

The Impact on Service Orientation and Organizational Support towards Organizational Commitment and Business Sustainability on Healthcare Providers in Surabaya

Hananiel M. Gunawan & Oliandes Sondakh

Abstract

Competition has forced companies to not only focus on internal organizations, but also externally. Focusing on customers' service provides ways to better identify, better serve, and better understand customers. While companies need support that comes from internal organizations to better support the day-to-day operation. Healthcare industries provided care in so many ways to the patients, such as clinical services, manufacture and medical equipment, and other healthcare related services such as insurance. This paper aims to better understand the commitment and sustainability of organizations, focusing on healthcare providers. While reviewing the current literature, this paper will also explain some of the views on previous studies and the relationship between the variables. A comprehensive analysis of the literature review on the research object will deepen our understanding of the selected topic. Healthcare in Indonesia has so many challenges and yet opportunities. With better management, better programs, it is expected that the healthcare industry will increase its sustainability and performance over the next couple decades. This study used 100 healthcare providers in Surabaya as samples using random sampling method. The questionnaires will be distributed to measure the samples' level of agreement on the statements provided. The hypothesis testing method will be used to see the significance of each variable toward the dependent variables. From five hypotheses proposed, the highest value in regression testing will be used to provide suggestions and implications. The result of the study is expected to better understand on how to sustain the performance of healthcare industry in Surabaya.



IJSB

Accepted 13 December 2023
Published 20 December 2023
DOI: 10.58970/IJSB.2271

ISSN: 2520-4750 (Online) 2521-3040 (Print)



Papers published by IJSAB International are licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

Keywords: *Service Orientation, Organizational Support, Organizational Commitment, Business Sustainability, Healthcare Providers.*

About Author (s)

Hananiel M. Gunawan, (Corresponding Author), Lecturer, Business School, Universitas Pelita Harapan (Surabaya Campus), Indonesia.

Oliandes Sondakh, Lecturer, Business School, Universitas Pelita Harapan (Surabaya Campus), Indonesia.

Introduction

Research Background

Healthcare has been one of the most discussed and crucial industry to any societies. This industry plays a vital role in ensuring the quality of life throughout all the continents, especially in Southeast Asia. Indonesia as one of the most populous countries in the world, healthcare sector has unique and challenging barriers to overcome. Many opportunities can be developed and yet, many challenges are always interfered with the current conditions (Huang, 2021). The healthcare provider landscape in Indonesia is dynamic and complex, influenced by a diverse range of factors such as population size, geographical distribution, cultural diversity, economic disparities, and the burden of diseases. As the fourth most populous country in the world, Indonesia faces significant challenges in providing accessible and high-quality healthcare services to its population (countryreports.org)

The healthcare system in Indonesia is a mix of public and private providers, with the government playing a central role in ensuring healthcare access and coverage for its citizens. The Ministry of Health is responsible for formulating healthcare policies, setting regulations, and overseeing the implementation of healthcare programs. At the local level, district and provincial health offices are involved in delivering healthcare services and managing healthcare facilities. Public healthcare services in Indonesia include primary healthcare centres (Puskesmas) and district hospitals, which provide a wide range of basic healthcare services to the population. In addition to public providers, private healthcare facilities, ranging from small clinics to large hospitals, play a significant role in delivering healthcare services, particularly in urban areas (Siburian, 2020). One of the challenges are the financing of healthcare services in Indonesia and it is a major concern. While the government has implemented several healthcare, insurance schemes to improve access, such as the national health insurance program (BPJS Kesehatan), financial sustainability and coverage gaps remain issues of concern. Additionally, Indonesia faces a shortage of healthcare professionals, particularly in rural areas. The maldistribution of healthcare workers, low retention rates, and limited training opportunities contribute to this challenge. The country also faces challenges in attracting and retaining highly skilled healthcare professionals, leading to brain drain and a reliance on foreign healthcare workers. Infrastructure and Technology: Inadequate healthcare infrastructure, especially in remote areas, hampers the delivery of quality healthcare services. Access to advanced medical technologies and equipment is limited in many regions, hindering the provision of specialized care and diagnostics (Handayani, 2021).

Healthcare sustainability in Indonesia refers to the ability of the healthcare system to meet the present and future healthcare needs of the population while maintaining quality, accessibility, and affordability. It involves ensuring the long-term viability of healthcare services, infrastructure, financing, and workforce in the face of various challenge (Schaefer, 2021). Sustainable healthcare is about understanding health and that of the surrounding environment. This will intrinsically link and act in a way that supports both people and planet to live in harmony and coexistence. Sustainable healthcare is underpinned by several core principles, namely Sustainable prevention, Sustainable care delivery, and Sustainable innovation.

