RINGKASAN KORESPONDENSI ARTIKEL:

THE IMPACT OF ORGANIZATION COMMITMENT TO PROCESS AND PRODUCT INNOVATION IN IMPROVING OPERATIONAL PERFORMANCE

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Manuscript Submission

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Wed, Agt 9, 2017 at 10:01 PM
To: Evan Lau Poh Hock <lphevan@unimas.my>
Cc: esutanto <esutanto@petra.ac.id>

Dear Prof Evan Lau Poh Hock,

I submit to you my paper entitled "The impact of organization commitment to innovation process and product innovation through planning and control process for improving the performance of the company".

I hope the article can be processed further. I'm waiting for good news from International Journal of Business and Society (IJBS)

Thank you,
Best regards

Dr. Zeplin Jiwa Husada Tarigan

1 attachments

THE IMPACT OF ORGANIZATION COMMITMENT TO INNOVATION PROCESS AND PRODUCT INNOVATION THROUGH PLANNING AND CONTROL PROCESS FOR IMPROVING THE PERFORMANCE OF THE COMPANY.doc
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Impact Organization Commitment to Innovation Process and Product Innovation Through Planning and Control Process For Improving The Company Performance

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ABSTRACT

Owners of smaller business enterprises generally have a direct role as the top management, too. They must commit to the time, cost, and resources to support the business. The most important fact for the top management in running the business is to be able to constantly develop and create a value for the company in order to improve organizational performance. Management commitment on organization by conducting planning and controlling processes has an impact on the innovation process and product innovation in order to improve organizational performance. Based on the results of the survey by interviewing and distributing questionnaires to 90 practitioners in manufacturing industry, it is found that there is a positive influence on the company's commitment to effective planning and control at the company's processes and process innovation. Meanwhile the impact of planning and controlling processes affects the innovation process and product innovation in order to improve the performance of the company

Key Words: organization commitment, planning and controlling process, innovation process, product innovation, and company performance

INTRODUCTION

To increase a country's competitiveness is by encouraging it's innovation to compete with the other countries especially in company's industrial level. The innovation of the company will create something new to compete. Innovation is a creative and interactive process which involves market institution and non-market. This system is a unity which consists of partnership, interaction relationship and production process. In addition, it's a learning process. Innovation is a culture aspect of organization which reflects on its openness to new idea. On the other hand, its ability to innovate is an ability of organization to adopt or implement new ideas to become a new product and process. (Hartini, 2012) suggested innovation is a research, development and/or engineering activity which has purpose to develop practical application of values and contexts to new knowledge. Moreover, it's a new practical way to apply existed knowledge and technology to a product or a production process (Indonesian Constitution No. 18, 2012).

Innovation is a complex and dynamic process (and sometimes appears to be sporadic) which shows some paradox. Although innovation is encouraged by the competition, but it will not develop without partnership (co-operation) and sometimes the partnership can be between the companies which are in competition. Innovation does not merely depend on how the company, university and the policy maker work, but it is how they collaborate. Innovation is a social learning process. The innovator and adopter need this process, whether it's technical issue or advantage and the other important things. It needs effective interaction for the success of innovation. The small and medium companies that do the innovation will change the process to make a better product which will increase the company's performance.

A change process in a company at first will be an examination to its business process. The business process is some activities to change some inputs to outputs. Business process is the main part for the organization to reach its purpose. They represent a serial of activities that when it's combined, it will make a value for customer, internally or externally. The focus of this business process aims to the technical changing of the organization, for example continuous improvement and business process re-engineering. The change is done by the company for the business activity using information technology to increase its performance. (Tarafdar and Gordon, 2007). Li, Liu and Ren's research

(2007) stated that innovation process is needed to develop new products and reduce production's cost of a product which is able to give competitive advantage of a company in the market. In developing the innovation, a company is allowed to do its product innovation by increasing the quality with competitive price. This is supported by Walker's research (2004) that states product innovation and innovative process have a significant positive influence for the company's performance. Koelingger's research (2008) added that the innovative company is growing easier and faster compared to the passive one. This research will be applied to a small company in Sidoarjo.

LITERATURE REVIEW

Product Innovation

Product Innovation is an introduction of a new product to the markets. (Najib and Kiminami, 2011; Hartini, 2012) Product innovation is an act to create a new product suit to what market needs. (Walker, 2004) According to White and Bruton (2007), Product innovation is a changing of the product which is preceded by a research process and development in a company.

According to Lukas and Farel (2000), product innovation can be divided into three basic categories, they are "product line extensions, meet to products and new to the world product." Product line extension is a relatively new in the market, but it's not a new thing for the company. Meet to product is relatively new for the company, but the product is already known in the market. New to the world product is a new product both for the company and market (Hartini, 2012). Product innovation can be measured by three indicators. They are developing new product (Hartini, 2012; Li, Liu and Ren, 2007), increasing the quality of product and accelerate the introductory of new product to the market (Yang, 2010; Tung, 2012). Neira, Lindman and Fernandez (2008) and Aydin, Cetin, Ozer (2007) add that design in product innovation has an important role, because it will be easier to produce and to reduce defected products.

Innovation Process

Innovation process illustrates a change in how an organization producing a product and service from a company (Hartini, 2012). Innovation process is an act to introduce a new production process system or a new daily activity (Najib dan Kiminami, 2011). Innovation process is a new production method by adopting new technology in the entire process of value chain including manufacturing, data processing and distribution (Ismail and Mamat, 2012).

Ciptono (2006) said that innovation process is changing the way they produce and shipping the products. Innovation process leads the company to a new method in its operation by buying new technology or upgrading what they have. This helps the company to reach economy of scope or scale which helps them to increasing the quality. Innovation process will increase the efficiency in production process; therefore the cost will be minimized. Complaint and return cost, for example, will be reduced. Therefore, the upgrading needs to be done constantly. This upgrading process can be measured by three ways; they are the constant upgrading in the production process, the research data allocation and the frequent production related training (Hartini, 2012).

Management Commitment

Organization commitment is a condition where an employee stands on a certain organization with purpose and desire to maintain the membership in the organization. Organization commitment, according to Chen (2006), illustrates how employee feels owning the company. In other words, it's how the employee is satisfied with the work given specifically, and the organization gives the same respond to all the employees. Weng et al., (2010) describes that organizational commitment as a psychological condition which characterizes the relationship of the employee with the organization or the implication affects whether the employee will keep the job or not. It is identified into three components; they are affective commitment, continuity commitment and normative commitment.

Planning and Control Process

Production process planning is about a production of a product and its quantity. The plan is made by the company with the calculation of materials in order to produce efficiently. This efficiency is planned to use the materials, employees and time to produce the product (Chapman, 2006).

