1%
<i>Highschool</i>	20	13%	14%
<i>Senior High School</i>	17	11%	25%
<i>College</i>	67	45%	70%
<i>Undergraduate</i>	30	20%	90%
<i>Doctoral</i>	1	1%	91%
<i>Masteral</i>	14	9%	100%
Nature of Business			
<i>Services</i>	41	27 %	27 %
<i>Small Foods & Restaurant</i>	41	27 %	54 %
<i>Retailing</i>	31	21 %	75 %
<i>Clothing and Apparel</i>	25	17 %	92 %
<i>Wholesaling</i>	12	8%	100 %

Table 2 presents a comprehensive summary of the respondents' business types, educational backgrounds, business existence, and demographics that can be found in the data profile. The diversity, business maturity, and educational attainment of the sample can all be better understood by examining these frequencies, which provide insightful data about the characteristics of the respondents group. The profile is thoroughly discussed by category in this interpretation.

The respondents' gender distribution is almost evenly distributed, with a slight male preponderance. 69 (46%) and 81 (54%) of the total respondents identified as female and male, respectively. According to this marginal male majority, the study fairly evenly represents the perspectives of both genders, enabling gender-comparative analyses if necessary. All respondents are confirmed to be included in these two categories when the cumulative percentages add up to 100%.

The age distribution of the respondents shows that younger to middle-aged adults make up the majority. Thirty-three percent of respondents are between the ages of 18 and 25. the younger demographic (18-35) is dominant at 61%, followed by the 26-35 age group at 28%. Twenty percent are between the ages of 36 and 45, and 19 percent are over the age of 46. The comparatively young respondent base indicated by this age composition may be a reflection of entrepreneurial trends, in which younger people are more likely to participate in research or launch new businesses. The age group

distribution also points to a range of experience levels, as well as possible differences in the respondents' business challenges and stages of growth.

According to the respondents' length of business operation, start-up or early-stage businesses are prioritized, with a preponderance of relatively young companies. Businesses under five years old make up 27% of the sample, with a significant 46% falling into the six to ten year range. Nearly three-quarters (73%) of the respondents' businesses fall into these categories combined, suggesting that the majority are still in their first ten years of operation. 19% of businesses are 11-15 years old, whereas only 5% and 3%, respectively are 16-20 years old and older. Only a small percentage of respondents manage long-standing or well-established businesses, as this distribution makes clear. The prevalence of younger companies may affect their capacity for expansion, level of risk, and requirements for resources.

Despite the prevalence of higher education, respondents come from a wide range of educational backgrounds. The majority, 45% had a college degree, indicating that many of the business owners or entrepreneurs polled had a solid academic background. Twenty percent are undergraduates, which may include those who are enrolled in or almost finished with degree programs. While 11% and 13% of people have finished high school and senior high school, respectively, only 1% have finished elementary school. Just 9% of students have a master's degree, and only 1% have a doctorate. The cumulative percentage rises to 100% after these groups. Both highly educated people and those with less formal education are represented in the respondent pool's varied educational profile, which represents a range of entry points into business ownership or involvement.

Although the respondents work in a variety of industries, the most prevalent business sectors among them are services and small food/restaurants (27% each). These industries are so common in the sample that they account for over half of the businesses of the participants. Retailing ranks second at 21 percent, suggesting that a sizable section of the economy is devoted to the sale of consumer goods. 17% of the businesses are in the clothing and apparel sector, indicating a sizable niche for the fashion industry.

At 8%, wholesale is the least represented industry, meaning that fewer people work in this field, which frequently calls for supply chain management or larger-scale operations. This mix highlights the prevalence of small-scale, service-oriented food and

retail businesses, which aligns with the micro and small business environments common in many developing nations.