Given that the study is focusing on commitment and sustainability of healthcare providers, the objective and main purpose of this study is to analyze the relationship between commitment and sustainability with support and service as independent variables. To improve and better understand regarding this issue, this study is using the research model and apply it healthcare providers in Surabaya as the second biggest city in Indonesia. Indonesia is a country with

higher opportunities and investments in various sector. This comes with higher demand in healthcare providers. This paper will give a broad insight on how to increase commitment and sustainability, especially in healthcare industries. Thus, better understanding of business enhancement and the significance of sustainability with performance, in addition, with the number of unbalanced patients and healthcare providers, this should provide opportunities yet challenges for stakeholders. The unit of analysis will be represented by the head of department of each healthcare provider due to their ability to understand and giving agreed statements toward the variable tested, namely level of service orientation, how organization support the day to day operational, how organization members are committed to achieve the purpose of the company, and also how organization strive to not only survive, but also to sustain the existence in the future. This study will provide guidance and further understanding of the industry to compose proper strategies to aim its vision and mission.

Theoretical Basis

Service Orientation

Service orientation in healthcare refers to how the providers can provide services that are focusing to one thing, which is patient. This patient-centered focus will provide the necessary care for the needs of the patients. This involves providing intensive, accurate, and responsive care to the needs of patients and their families. Service orientation is an important aspect of healthcare quality and is associated with better patient outcomes (Henrike and Schultz, 2014). Service orientation is also known as a service-oriented approach where the mindset refers to strategic approach to conduct excellent services, especially healthcare industry. A customer centric approach in recognizing and fulfilling patients' needs but also providing values throughout the process of delivering of the service. This encompasses an asset of principles, practices, and strategies that guided organizations in designing and developing effective service delivery. Understanding customers' needs might include providing customer focus in fulfilling the needs, innovation on encourages the organization to continually innovate the service, and supporting organizational culture (Fong, 2020).

Organizational Support

Organizational support refers to the extent to which an organization values its employees and is committed to their well-being. It can be offered in many ways, such as freedom of creativity in their work or an ample amount of vacation days for health or leisure. Organizational support is important because employees are in "repeated exchange" relationships with their workplaces. Employees provide their time and effort to their workplaces, and in return, they expect support from their employers (Wang, 2018). Perceived organizational support in the researchers have found the construct between employees and its perception on support of the organization. The relationships between employees and companies where they manage day to day operation are usually described as reciprocal interdependent relationships. Reciprocal exchanges are defined by the understanding that one party depends on the other (Han, 2013). According to Cropanzano and Mitchell (2005), The reciprocal exchanges process starts when an organization makes the initiatives and start giving particular attention on how to support the organizational support. The mutual relationship since employees can rely on organizations to achieve their objectives and benefits, while organizations depend on employees to carry out their work processes and attain their goals.

Organizational Commitment

Organizational commitment has been a topic for researchers to be able to identify and manage the consistent tendency of employees within the organization due to their unilateral

investment in the organization. This might reflect the employees' sense of identification with organizational value, value, and purpose. Organizational identification and promoting the development of organizational innovation activities becomes one of the ways for organizations to bond and invest in employees (Zhao, 2021). Organizational commitment refers to an employees' perception of psychological attachment towards the organization. This will vary depends on the level of employee feel psychologically sense of loyalty, dedication, and involvement towards their organization. The concept of organizational commitment has been extensively studied in organizational behaviors and human resource management literature (Riketta, 2002).

Business Sustainability

Organizational Performance depends on the purpose and desired output of the organization. Sustainability performance measures the level of how the organization can integrate resources and network into day-to-day operational process. This can be understood as how they are planning to achieve the short term and long-term goals. This includes financial stability, social networking growth, and environmental aspects. Business sustainability can be understood as the process of how an organization is able to manage and consider several aspects such as economic, social, and environmental (Mahajan and Bose, 2019). Scholars have concluded that sustainability should be emphasized on long term process, instead of short-term perspective. Any concept, information, and data should reflect the relationship between sustainability and other indicators of organizational performance.