Planning process should be based on technical data in the field to estimate the materials, workers and time in finishing the product. This planning should be controlled in the operational division of the company so that the plan is managed and realized (Jacobs, Chase and Aquilano, 2009). The control is made, so there are some improvements in the process. The activity and evaluation is needed to realize the plan, because some improvements will be mean directly in the production process. Production control is needed to manage the utilization of the materials, workers, cost and finishing of the product.

Organizational Performance

Company performance is basically an achievement reached by a business organization that can be seen from the result (Hartini, 2012). Organizational performance is a way used by the company to measure its performance using financial or non-financial indicator (Rasula, Vuksic, and Stemberger, 2012). Organizational performance can be measured through two aspects; they are financial performance and market performance. Financial performance is related with the company performance which linked to profitability like sales, profit and profit margin. Market performance is related to the performance in the market measured by market share, profit ratio and customer satisfaction (Salim and Sulaiman, 2011). Organizational performance can also be measured from operational performance according to Chae, et al (2014), they are order fulfillment, delivery speed, delivery flexibility, flexibility to change volume.

RESEARCH FRAMEWORK

Innovation is closely related to company performance. Some facts support this statement. The research of Tung (2012) states that performance depends on product innovation. This innovation will get wider market and increasing company's competitiveness. Koelingger (2008) in his research adds that a company that innovates is easier and faster in developing compared to the one does not. Darroch (2005) and Neira, et. al (2008) think differently. They think the theory cannot be applied to small to medium company especially furniture company. The cost of innovation is high and it tends to be copied. These companies performance is determined by product innovation and innovation process which are unseparated from the commitment of all components in a company which is called organization commitment.

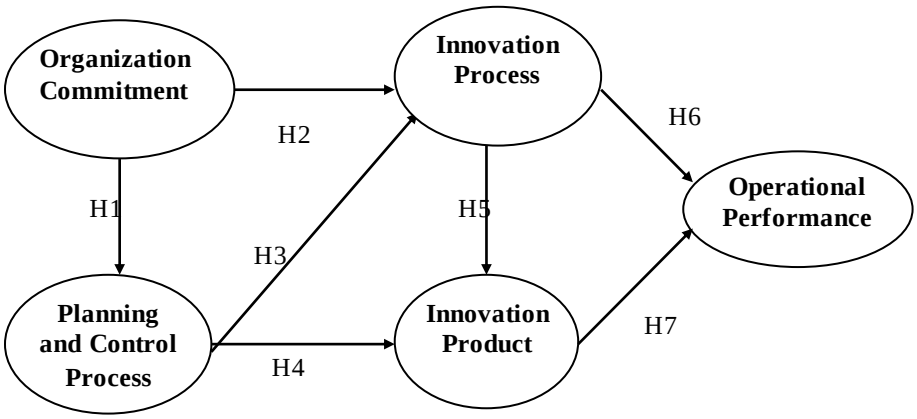

Figure 1. The Research Framework

METHOD

This research is using the population from small and medium shoe companies listed in the Department of Industry and Commerce in Sidoarjo District, which has 42 business units. This research conducts some surveys to small and medium shoe companies (Cooper and Schindler, 2008). The data retrieval techniques are snowball sampling. The analysis is testing the five hypotheses using Partial Least Square (PLS) with the calculation process using PLS Smart Software. The main reason employing this method is the layering of relation structure between variables, and the PLS Smart Software is suitable for this research (Ghozali, 2014).

FINDINGS

Respondents of this research are the companies from Sidoarjo. They are from 42 small and medium companies. The owners of the companies are interviewed and asked to answer questionn aire. The characteristic of the respondents is divided into their education. This method is to describe their awareness to the importance of the training. It shows that the higher the education the higher of their awareness of the training. Elementary and Middle school education of the respondents are doing the training with basic ability like production, machine operation and standard quality.

Discriminant Validity

The measure of discriminant validity is by comparing the value of square root of average variance extracted (AVE) of every construct, with the correlation between other construct in a model. If the value of the early measurement for both methods is compared with the construct value in a model, the result is having the value of good discriminant validity and the value should be more than 0.50.

Table 2.The Result of Average Variance Extracted in PLS Output

Variabel	AVE (Average Variance Extracted)
Organization Commitment	0.5449
Planning and Control Process	0.5251
Innovation Product	0.5457
Innovation Process	0.5127
Operational Performance	0.5345

Composite Reliability

The accepted of limit value for the composite reliable level is 0.7. Composite reliability shows the consistency of the measurement of block indicator from construct maker.

Table 3. The Result of Composite Reliability in PLS Output

Variabel	**Composite Reliability**
Organization Commitment	0.7269
Planning and Control Process	0.7686
Innovation Product	0.7565
Innovation Process	0.8001
Operational Performance	0.7667

Result of Tested Hyphotesis

The tested hypothesis is the result for inner weight output of PLS (Partial Least Square)

Table 3. Result for Inner Weight Output PLS

	original sample estimate	mean of subsamples	Standard deviation	T-Statistic
Org. Com -> Inn. Proc.(γ_1)	0.298	0.298	0.058	2.111
Org. Com ->Planning (γ_2)	0.230	0.132	0.061	2.110
Planning ->Inn. Proc. (β_1)	0.260	0.264	0.078	2.164
Inn. Proc. -> Inn. Prod. (β_3)	0.481	0.415	0.059	6.237
Planning -> Inn. Prod. (β_2)	0.128	0.089	0.105	1.224
Inn. Proc.-> OP (β_4)	0.531	0.524	0.085	6.224
Inn Prod. -> OP (β_5)	0.403	0.393	0.103	4.362

The result of the data processing in Table 3 is that the influence is 0.298 and the T-Statistic is 1.96. The significant role is the commitment organization variable to innovation process. This is caused by management's normative commitment which is running the rules and giving responsibility and power to all the employees to commit their job, so the continuous improvement is developing in production process. This result is equal to the research of Rodríguez, Pérez, and Gutiérrez, (2008), He stated that the organization commitment through management commitment and employee commitment are able to contribute improvement to the process. Table 3 result draws some significant influence of organization commitment to the planning and controlling process. They are 0.230 and T-Statistic above 1.96. This result confirms that organization commitment is able to increase planning and controlling process in a company. The management gives task, responsibility, and clear procedure to the company where the material planning, controlling and scheduling is employed. This is supported by the research of Ng et al. (2006) who states that the organization commitment gives positive impact to work schedule flexibility in Southeastern United States retails.