Table 3

Descriptive Statistics on Mean, Standard Deviation, Verbal Description and Interpretation

<i>Variables</i>	<i>N</i>	<i>Weighted Mean</i>	<i>SD</i>	<i>VD</i>	<i>VI</i>
Affective Commitment	152	2.82	0.36	A	MAC*
Continuance Commitment	152	3.06	0.45	SA	HLCC**
Productivity	152	3.32	0.55	SA	HL***
Flexibility	152	3.28	0.57	SA	HLF****
Quality	152	3.38	0.62	SA	HLQ*****

*Moderate Affective Commitment; **High level of Continuance Commitment; ***High Level Productivity;

****High level Flexibility;

*****High Level Quality

The results show that respondents exhibit moderate affective commitment, with a weighted mean of 2.82 and a relatively low standard deviation ($SD = 0.36$). This suggests that employees generally agree with statements related to affective commitment, indicating a present but not strong emotional attachment to the organization. The low variability implies that responses are fairly consistent across respondents.

In contrast, continuance commitment obtained a higher weighted mean of 3.06 with a standard deviation of 0.45, verbally described as strongly agree. This indicates a high level of continuance commitment, suggesting that employees largely remain in the organization due to perceived costs associated with leaving. The moderate standard deviation reflects some variation in perceptions, though responses still cluster closely around the mean.

With regard to productivity, the weighted mean of 3.32 ($SD = 0.55$) indicates strong agreement, signifying a high level of productivity among employees. This suggests that respondents perceive themselves as performing their tasks efficiently and effectively. The standard deviation implies moderate variability in productivity perceptions.

Similarly, flexibility registered a weighted mean of 3.28 and a standard deviation of 0.57, also verbally described as strongly agree. This reflects a high level of flexibility, indicating that employees perceive themselves as adaptable to changes and capable of

adjusting to varying work demands. The slightly higher SD suggests more diverse responses compared to commitment variables.

Lastly, quality recorded the highest weighted mean at 3.38 with a standard deviation of 0.62, interpreted as strongly agree and indicating a high level of quality in work outputs. This implies that employees perceive their work as meeting or exceeding expected standards. The relatively higher SD shows greater variation in how respondents assess quality, though the overall perception remains high.

Table 4

Correlation between Overall Organizational Commitment and Sustainable Productivity of Respondents

				Overall Organizational Commitment	Mean of	Overall Sustainable Productivity	Mean of
Overall Organizational Commitment	Mean of	Pearson's r	—				
		p-value	—				
Overall sustainable productivity	mean of	Pearson's r	0.42			—	
		p-value	< .001			—	

Overall organizational commitment and sustainable productivity have a moderately positive, statistically significant correlation ($r = 0.42$, $p < 0.001$), according to Table 8. This suggests that respondents who are more committed to the organization also typically have higher levels of sustainable productivity. This connection is consistent with recent research showing that dedicated workers are more driven, accountable, and effective, which benefits the success of the company (Hosen et al., 2024; Kumar & Bharti, 2024). Business sustainability and improved work performance are the results of organizational commitment, which cultivates engagement and loyalty (Iqbal et al., 2025; Yang, 2023). These results highlight how important it is to foster organizational commitment in order to increase productivity results.

Table 5

Regression Analysis of the Indicators of Affective Commitment Predicting Sustainable Productivity

Predictor Variable	B	SE	β	t	p
Constant	1.51	0.32	—	4.72	< .001
Affective Commitment	0.64	0.11	0.42	5.67	< .001

$$R = .42, R^2 = .176, \text{Adjusted } R^2 = 0.171, F(1, 150) = 14.630, p < .001$$

Affective commitment is a statistically significant predictor of sustainable productivity, as shown by the regression analysis shown in Table 4. According to the findings, there is a moderately positive correlation ($\beta = .42$) between affective commitment and sustainable productivity, meaning that workers who are more emotionally attached to and identify with their company tend to be more productive. According to the unstandardized coefficient ($B = 0.64$), sustainable productivity increases by 0.64 units on average for every unit increase in affective commitment.