The effect of Service Orientation on Business Sustainability

Service orientation is crucial for organizations to strive for better performance. The study of Lee & Ha (2020) stated that service customer orientation and social sustainability are proven to correlate with each other within the case of small medium enterprise. The study aims to measure social sustainability as an employee outcome, customer outcome and organizational outcome. While Mustapa et al (2022) explored the influence the strategic orientations (i.e., sales, consumer, competitive, emotional, business, and networking) instigating the sustainability orientation. The sustainability orientation nurtures the sustainable performance of Micro Enterprises. This is in line with the proposed hypothesis and the first hypothesis can be stated as follows.

***H1:** Service Orientation has a positive and significant effect on Business Sustainability*

The effect of Service Orientation on Organizational Commitment

Service Orientation can be a tool or a way for an organization to enhance the competitive position of the foodservice enterprise. This provides ways to improve professional competencies of the employees, also for the commitment from the employees (Kim et al, 2005). Service orientation has also been not only proven to increase organizational commitment but also a significant predictor of organizational commitment and management performance (Lee at al, 2017). Therefore, the second hypothesis can be stated as follows.

***H2:** Service Orientation has a positive and significant effect on Organizational Commitment*

The effect of Organizational Support on Organizational Commitment

Organizational support plays a crucial role in increasing commitment in the organization. Idzna et al (2020) stated that in banking industry competition, not only support from the organization is needed by employees to increase commitment and organizational citizenship behavior (OCB), but also the employees' personality itself are important. This study found that support within the organization will significantly increase organizational commitment. Devi

(2016) found that as a part of organizational support, Organizational citizenship behavior is considered as one of the vital elements needed in the organizational to increase organizational effectiveness and productivity. The study found that the higher level of support that an organization provides will significantly increase organizational commitment and perceived organizational support on organizational citizenship behavior among marketing executives. Therefore, the third hypothesis can be stated as follows.

H3: *Organizational Support has a positive and significant effect on Organizational Commitment*

The effect of Organizational Support on Business Sustainability

Organizational support has been a predictor for organization performance based on previous research. Zhao et al (2021) stated that in the digital era, entrepreneurship has gradually become a spiritual trait of organization members and appears on all levels of an organization. This research examines the impact of entrepreneurship on a company’s sustainable innovation capability in the digital era from the perspective of organizational commitment. Thus, the researcher found that the support that the organization provides increased the performance, capability, and commitment of the employees toward the organization. The research by Wang et al (2018) stated that the influence of employee fitness programs on organizational sustainability performance from the perspective of organizational support as perceived by employees has significant and crucial impact. Thus, the fourth hypothesis can be stated as follows,

H4: *Organizational Support has a positive and significant effect on Business Sustainability*

The effect of Organizational Commitment on Business Sustainability

Previous studies and influential literature on organizational commitment have proven that commitment significantly affects performance and sustainability in so many industries, including healthcare. Ricketta's Meta-Analysis of Commitment and Performance suggested a positive and significant correlation between affective commitment and job performance, indicating that employees who are emotionally committed to their organization tend to perform better (Ricketta, 2002). To effectively increase business Sustainability, employees’ commitment is one of the key factors to take into consideration. Especially in banking industry (Hossain, 2022) have stated that organizational commitment has significantly affected business sustainability. Therefore, the fifth hypothesis can be stated as follows,

H5: *Organizational Commitment has a positive and significant effect on Business Sustainability*