Table 3 has the result of planning and controlling process influence about 0.260 and T-Statistic about 2.164 (more than 1.96). This condition affects innovation process significantly. It describes that the planning of material proper usage will give the accurate time of production as standardized time the company sets. Tarafdar and Gordon (2007) state that the planning and controlling process on the administration as an innovation process especially in setting rules, procedures, new policies and organization's responsibility changing. There is no impact on planning and controlling process of small and medium company to product innovation. Table 3 measures 0.128 and the T-Statistic is 1.224 (more than 1.96). Company's new product making and its development is not determined by the material planning and controlling, but more to innovation process. This is different from De-Luca and Atuahene-Gima's (2007) research which underline that the process of a company in understanding the market knowledge and its integration with the mechanism of planning and collaboration between departments impacting the product innovation.

Innovation process has influence to product innovation about 0.481 with T-Statistic 6.237 (above 1.96). There is a positive influence of innovation process to innovation product. The machines usage and new tools will increase the product quality of the company. On the other hand, the new machines and tools will help the company to create new innovative product. The continuous training for the employees is also plays important role. This is confirms Maqsood and Finegan (2005) who states that the innovation process to adoption technology within an organization impact to increase capacity likely product innovation. The research of Li, Liu and Ren (2007) has the same statement. This research proves that innovation process positively influences operational performance in the amount of 0.531 and the T-Statistic is 6.244. By using new machine, the company can reduce some burdening costs, i.e. excessive employees and fail products. The cut makes the company reducing their product's price. If the price is reduced it can compete in the market and increase the sales and market share. Besides, the net income and profit margin are also increased by the price cutting. Walker (2004) reveals that the innovation process has a positive impact to organizational

performance. The company that applies innovative process is easier and quick in fulfilling order. Its delivery speed is faster though machinery process.

The result of this research reveals the significant impact of the product innovation variable to operational performance about 0.403 and the T-Statistic is 4.362 above 1.96. This is caused by the product innovation is done by the small and medium business. They have improvement to compete and they are exporting their products. They make new products by following market need. They produce what is trending which is produced by the big companies. This makes them less innovative to compete with big companies. Its organizational performance is not significantly effective because they can fulfill and deliver the order quickly. This research confirms the research of Jackson et al. (2016) which states that the quality of management innovation in producing innovation product and process will give a good operational performance for a company.

CONCLUSION

Based on the analysis of the data and study, it can be drawn some results. They are:

1. The adequate organizational commitment in a company is able to give a good innovation process by the well-organized rules, procedures, power and responsibility.
2. The organized planning and controlling process in a company is able to give an innovation process especially in controlling the materials and product finishing in small and medium business shoe manufacture Sidoarjo.
3. The innovation process increases the effectiveness of the product innovation in small and medium business shoe manufacture Sidoarjo.
4. The innovation product increases the effectiveness of the operational performance in small and medium business shoe manufacture Sidoarjo.
5. The effectiveness of the innovation process increases the operational performance in small and medium business shoe manufacture Sidoarjo.

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IJBS - Submission Acknowledgement

Evan Lau Poh Hock <lphevan@unimas.my> Fri, Aug 11, 2017 at 09:16 AM
To: zeplin <zeplin@petra.ac.id>

Dear Zeplin,

You have submitted the manuscript, "The impact of organization commitment to innovation process and product innovation through planning and control process for improving the performance of the company" to the International Journal of Business and Society (IJBS).

If you have any questions, please contact me. Thank you for considering IJBS as a venue for your work.

Yours faithfully,
Evan Lau, Ph.D.
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IJBS - Request for revision

Evan Lau Poh Hock <lphevan@unimas.my> Mon, Nov 27, 2017 at 10:22 AM
To: zeplin <zeplin@petra.ac.id>

Dear Zeplin,

Your paper entitled "The impact of organization commitment to innovation process and product innovation through planning and control process for improving the performance of the company" has been reviewed. The comments of the reviewers are included at the bottom of this letter.

The reviewers have recommended publication, but also suggest some further major revisions to your manuscript. The editors would like you to take account of the reviewers' comments and revise your manuscript accordingly.

If you have not already done so, please read carefully our guidelines on the journal's article and reference styles and make sure that your article complies with that guidance. You can find the guidelines within our Instructions to Authors at https://publisher.unimas.my/ojs/index.php/IJBS/about/submissions. Please also read the information about contributors very carefully; it can be found at http://www.ijbs.unimas.my/index.php/note-to-contributors.

Please send a revised version within the next three months (before 27-Feb-2018). If you can't meet this deadline we will have to consider any revision you upload as a new submission. Your manuscript number will be extended to denote a further revision once you have submitted your revised paper.

Once again, thank you for submitting your manuscript to the International Journal Business and Society (IJBS) and I look forward to receiving your revision.

Yours faithfully,
Evan Lau, Ph.D.
Associate Professor
Managing Editor of IJBS
Faculty of Economics and Business
University Malaysia Sarawak (UNIMAS)
94300 Kota Samarahan
Sarawak.

##########

Reviewer(s)' comments to author:

REVIEWER A:
- Abstract: the abstract section needs to be rewritten again. The abstract should be summarize the article's main findings; and indicate the main conclusions or interpretations. The description of the results and conclusions too trivial. The abstract should present much better the research methodology and the main results obtained.
- The significance of the paper: An important and well-defined research problem, unique research area - the impact of the research performed on the existing state of arts are poor.
- After checking the organizational performance measurement indicators set by the author, it should be replaced with operational performance.
- Figure 1. The Research main concept - it's very difficult to evaluate - improperly embedded in the text.
- Methodology: The data was used for 42 business units. Give the population, and the process of taking data from the population in this paper. In addition, authors need to justify their study methods selection.
- Researchers should provide the original image which is the PLS output
- How do you position your research and the results obtained in relation to another research? I think a discussion section is needed.
- The author needs to elaborate on the conclusion which is not point by point but as a complete sentence.

REVIEWER B:

- Researchers need to rewrite the abstract provided in full which consists at least of research objectives, population, data collecting process, analysis, conclusions, and contributions.
- Need to be adjusted so that it becomes a complete sentence, because at the beginning of the sentence it should not start with “To”
- In the introduction, the authors should define the novelty of the paper and the research questions.
- Researchers need to add more complete literature from previous research on product innovation and innovation process.
- Figure 1. The research main concept should be made in a separate section at the end of the literature review after organization performance.
- Researchers need to rewrite the methods provided which consists of population, and data collecting process.
- The authors should expand on analysis section 5 and provide sufficient justifications.
- To convert from discriminant validity to convergent validity, it is necessary.
- More critical analysis and established evidence (not own source) is needed to support the claims in this study.
- The Conclusion sections should be rewritten again. In addition, the study's contributions to practical levels are not clear - the conclusions are trivial

REVIEWER C:

- Start by correcting the Abstract. Here the text is written too dryly, and many questions remain. For example, the authors indicate that First, Owners of smaller business enterprises generally have a direct role as the top management, too. Second, they must commit to the time, cost, and resources to support the business..." and “how this was done”. You can't write like that, as if the authors are in a hurry somewhere and they don't have time to formulate a sentence properly. This is generally superfluous here because it does not carry any scientific and meaningful load ".
- The Introduction (this is for the most part a page-page of text) should be devoted to the relevance of the research topic and the formulation of the problem in general.
- The Literature review also requires revision and consistency of the presentation of the material. It should be subordinated to the purpose of the study and should be completed with a statement of goal.
- Then the Methods should be presented.
- Then there should be a Discussion section. There should be a discussion of the study results, comparison with previous ones, a discussion of why the authors have exactly such results.
- The Conclusion section is built incorrectly. There should be such logic - point out the purpose of the study, briefly demonstrate the result obtained, point out what conclusions should be drawn from it.