Additionally, the model accounts for 17.6% of the variance in sustainable productivity ($R^2 = .176$), which is significant in behavioral and organizational research contexts where a variety of individual and organizational factors affect employee performance. The robustness of affective commitment as a predictor was confirmed by the statistical significance of the overall regression model ($F(1, 150) = 14.63, p < .001$). These results align with recent empirical research showing that affective commitment improves worker motivation, engagement, and performance, which helps organizations achieve long-term productivity results (Nguyen & Chen, 2021; Smith & Lee, 2022; Garcia et al., 2023).

Table 6

Regression Analysis of the Indicators of Continuance Commitment Predicting Sustainable Productivity

Predictor Variable	B	SE B	β	t	p
Constant	1.75	0.34	—	5.15	< .001
Continuance Commitment	0.51	0.09	0.42	5.67	< .001

$$R^2 = 0.555, \text{Adj. } R^2 = 0.490, F(748) = 8.562, p < .001 \quad (1)$$

Continuance commitment is a significant predictor of sustainable productivity, according to Table 6's regression analysis. A moderately positive relationship is indicated by the standardized coefficient ($\beta = 0.42$), which means that employees who stay with the company because they believe it would be more expensive to leave typically have higher sustainable productivity. When all other variables are held constant, the unstandardized coefficient ($B = 0.51$) indicates that a one-unit increase in continuance commitment is linked to a 0.51-unit increase in sustainable productivity. According to reports, the model accounts for 55.5% of the variance in sustainable productivity ($R^2 = 0.555$), with an adjusted R^2 of 0.490. The model is statistically significant overall ($F(748) = 8.562, p < .001$).

According to recent research, various aspects of organizational commitment, including continuance commitment, can have a positive impact on performance outcomes (Oliveira & Martins, 2023; Zhao & Parker, 2024). These findings suggest that continuance commitment significantly contributes to employee sustainable productivity.

5 CONCLUSION AND RECOMMENDATIONS

The respondents' demographic profile closely reflects a range of options, with a balanced gender distribution and a slight male majority. The age range is dominated by young to middle-aged adults, suggesting that emerging adults are actively engaged in entrepreneurship. The fact that the majority of companies are under a decade old suggests a vibrant environment that prioritizes startups and early expansion. There are many different routes to entrepreneurship, as evidenced by the fact that most have college degrees. The two primary business sectors that are common in the micro and small business economies of developing nations are services and small food/restaurant enterprises. This demographic profile provides useful information for tailoring support and development programs, reflecting the diversity of entrepreneurs and contemporary business trends. It can guide targeted interventions to enhance the long-term growth and competitiveness of this business community.

Affective commitment, which represents respondents' emotional connection, identification, and engagement with their company. High mean scores (greater than 3.0) on positive statements such as pride and loyalty indicate strong positive emotional ties,

supporting the core concept of affective commitment as an interval incentive to stay with the company (Allen & Meyer, 1991). Lower means on negatively phrased items reinforce respondents' engagement, indicating that they reject emotional detachment. Recent studies from 2023–2025 that highlight affective commitment as a critical component of organizational citizenship behaviors, motivation, and retention in entrepreneurial settings lend credence to these findings (Nghah et al., 2023; Li, 2025; Bandyopadhyay, 2024). This type of commitment differs from continuance or normative forms in that it conveys a genuine desire to stay due to emotional ties rather than obligation. It encourages long-term business growth, resilience, and productivity (Fitriiningrum, 2025).

Consequently, the information shows that respondents have a high degree of affective commitment, which encourages steadfast engagement and loyalty that is advantageous to both individuals and companies. Table 4 shows the respondents' dedication to keeping their business going despite the substantial personal costs and sacrifices associated with leaving. Specifically, statements like “It would be very hard for me to leave my organizations right now” ($M=3.14$) and “leaving would require considerable personal sacrifice” ($M=3.29$) show how pragmatic this commitment is, as it is based more on necessity than on sentiment. The overall mean score for all respondents was 3.06, indicating “Strongly Agree.” A lack of options and interruptions make many respondents feel limited.