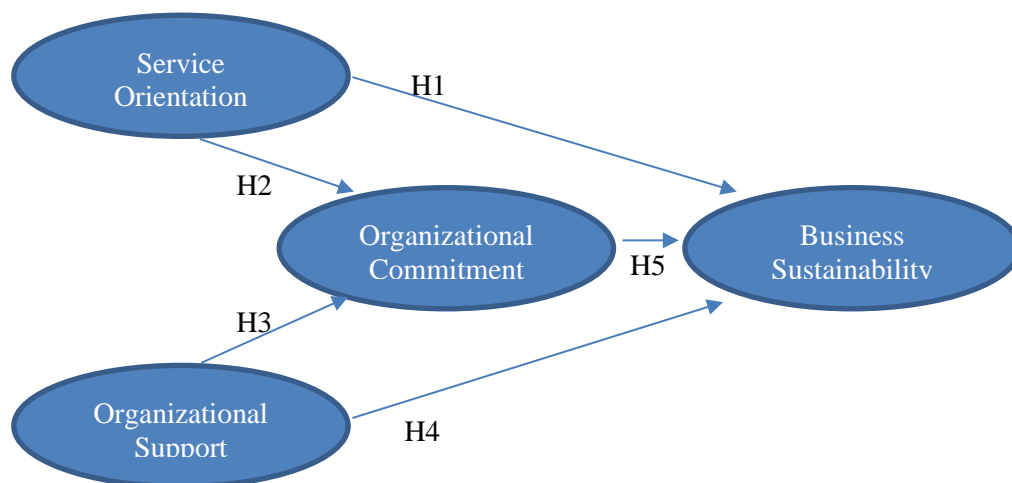


Figure 1.1 Research Framework

This study used qualitative methods of research to examine the relationship between Service Orientation, Organizational Support, Organizational Commitment as independent variables. This study will also provide evidence on the relationship between the variables compared to previous studies regarding ways to increase Business Sustainability. To test the proposed hypothesis, this study will be using causal relationship between the independent and dependent variables (Sugiyono, 2007)

The data collected from various departments on healthcare provider using questionnaires that will be distributed. Estimate one hundred questionnaires will be distributed to the head of each department in healthcare provider in Surabaya. The data collected will be reviewed and sorted according to the relevance of the data. The likert scale will be used ranging from answering number 1 as strongly disagree, number 2 as disagree, number 3 as neutral, number 4 as agree, and number 5 as strongly agree. The process will be further conducted as eligibility data and regression analysis will be used to understand the significance and relationship between the discussed variables. Multiple regression will be used to explain the outcome of variables in the study.

$$OC = b1.SO + b2.OS$$

$$BS = b3.SO + b4.OC + b5.OS$$

Data Analysis

The questionnaires were distributed and only the valid ones will be processed for further analysis. Respondents of the study are heads of departments of healthcare providers in Surabaya, which they have the knowledge and are authorized to fill out the necessary documents. These respondents are knowledgeable to answer the statements regarding how the organization support and provide employees’ needs and access on benefits, and encouragement to improving the work life balance (Organizational Support), also how organization aim to provide quality services to provide the patients’ needs and wants (Service Orientation). These two independent variables will also affect the ability of organizations to provide sustainability of the business while depending on the organizational commitment. 105 questionnaires will be further processed.

Table 1: Model Summary for SO, OS toward OC
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.735	.294130771723280

a. Predictors: (Constant), SO, OS

Table1 provides information that the predictors, which is Service Orientation, and Organizational Support both provides R value of .860 which means that there is strong correlation between the two independent variables toward the dependent variables. The adjusted R Square value of .735 indicates that the Organizational Commitment can be explained by Service Orientation and Organizational Support, while the remaining can be influenced by other variables that are not discussed.

Table 2. Multiple Regression for Service Orientation and Organizational Support toward Organizational Commitment.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.070	.248		.283	.778
	OS	.485	.086	.444	5.645	.000
	SO	.502	.084	.471	5.983	.000

a. Dependent Variable: OC

Table 2 provides information that through Ftest, we can see that the significance value of 0.000 for OS and 0.000 for SO, meaning that the research model is accepted. Thus, based on this table we can conclude that,

1. Organizational Support (OS) has a significant effect on Organizational Commitment (OC), it accepted at level of significance of 0.000 which is less than 0.05 benchmark.
2. Service Orientation (SO) has a significant effect on Organizational Commitment (OC), it accepted at level of significance of 0.000 which is less than 0.05 benchmark.

Table 3: Model Summary for SO, OS, OC toward BS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	.604	.592	.307479756161658

a. Predictors: (Constant), OC, OS, SO

Table 3 provides information that the predictors, which is Service Orientation, Organizational Support, and Organizational Commitment, which all of them provides R value of .777 which means that there is strong correlation between the two independent variables toward the dependent variables. The adjusted R Square value of .604 indicates that Business Sustainability can be explained by Organizational Commitment, Service Orientation, and Organizational Support, while the remaining can be influenced by other variables that are not discussed.

Table 4: Multiple Regression for Service Orientation, Organizational Support, Organizational Commitment toward Business Sustainability.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.260		5.110	.000
	OS	.031	.103	.033	.298	.766
	SO	.224	.102	.249	2.196	.030
	OC	.449	.104	.532	4.334	.000

a. Dependent Variable: BS

Table 4 provides information that through F-test, we can see that the significance value of 0.766 for OS which tells us that the hypothesis is rejected. The value of 0.030 for SO and the value of 0.000 for OC meaning that the research model is accepted. Thus, based on this table we can conclude that,

1. Organizational Support (OS) has no significant effect on Business Sustainability (BS), it rejected at level of significance of 0.766 which is more than 0.05 benchmark.