RESPONSE TO THE REVIEWER'S SUGGESTIONS AND RECOMMENDATION

Dear Managing Editor of IJBS
Evan Lau PhD

We thank you very much for your consideration of our article by giving us the opportunity to improve it. We have tried our best to understand the reviewers' comments and recommendations and revised the paper accordingly. Besides revising the manuscript, we also explain each reviewer's suggestion and recommendation point-by-point, as you can note on the following page.

Hopefully, the revised paper could comply with the reviewers' recommendation and the Editor's expectations.

However, in case further improvement is still required, we are delighted to do it.

Thank you very much; we are proud to have a paper published in your reputable International Journal Business and Society (IJBS).

We are looking forward to hearing good news from you.

Best Regards

Assoc. Prof. Zeplin Jiwa Husada Tarigan

REVIEWER SUGGESTIONS AND RECOMMENDATION

Commentary and concrete suggestions

The author provides valuable insight into the investment research; however, several issues are supposed to be solved to improve the quality of the manuscript as follows:

Review A

Question:

1) The abstract section needs to be rewritten again. The abstract should be summarize the article's main findings; and indicate the main conclusions or interpretations. The description of the results and conclusions too trivial. The abstract should present much better the research methodology and the main results obtained.

Response:

Dear Reviewer, thank you very much for your valuable feedback. We have added a term:

This study aims at examining the impact of the organization commitment on operational performance through the planning and control process, process innovation, and product innovation. The questionnaires were distributed to 90 respondents composed of 84 respondents representing 42 shoe firms, and 6 respondents representing the experts from the industry association. Data analysis used the partial least square (PLS) technique with smartPLS software 2.0 version. The result reveals that the organization commitment affects the planning and controlling process, process innovation. The planning and controlling process influence the process innovation. The planning and control process does not affect the product innovation. The process innovation influences product innovation. Process innovation and the product innovation affect the operational performance. This work contributes to the current research in the supply chain management, and the shoe firm may adopt this finding in enhancing the operational performance of the firm.

Question:

2) The significance of the paper: An important and well-defined research problem, unique research area - the impact of the research performed on the existing state of arts are poor.

Response:

Dear Reviewer, we highly appreciate your suggestion, and we have revised the Introduction Section in the last paragraph to explicitly state the research objective and the research question as follows:

One of the ways to increase a country's competitiveness is to encourage the innovation in company's industrial level. The innovation will create something new to compete. Innovation is a creative and interactive process, which involves market and non-market institution. This system consists of partnership, interaction relationship, and production process. In addition, it is a learning process.

A change process in a company, at first, will be an examination of its business process. The business process is some activities to change some inputs to outputs. A business process is the main part for the organization to reach its purpose. They represent a serial of activities that when combined, it will make value for the customer, internally or externally. The focus of this business process aims to the technical changing of the organization, for example, continuous improvement and business process re-engineering (Tarafdar and Gordon, 2007). Li, Liu and Ren's research (2007) stated that process

innovation needed to develop new products and reduce the production cost of a product, which is able to give the competitive advantage of a company in the market.

Small and Medium Enterprises (SMEs) become the mainstay of Indonesia's economy because it contributes significantly to the high economic growth and become the strength of manufacturing industry. One of the advantages of SMEs is its efficiency and flexibility since it has a relatively few employees with production process using manual and semi-automatic system. Hence, SME's product has a superior product quality compared to larger companies. SME companies in Indonesia are experiencing sustained rapid growth as reported by the central bureau of statistics. Table 1 below indicated the growth number of the SMEs from year to year.

Table 1: The Number of Small and Medium Enterprises

Scale of enterprises	**Years**					
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Small	2,529,847	2,554,787	2,812,747	2,887,015	3,220,563	3,385,851
Medium	202,877	424,284	405,296	531,351	284,501	283,022
Total SMEs	2,732,724	2,979,071	3,218,043	3,418,366	3,505,064	3,668,873
Growth		246,347	238,972	200,323	86,698	250,507

Source http://bps.go.id.

According to the Undang-Undang No.20 (2008), SMEs are classified into three levels based on the turnover and assets owned by the firm. First, a microenterprise is classified as owning the assets up to a maximum of Rp. 50,000,000 and turnover up to Rp. 300,000,000. Second, a small enterprise with an asset value from Rp.50,000,000 up to Rp. 500,000,000 and with a value turnover from Rp. 300,000,000 up to Rp. 2,500,000,000. Third, a large enterprise with the value of turnover from Rp. 2,500,000,000 up to Rp. 50,000,000,000, and with the value of asset ranging from Rp. 500,000,000 up to Rp. 10,000,000,000

The high growth of the number of SMEs has, consequently, increased the volume of the businesses dramatically and also resulted in high economic growth as well. The number of workers absorbed by the SMEs sector reaches 107 million from the total workforce of 110 million. This number means that SMEs absorbed around 97.27% of the total National workforce. The total number of unit business registered as SMEs have covered up to around 99,9% of the total number of business unit existing in Indonesia (Tambunan, 2012). In the case of East Java province, the report indicated the annual economic growth of 5.16%, which is higher than Indonesia's economic growth of 4.93%. The total number of SMEs in East Java in 2015 amounted to 820,844 or accounted for 22.37% of the total number of Indonesian SMEs. One of the famous SME in the East Java province is located in the District of Sidoarjo. These SME are engaged in the footwear industry such as shoes and sandal.