Despite some respondents reporting less fear of leaving, overall agreement remains unchanged ($M=2.77$). This type of commitment differs from affective commitment in that it is motivated by a “need to stay” mentality that is triggered by perceived losses or a lack of options (Allen & Meyer, 1991; AIHR, 2023). According to recent research, continuance commitment maintains retention when other options are scarce, even though it might not encourage positive organizational behaviors (Kumar & Bharti, 2024; Bhattacharya & Kundu, 2023). Thus, in retention strategies, it's important to strike a balance between affective and continuance commitment.

According to four important criteria—fulfilling output requirements, moral managerial behavior, efficient resource use, and effective staff management—Table 5 shows respondents' perceived productivity. The consistently high mean scores (3.25 to 3.39), along with the overall mean of 3.32, show strong confidence in these areas. The fact that resource efficiency received the highest rating highlights how important it is for

competitive advantage and sustainable operations. Effective leadership is indicated by high goal-achieving and staff management scores, and ethical management practices are also strongly recommended. Variability from various business contexts is indicated by moderate standard deviations.

These factors are essential to productivity, according to recent research. According to Feng (2025), productivity is greatly increased by better management techniques. Singh and Sharma (2023) relate increases in firm-level productivity to the effectiveness of managers in allocating resources. According to Chen et al. (2024), supportive management improves worker performance and satisfaction. Global trends also highlight strategic management and resource optimization as factors that influence market responsiveness and competitiveness. This data confirms that respondents' strong perceptions of productivity are supported by good management practices and resource utilization.

The respondents' perceptions of quality management in four important areas---task management, employee support, safety assurance, and branch oversight--- are shown in Table 7. A common belief in upholding high operational standards is indicated by the overall high mean (3.38), as well as the item means (3.34 to 3.42), which are all "Strong Agree." While the high ratings for task delegation and safety assurance show systematic operational quality, the proactive branch inspection(3.42) emphasizes participation in quality control. Support for staff development also shows a dedication to maintaining quality through investments in human resources.

Performance, dependability, conformance and serviceability are among the aspects that are prioritized in contemporary quality management frameworks (Garvin, 2024). In order to promote operational excellence and customer satisfaction, modern Total Quality Management (TQM) approaches incorporate real-time monitoring, employee involvement, and continuous improvement. They frequently make use of AI and machine learning. Productivity is increased by quality standards that promote safety and organized task distribution, which reduce waste and mistakes. The high ratings from respondents support these ideas, demonstrating that successful quality management depends on strong leadership and engaged staff.

Correlation results indicates a moderately positive and statistically significant association between overall organizational commitment and sustained production

($r=0.42$, $p<0.001$). This means that those who are more committed to their organizations have better levels of long-term productivity. According to current research, committed employees are more motivated, responsible, and productive, all of which benefit the company's performance (Hosen et al., 2024; Kumar & Bharti, 2024). Engagement and loyalty are increased by organizational commitment, which promotes job performance and business sustainability (Iqbal et al., 2025; Yang, 2023). These statistics demonstrate how crucial it is to promote organizational commitment in order to boost productivity.

A systematic approach to quality management in goods manufacturing started to develop in the 1920's by people in operations management, systematic approaches in service quality lingered until the 1980's and came from marketers. Although goods and services always appear in some kind of dependency in a customer offering, the understanding of the similarities and differences between goods and services is rarely found among the same people. There is usually an assumed causal connection between customer perceived quality and profitability. This connection is supported by evidence from the PIMS research program and the studies between the connection between profits and customer loyalty (Gurrieri, A. R. 2007). In addition, the basic steps in managing transition to new system such as TQM; identifying task to be done, creating necessary management structures, developing strategies for building, commitment, designing mechanisms to communicate the change ; and assigning resources.