2. Service Orientation (SO) has a significant effect on Business Sustainability (BS), it accepted at level of significance of 0.030 which is less than 0.05 benchmark.
3. Organizational Commitment (OC) has a significant effect on Business Sustainability (BS), it accepted at level of significance of 0.000 which is less than 0.05 benchmark.

Discussion

Based on the data provided, the model summary table and regression table conclude that the first hypothesis which states (H₁) Service Orientation has a positive and significant effect on Business Sustainability. Based on the results, the first hypothesis is accepted, and this supports the study of how service orientation significantly affects business sustainability (Lee, 2020) which states that service customer orientation and social sustainability on the case of small medium enterprises in Malaysia. Kim 2005 stated that service orientation has a significant effect on job satisfaction and organizational Commitment in casual dining chain restaurant in Korea. The researcher's purpose is to examine the relationship between employee service orientation (customer focus, organizational support, and service under pressure) and employees' job satisfaction, organizational commitment, and employees' intention of leaving. Thus, this finding is in line with the second hypothesis (H₂) Service Orientation has a positive and significant effect on Organizational Commitment.

Gunduz (2014) stated that organizational support plays an important role in organizational commitment. The researchers focused the effect of organizational support for teachers on their organizational commitment. This supports the findings of the third Hypothesis (H₃) Organizational Support has a positive and significant effect on Organizational Commitment. Wang et al (2018) stated that the influence of employee fitness programs on organizational sustainability performance from the perspective of organizational support as perceived by employees. The researcher concludes that organizational support affects business sustainability significantly. This result is in line with the fourth hypothesis which states that (H₄) Organizational Support has a positive and significant effect on Business Sustainability. Tilleman (2012) examined that employee organizational commitment of employees toward firms with varying levels of environmental sustainability efforts. This result is in line with how organizational commitment has a significant and positive affection toward how organization would sustain its existence, thus, this supports the fifth hypothesis (H₅) Organizational Commitment has a positive and significant effect on Business Sustainability

Conclusion

This paper aims to better understand how business should achieve its purpose and outcome, especially in increasing its performance and sustainability. Specifically, this paper focuses on the healthcare industry, and it strives to provide best service and healthcare products to meet patient needs and wants really increasing significant. The model of this study is quite simple, but we can gain insight into the theoretical comparison with the data result. The model focuses on how service orientation and organizational support would affect organizational commitment and significantly affect organizational commitment and business sustainability. While service orientation and organizational Support positively and significantly affect organizational commitment, Organizational support has no significant effect on Business Sustainability. This is due to the nature of the healthcare industry is high in demand, high in expected performance, and high in precise outcome that employees will have to provide. The employees consider themselves professionals and this will take whatever it takes to provide professionalism outcome and result toward the patients. Thus, the demand of healthcare providers is greatly unbalanced with the number of residents in Surabaya, reaching 10 million

residents in greater metropolitan area. This has led to high demand for healthcare and its providers. The healthcare industry is known to have a volatile environment and accurate care to be provided to patients.

Limitation and Future Research

This study proves some of the previous literature while gaining new insights in healthcare industry. While the variable discussed focuses on Service Orientation, Organizational Support, Organizational Commitment, Business Sustainability, the focus is to understand to manage healthcare Providers better. Further research can be elaborated and deepened its discussion toward different cities and adding other variables such as strategic planning or transformational leadership. The future goals of future research can lead to better understanding the predictors or the variables that would affect the performances of healthcare providers.