However, in today, the constraint facing the SME is the managerial issue such as the organizational structure of the SME. Most of the organizational activities, such as planning, production control, receipt of order and purchasing of material are directly executed and controlled by the owner. There is no systematic planning, and most activities are decided spontaneously. The production process is also often changed, for instance, original delivery destination suddenly changed to the new destination without an apparent reason. This means that delivery speed and reliability is not acceptable in the point of view of the customer. Other related issues are the production process which is often interrupted due to the sudden stoppage of the electricity supply. Product innovation is rarely done by the company unless there is a new demand for specific design and process from the customer. The variants of the product tend to be similar to other SME product which results in fiercer competition among SMEs. The quality of products produced by SMEs tends to differ from time to time because it is highly dependent on employee motivation. Changes in SMEs governance began since the Indonesian government paid attention to the development of local products. This atmosphere creates a strong motivation for owners and employees of SMEs to work harder in full time and even exceed the standard working hours of eight hours a day in the pursuit of higher productivity, more efficient, and more competitive. Based on the above description, this study examines the impact organization

commitment on the operational performance through the planning and control process, process innovation, and product innovation. The novelty of this research is the relationship of the five constructs, i.e., organization commitment, planning and controlling process, process innovation, and product innovation, and operational performance simultaneously. The managerial implication of this study is to provide the manager an insight how to enhance the operational performance from the perspective of supply chain management.

3. Question:

After checking the organizational performance measurement indicators set by the author, it should be replaced with operational performance.

Response:

I've made changes according to the reviewer's suggestions.

Title: THE IMPACT OF ORGANIZATION COMMITMENT TO PROCESS AND PRODUCT INNOVATION IN IMPROVING OPERATIONAL PERFORMANCE

Abstract:

This study aims at examining the impact of the organization commitment on on operational performance through the planning and control process process innovation, and product innovation.

Process innovation and the product innovation affect the operational performance. This work contributes to the current research in the supply chain management, and the shoe firm may adopt this finding in enhancing the operational performance of the firm.

Keywords:

Organization commitment; Planning and controlling process, Process innovation; Product innovation; Operational performance; Indonesia.

Introduction:

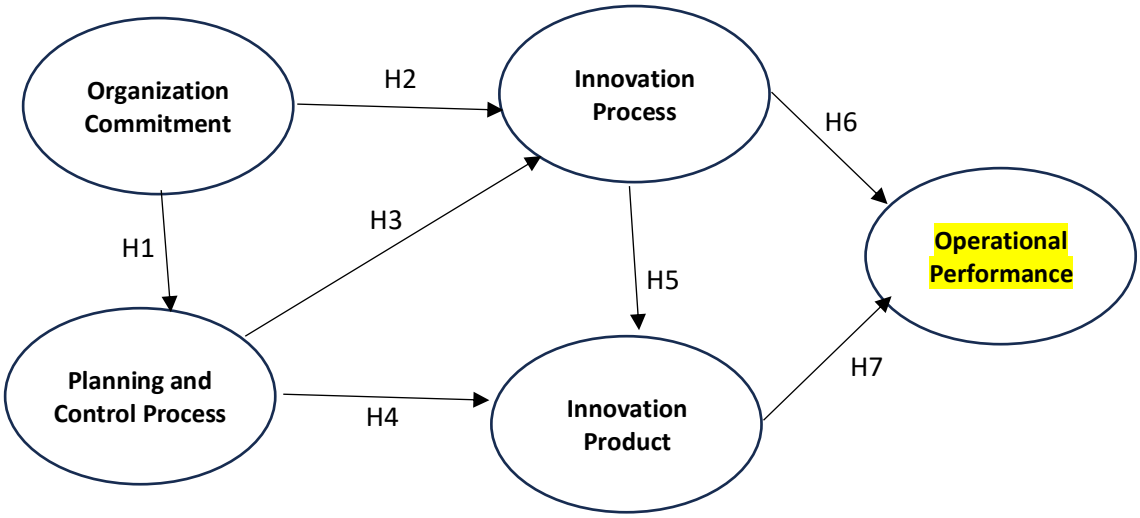
Based on the above description, this study examines the impact organization commitment on the operational performance through the planning and control process, process innovation, and product innovation. The novelty of this research is the relationship of the five constructs, i.e., organization commitment, planning and controlling process, process innovation, and product innovation, and operational performance simultaneously. The managerial implication of this study is to provide the manager an insight how to enhance the operational performance from the perspective of supply chain management.

Theoretical Backgrounds:

2.5. Operational Performance

Operational performance is an achievement by a business organization indicated by the result of the operation (Hartini, 2012). Operational performance is a way used by the company to measure its performance using financial benefits and non-financial/operational benefit (Ya'kob & Jusoh, 2016; Ramakrishnan et al., 2015; Rasula et al., 2012). Operational performance can be measured through two aspects; financial performance and market performance. Financial performance is related to the company performance which linked to profitability such as sales, profit, and profit margin. Market performance is related to the performance in the market measured by market share, profit ratio and customer satisfaction (Salim & Sulaiman, 2011). Operational performance can be measured by performance according to Chae et al., (2014), namely, order fulfillment, delivery speed, delivery flexibility, and flexibility to change volume.

2.6. Research Framework



H6. Process innovation affects operational performance.

H7. Product innovation influences operational performance.

Convergent Validity:

Table 2. The Result of Average Variance Extracted in PLS Output

Variable	AVE (Average Variance Extracted)
Organization Commitment	0.5449
Planning and Control Process	0.5251
Product Innovation	0.5457
Process Innovation	0.5127
Operational Performance	0.5345

Composite Reliability:

The acceptable limit value for the composite reliability is 0.7. Table 3 demonstrated that composite reliability is higher than 0.7, which means that the block indicators of the five construct are reliable.

Table 3. The Result of Composite Reliability in PLS Output

Variable	Composite Reliability
Organization Commitment	0.7269
Planning and Control Process	0.7686
Product Innovation	0.7565
Process Innovation	0.8001
Operational Performance	0.7667

The Result of Hypothesis Testing:

The research of Li et al., (2007) has the same statement. This research proves that process innovation positively influences operational performance with the coefficient of 0.531 and the T-Statistic is 6.244.

The result of this research reveals the significant impact of the product innovation to an operational performance demonstrated by the coefficient of 0.403 and the T-Statistic is 4.362 (above 1.96).

Conclusions:
Planning and good process control at the company is not able to provide product innovation due to planning and control of the company to process innovation in ensuring an excellent process to produce product innovation. Innovations undertaken by SMEs on process innovation provide enhanced product innovation and are jointly capable of enhancing operational performance.

4. Question:

Figure 1. The Research main concept - it's very difficult to evaluate - improperly embedded in the text.

Response:

Thank you very much for your feedback. I have added an explanation in Figure 1, and provided the first hypothesis to the seventh hypothesis.