By showing that affective and continuance commitment coexist among microbusiness owners and each has a unique impact on business sustainability, the study makes a substantial contribution to organizational commitment theory. The importance of emotional attachment, pride, and identification in promoting sustained engagement, resilience, and productivity is highlighted by high levels of affective commitment. However, a practical aspect of entrepreneurial perseverance is revealed by the existence of continuance commitment, which is motivated by perceived personal sacrifices and limited options. Organizational commitment is not only a psychological concept but also a strategic tool that improves performance in small business environments, as evidenced by the strong positive correlation between it and sustained productivity.

Practically speaking, the results highlight how crucial ethical leadership, efficient management techniques, resource optimization, and employee engagement are to maintaining quality and productivity. Strong views of quality management reinforce the

importance of staff development, operational oversight, and systematic processes, all of which are consistent with modern Total Quality Management principles. The findings encourage the creation of integrated entrepreneurship programs at the policy level that concurrently improve managerial skill, quality systems, and emotional engagement. All things considered, this study advances empirical knowledge of how organizational commitment and quality management work together to support sustainable productivity, providing insightful advice for practitioners, entrepreneurs, and legislators looking to boost microbusinesses' long-term competitiveness.

Comprehensive entrepreneurship education and training programs should be offered, especially for young adults, in order to increase the sustainability and competitiveness of microbusinesses. To promote self-assurance, creativity, and resilience, these programs should incorporate networking opportunities, funding access, mentorship, and the development of practical skills. In order to guarantee that female entrepreneurs receive sufficient assistance and growth opportunities, gender equality initiatives are also crucial. With incubators, accelerators, and professional networks acting as efficient delivery platforms, startups should receive specialized support mechanisms that tackle fundamental issues like funding, market validation, and team building.

Furthermore, encouraging lifelong learning and skill development outside of formal degree programs can close educational gaps and open up new avenues for entrepreneurship. By putting in place leadership development programs and emotional engagement initiatives that improve loyalty, productivity, and retention, organizations should also concentrate on fostering affective commitment. In order to balance various forms of commitment and promote positive organizational behaviors, the practical needs underpinning continuance commitment must be met by offering sufficient resources, financial safety nets, and workable exit options. In order to maintain high productivity and quality management while boosting organizational resilience and long-term competitiveness, managerial practices should be reinforced by placing a high priority on resource optimization, moral leadership, and employee involvement.

5.1 Practical and theoretical implications

The study theoretically expands on organizational commitment theory by demonstrating the applicability of affective and continuance commitment outside of large organizational contexts by confirming their joint influence on sustained productivity in micro and small businesses. It lends credence to the idea that pragmatic concerns and emotional attachment coexist in entrepreneurial commitment. Practically speaking, the results indicate that while bolstering quality management systems and operational structures, business owners and support organizations should promote pride, loyalty, and identification with the enterprise. Small businesses can increase their long-term productivity, resilience, and competitiveness by implementing programs that improve employee relations, leadership abilities, and resource efficiency.

5.2 Future research directions

By employing longitudinal designs to investigate how organizational commitment and productivity change over time among micro and small businesses, future research may build on this work. Increasing the sample size and geographic diversity would enhance generalizability in various cultural and economic contexts. The function of normative commitment and moderating factors like leadership style, capacity for innovation, and external support networks may also be investigated in future studies. Qualitative methods may offer more profound understanding of the commitment that entrepreneurs actually experience. Studies that compare different industries or small and large businesses could also shed more light on the dynamics of commitment and productivity.

AUTHOR CONTRIBUTIONS

The study's concept and research design were jointly developed by authors. They worked together to design the research tool, carry out the literature review, and organize data collection. Together, data analysis and interpretation were carried out, and both parties shared accountability for the results' validation. Both authors agreed to be responsible for

the accuracy, integrity, and ethical standards of the research, contributed equally to the manuscript's drafting, revision, and refinement, and critically evaluated the results before approving the final version for publication.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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