References

- Bodjrenou, K., Xu, M., & Bomboma, K. (2019). Antecedents of organizational commitment: a review of personal and organizational factors. *Open Journal of Social Sciences*, 7(5), 276-289.
- Lee, C. M. J., Che-Ha, N., & Alwi, S. F. S. (2021). Service customer orientation and social sustainability: The case of small medium enterprises. *Journal of Business Research*, 122, 751-760. <https://doi.org/10.1016/j.jbusres.2019.12.048>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Devi, S. (2016). Influence of Perceived Organizational Support, Organizational Commitment on Organizational Citizenship Behavior among Marketing Executives. *The International Journal of Indian Psychology*, 4(1), 194-201. DOI:10.25215/0401.140
- Fong, H. C., Sohal, J. L., Crosson, J. A., & Hendrix, C. (2021). A competency-based orientation (CBO) protocol enhances competency among newly hired perianesthesia nurses. *Journal of PeriAnesthesia Nursing*, 36(5), 445-451.
- Gunduz, Y. (2014). The Effect of Organizational Support on Organizational Commitment.
- Han, G. (2022) Construction and verification of coaches work performance model in China fitness clubs. *Shandong Sports Sci. Technol.* 36, 30–33
- Handayani, P. W., Dartanto, T., Moeis, F. R., Pinem, A. A., Azzahro, F., Hidayanto, A. N., & Ayuningtyas, D. (2021). The regional and referral compliance of online healthcare systems by Indonesia National Health Insurance agency and health-seeking behavior in Indonesia. *Heliyon*, 7(9)..
- Henrike, H.-W., & Schultz, C. (2014). The impact of health care professionals' service orientation on patients' innovative behaviour. *Health Care Management Review*, 39(4), 329–339.
- Huang, G. and Foyosal, A. (2021) Blockchain in Healthcare. *Technology and Investment*, 12, 168-181. doi: 10.4236/ti.2021.123010.
- Idzna, A., Raharjo, K., & Afrianty, T. W. (2021, September). The influence of perceived organizational support and proactive personality on organizational commitment and organizational citizenship behavior among banking employees in Malang. In 3rd Annual International Conference on Public and Business Administration (AICoBPA 2020) (pp. 97-101). Atlantis Press.
- Kim, W., Leong, J., & Lee, Y. (2004). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *Elsevier Journal of hospitality Management*, 24(2005) 171–193.

Kim, W. G., Leong, J. K., & Lee, Y. K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2), 171-193.

Joo, L. O., Kyoung, P. S., & Ha, L. M. (2017). The Effects of Service Orientation on the Organizational Commitment and Management Performance of Public Health Center Workers. *Korean Journal of Occupational Health Nursing*, 26(3), 151-159.

Mahajan R, Bose M (2019). Business Sustainability: Exploring the Meaning and Significance. *IMI Konnect*, 7(2), 2018

Ricketta, M. (2002) Attitudinal Organizational Commitment and Job Performance: A Meta-Analysis. *Journal of Organizational Behavior*, 23, 257-266. <https://doi.org/10.1002/job.141>

Siburian, M. D., Muchanga, S. M. J., Villanueva, A. F. D. R., Setiabudy, R., & Tatsuo, I. (2020). The progression of clinical trials in Indonesia: an observational study of records from clinical trial registries databases. *Global Health Journal*, 4(3), 87-95.

Tilleman, S. (2012). Is employee organizational commitment related to firm environmental sustainability?. *Journal of Small Business & Entrepreneurship*, 25(4), 417-431.

Mustapa, W., Hayat, N., Fazal, S. A., Al Mamun, A., Salameh, A. A., & Zainol, N. R. (2022). Modeling the Significance of Sustainability Orientation on the Sustainability Performance of Micro-Enterprises in an Emerging Economy. *Frontiers in Psychology*, 13, 881086.. 13:881086. doi: 10.3389/fpsyg.2022.881086

Wang, Z., Liu, C., Yang, S., & Li, L. (2018). Employee fitness programs: Exploring relationships between perceived organizational support toward employee fitness and organizational sustainability performance. *Sustainability*, 10(6), 1930.

Zhao, D., Tian, F., Sun, X., & Zhang, D. (2021). The effects of entrepreneurship on the enterprises' sustainable innovation capability in the digital era: the role of organizational commitment, person-organization value fit, and perceived organizational support. *Sustainability*, 13(11), 6156. <https://doi.org/10.3390/su13116156>

Appendix

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OS, SO ^b	.	Enter

a. Dependent Variable: OC
 b. All requested variables entered.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.070	.248		.283	.778
	SO	.502	.084	.471	5.983	.000
	OS	.485	.086	.444	5.645	.000

a. Dependent Variable: OC

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC, OS, SO ^b	.	Enter

a. Dependent Variable: BS
 b. All requested variables entered.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.260		5.110	.000
	SO	.224	.102	.249	2.196	.030
	OS	.031	.103	.033	.298	.766
	OC	.449	.104	.532	4.334	.000

a. Dependent Variable: BS

Cite this article:

Hananiel M. Gunawan & Oliandes Sondakh (2024). The Impact on Service Orientation and Organizational Support towards Organizational Commitment and Business Sustainability on Healthcare Providers in Surabaya. *International Journal of Science and Business*, 31(1), 1-11.
DOI: <https://doi.org/10.58970/IJSB.2271>

Retrieved from <http://ijsab.com/wp-content/uploads/2271.pdf>

Published by