They think the theory cannot be applied to the small to medium company especially furniture company. The cost of innovation is high, and it tends to be immitated. The companies performance is determined by product innovation and process innovation which are unseparated from the commitment of all components in a company which is called organization commitment. Figure 1 shows the research framework which indicate the relationship of each construct. Based on the realtionship, seven hypotheses are proposed as follows:

1. Organization commitment affects the planning and control process (H1)
2. Organzation commitment influence the process innovation (H2)
3. Planning and control process influence the process innovation (H3)
4. Planning and control process affects the product innovation (H4)
5. Process innovation influences product innovation (H5)
6. Process innovation affects operational performance (H6)
7. Product innovation influences operational performance (H7)

5. Question:

Methodology: The data was used for 42 business units. Give the population, and the process of taking data from the population in this paper. In addition, authors need to justify their study methods selection.

Response:

Thank you very much for your feedback. I have made and according to the reviewer's results.

This study examines the seven hypotheses by testing the relationship between construct using the quantitative approach with survey method. The survey was conducted on the small and medium of shoes and sandals industry located in the center of small and medium enterprises in Wedoro Waru Sub district, with a population of 151 business units. However, not all of these companies have been registered to the Industry and Trade Office of Sidoarjo (district capital). Researcher directly observes all business units in the area to make sure that the enterprise eligible for the population with four criterias. First, the existing business units having their own production process area, machines and uses shoe production schedule amounting to 63 small medium enterprises. Second, the small and medium enterprises have constant order demand from their customers. From 63 firms, 6 enterprises

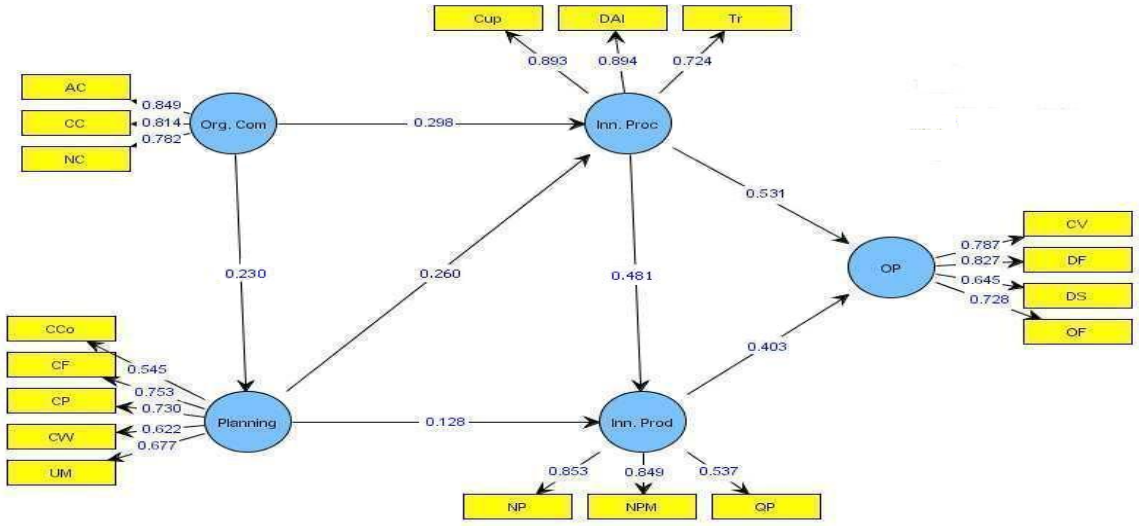
are engaged as subcontracted then these small and medium enterprises are excluded from the 63 firms and left 57 in total. Third, the small and medium enterprises already have product designs that indicate product innovation and have at least 10 items of finished products. There are 12 enterprises have not fulfilled this criterion and hence. There is 45 small and medium enterprises eligible to the population of this study. Fourth, all business units registered at the Sidoarjo industry and Trade Office at the Sidoarjo regency. Off the 45 enterprises, 42 are eligible for the population of this study.

6. Question:

Researchers should provide the original image which is the PLS output

Response:

Dear Reviewer, thank you very much for me your feedback, so that improvement and image quality can be seen more clearly. I have reworked it using PLS version 2, so that the image quality is better



7. Question:

How do you position your research and the results obtained in relation to another research? I think a discussion section is needed.

Response:

Thank you for suggesting for the discussion section. I have provided a good discussion in the article and can be seen in the explanation in Table 3.

The management gives task, responsibility, and transparent procedure to the company where the material planning, controlling and scheduling is employed. This is supported by the research of Ng et al., (2006) who states that the organization commitment gives positive impact to work schedule flexibility in the Southeastern United States retails.

Table 3 also shows the finding that planning and controlling process influence process innovation with the path coefficient of 0.260 and T-Statistic about 2.164 (higher than 1.96). This condition affects process innovation significantly. It describes that the planning of proper material usage will give the accurate time of production as the standardized time the company sets. Tarafdar & Gordon (2007) state that the planning and controlling process on the administration as a process innovation

especially in setting rules, procedures, new policies and organization's responsibility changing. There is no impact on planning and controlling process of the small and medium company to product innovation.

Table 3 measures 0.128 and the T-Statistic is 1.224 (less than 1.96). Product innovation and is not affected by the material planning and controlling. This is different from DeLuca & Atuahene-Gima (2007) research which underline that the process of a company in understanding the market knowledge and its integration with the mechanism of planning and collaboration between departments impact the product innovation. Process innovation has the influence on product innovation with the path coefficient of 0.481 and T-Statistic 6.237 (above 1.96). There is a definite influence of process innovation on product innovation. The machines usage and new tools will increase the product quality of the company. On the other hand, the new machines and tools will help the company to create a new innovative product. The continuous training for the employees also plays a significant role. This confirms Maqsood & Finegan (2009) who states that the process innovation to adopt technology within an organization increases the capacity for the product innovation. The research of Li et al., (2007) has the same statement. This research proves that process innovation positively influences operational performance with the coefficient of 0.531 and the T-Statistic is 6.244. By using a new machine, the company can reduce some burdening costs, i.e., excessive employees and fail products. The cost cutting makes the company reducing their product's price. If the price is reduced, it can compete in the market and increase the sales and market share. Besides, the net income and profit margin are also increased by the lower price. Walker et al., (2011) reveals that the process innovation has a positive impact on organizational performance. The company that applies innovative process is quicker in fulfilling the order

The result of this research reveals the significant impact of the product innovation to an operational performance demonstrated by the coefficient of 0.403 and the T-Statistic is 4.362 (above 1.96). The product innovation done by the small and medium business improved their competitiveness, and they are capable of exporting their products. They make new products by following market need. They produce what is trending following what the big companies produce. This makes them less innovative to compete with big companies. This research supports the results of a study by Utaminingsih (2016) which stated that the innovation of rattan products conducted on small-scale rattan handicraft business in Teluk Wetan Jepara village has an impact on marketing performance. This research also supports the research results by Pertiwi and Siswoyo (2016) which stated that the market orientation as the beginning of product innovation conducted SMEs to the marketing performance of fruit chips Batu City. Its organizational performance is not significantly useful because they can fulfill and deliver the order quickly. This research confirms the research of Jackson et al. (2016) which states that the quality of management innovation in producing innovation product and the process will give an excellent operational performance for a company.

8. Question:

The author needs to elaborate on the conclusion which is not point by point but as a complete sentence.

Response:

We thank you for your valuable feedback. We have worked on your suggestion by adding the following conclusions to make sentences not point to point.

Based on the analysis of the data and study, it can be drawn some results. Strong organizational commitment to the company provides an excellent process innovation due to the rules and procedures established, and the authority and responsibility have been settled well. Owners and employees of SMEs have begun to implement quality control systems and ongoing training from the

government. Adherence to procedures that have been implemented lately provide proper process planning and control on SMEs so as to provide process innovation, especially in controlling the use of raw materials and completion of finished products. Planning and good process control at the company are not able to provide product innovation due to planning and control of the company to process innovation in ensuring an excellent process to produce product innovation. Innovations undertaken by SMEs on process innovation provide enhanced product innovation and are jointly capable of enhancing operational performance.

Small and medium-sized shoes in Sidoarjo city are still less innovative in product innovation and still depend on large companies. SMEs need to improve their product innovation performance in order to be able to compete with large shoe companies. SMEs can also penetrate the market segment not yet entered by large shoe companies, especially the segment of local products. Owners or managers of SMEs shoes should do better market orientation enabling the enterprise to create appropriate product innovation. The owners and managers of SMEs need to promote innovation to create a unique product based on the customer interest in the pursuit of better marketing performance. In the next research is expected to examine the relationship of variables of product innovation, market orientation to competitive advantage.

Review B

1. Question:

Researchers need to rewrite the abstract provided in full which consists at least of research objectives, population, data collecting process, analysis, conclusions, and contributions.

Response:

Thank you for suggesting rewrite the abstract:

Research objectives: This study aims at examining the impact of the organization commitment on operational performance through the planning and control process process innovation, and product innovation.

Population and data collecting process: The questionnaires were distributed to 90 respondents composed of 84 respondents representing 42 shoe firms, and 6 respondents representing the experts from the industry association.

Analysis: Data analysis used the partial least square (PLS) technique with smart PLS software

Conclusions: The result reveals that the organization commitment affects the planning and controlling process, process innovation. The planning and controlling process influence the process innovation. The planning and control process does not affect the product innovation. The process innovation influences product innovation. Process innovation and the product innovation affect the operational performance.

Contributions: This work contributes to the current research in the supply chain management, and the shoe firm may adopt this finding in enhancing the operational performance of the firm

2. Question:

Need to be adjusted so that it becomes a complete sentence, because at the beginning of the sentence it should not start with “To”

Response:

We thank you for your valuable feedback.

One of the ways to increase a country's competitiveness is to encourage the innovation in company's industrial level.

3. Question:

In the introduction, the authors should define the novelty of the paper and the research questions.

Response:

Dear Reviewer, we highly appreciate your suggestion, and we have revised the Introduction Section in the last paragraph to explicitly state the research objective and the research question as follows:

One of the ways to increase a country's competitiveness is to encourage the innovation in company's industrial level. The innovation will create something new to compete. Innovation is a creative and interactive process, which involves market and non-market institution. This system consists of partnership, interaction relationship, and production process. In addition, it is a learning process.

A business process is the main part for the organization to reach its purpose. They represent a serial of activities that when combined, it will make value for the customer, internally or externally. The focus of this business process aims to the technical changing of the organization, for example, continuous improvement and business process re-engineering (Tarafdar and Gordon, 2007). Li, Liu and Ren's research (2007) stated that process innovation needed to develop new products and reduce the production cost of a product, which is able to give the competitive advantage of a company in the market.

Small and Medium Enterprises (SMEs) become the mainstay of Indonesia's economy because it contributes significantly to the high economic growth and become the strength of manufacturing industry. One of the advantages of SMEs is its efficiency and flexibility since it has a relatively few employees with production process using manual and semi-automatic system. Hence, SME's product has a superior product quality compared to larger companies. SME companies in Indonesia are experiencing sustained rapid growth as reported by the central bureau of statistics. Table 1 below indicated the growth number of the SMEs from year to year.

Table 1: The Number of Small and Medium Enterprises

Scale of enterprises	**Years**					
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
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Source http://bps.go.id.

According to the Undang-Undang No.20 (2008), SMEs are classified into three levels based on the turnover and assets owned by the firm. First, a microenterprise is classified as owning the assets up to a maximum of Rp. 50,000,000 and turnover up to Rp. 300,000,000. Second, a small enterprise with an asset value from Rp.50,000,000 up to Rp. 500,000,000 and with a value turnover from Rp. 300,000,000 up to Rp. 2,500,000,000. Third, a large enterprise with the value of turnover from Rp. 2,500,000,000 up to Rp. 50,000,000,000, and with the value of asset ranging from Rp. 500,000,000 up to Rp. 10,000,000,000

The high growth of the number of SMEs has, consequently, increased the volume of the businesses dramatically and also resulted in high economic growth as well. The number of workers absorbed by the SMEs sector reaches 107 million from the total workforce of 110 million. This number means that SMEs absorbed around 97.27% of the total National workforce. The total number of unit business registered as SMEs have covered up to around 99,9% of the total number of business unit existing in Indonesia (Tambunan, 2012). In the case of East Java province, the report indicated the annual economic growth of 5.16%, which is higher than Indonesia's economic growth of 4.93%. The total number of SMEs in East Java in 2015 amounted to 820,844 or accounted for 22.37% of the total number of Indonesian SMEs. One of the famous SME in the East Java province is located in the District of Sidoarjo. These SME are engaged in the footwear industry such as shoes and sandal.

However, in today, the constraint facing the SME is the managerial issue such as the organizational structure of the SME. Most of the organizational activities, such as planning, production control, receipt of order and purchasing of material are directly executed and controlled by the owner. There is no systematic planning, and most activities are decided spontaneously. The production process is also often changed, for instance, original delivery destination suddenly changed to the new destination without an apparent reason. This means that delivery speed and reliability is not acceptable in the point of view of the customer. Other related issues are the production process which is often interrupted due to the sudden stoppage of the electricity supply. Product innovation is rarely done by the company unless there is a new demand for specific design and process from the customer. The variants of the product tend to be similar to other SME product which results in fiercer competition among SMEs. The quality of products produced by SMEs tends to differ from time to time because it is highly dependent on employee motivation. Changes in SMEs governance began since the Indonesian government paid attention to the development of local products. This atmosphere creates a strong motivation for owners and employees of SMEs to work harder in full time and even exceed the standard working hours of eight hours a day in the pursuit of higher productivity, more efficient, and more competitive. Based on the above description, this study examines the impact organization commitment on the operational performance through the planning and control process, process innovation, and product innovation. The novelty of this research is the relationship of the five constructs, i.e., organization commitment, planning and controlling process, process innovation, and product innovation, and operational performance simultaneously. The managerial implication of this study is to provide the manager an insight how to enhance the operational performance from the perspective of supply chain management.

3. Question:

Researchers need to add more complete literature from previous research on product innovation and innovation process.

Response:

We thank you for your valuable feedback. I've added to the theory of product innovation and innovation process.

Product Innovation

Product Innovation is an introduction of a new product to the markets (Najib and Kiminami, 2011; Hartini, 2012). Product innovation is an act to create a new product suite to what market needs (Walker et al., 2011). According to White and Bruton (2007), product innovation is a changing of the product, which is preceded by a research process and development in a company. Product innovation is the introduction and development of new types of goods or services that complement the deficiencies of the prior product with more emphasis on quality (Atalay et al., 2013). According to the Undang-Undang No.18, 2002, Innovation is a research, development and/or engineering activity that aims at developping new value. In the scientific contexts, innovation is new ways to transform existing science and technology into products or process of production. In the context of the goverment, innovation policy can be found at various levels such as industry or trade offices, provincial level, and

international level under the ministry of industry. According to Lukas and Farel (2000), product innovation can be divided into three basic categories; they are "product line extensions, meet products, and new to the world product." Product line extension is relatively new in the market, but it is not a new thing for the company. Meet with the product is relatively new for the company, but the product is already known in the market. New to the world product is a new product both for the company and market (Hartini, 2012). Product innovation can be measured by three indicators. They are developing a new product (Hartini, 2012; Li et al., 2007), increasing the quality of product and accelerate the introductory of new product to the market (Yang, 2010; Tung, 2012). Neira et al., (2008) and Aydin et al., (2007) add that design in product innovation has an important role, because it will be easier to produce and to reduce defected products.

Process Innovation

Processes in the manufacturing sector cover from the process of material input, supporting materials, packaging materials, semi-finished product, and finished product ready to be delivered to customers. Process innovation illustrates a change in how an organization is producing a product and service (Hartini, 2012). The process innovation is an act to introduce a new production process or a new daily activity (Najib and Kiminami, 2011). The process innovation is a new production method by adopting new technology in the entire process of value chain including manufacturing, data processing and distribution (Ismail and Mamat, 2012). Process innovation in SME is a social process, which substantially involves the interaction between parties. Relationship, networks and social closeness are generally stronger at the local content. Such a situation is indeed very important for the development of the social relationship including the mutual trust, communication and interaction, and open culture of new thinking (Undang-Undang No.18, 2002). Ciptono (2006) said that process innovation is changing the way they produce and shipping the products. Process innovation leads the company to a new method in its operation by buying new technology or upgrading what they have. This helps the company to reach economy of scope or scale which helps them to increasing the quality. Process innovation will enhance the efficiency of the production process, and therefore, the cost will decrease. Complaint and return cost, for example, will be reduced. Therefore, the upgrading needs to be done constantly. This upgrading process can be measured in three ways, i.e., the constant upgrading in the production process, the research data allocation, and the frequent production related training (Hartini, 2012).

4. Question:

Figure 1. The research main concept should be made in a separate section at the end of the literature review after organization performance.

Response:

Thank you for suggesting.

Innovation is closely related to company performance. Some facts support this statement. The research of Tung (2012) states that performance depends on product innovation. This innovation will get broader market and increasing company's competitiveness. Koellinger (2008) in his research adds that a company that innovates is faster in term of development compared to the one does not. Darroch (2005) and Neira, et al., (2008) think differently. They think the theory cannot be applied to the small to medium company especially furniture company. The cost of innovation is high, and it tends to be imitated. The company's performance is determined by product innovation and process innovation which are un-separated from the commitment of all components in a company which is called organization commitment. Figure 1 shows the research framework which indicate the relationship of each construct. Based on the realtionship, seven hypotheses are proposed as follows:

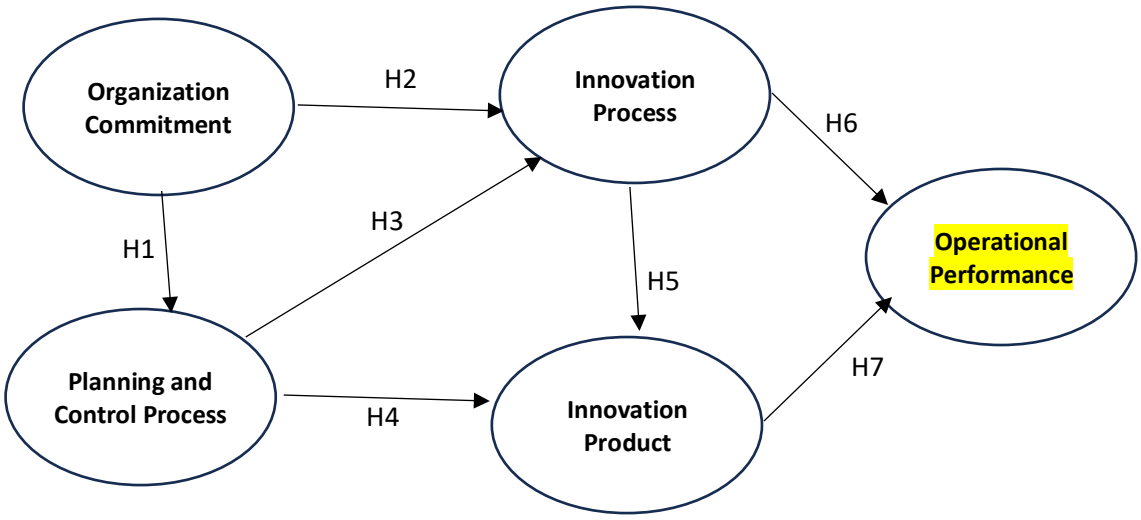
H1. Organization commitment affects the planning and control process.

H2. Organzation commitment influence the process innovation.

H3. Planning and control process influence the process innovation.

H4. Planning and control process affects the product innovation.

H5. Process innovation influences product innovation.
H6. Process innovation affects operational performance.
H7. Product innovation influences operational performance.



5. Question:
Researchers need to rewrite the methods provided which consists of population, and data collecting process.
Response:
Thank you for suggesting the Methodology, we thank you for your valuable feedback. We have worked on your suggestion by adding.

This study examines the seven hypotheses by testing the relationship between construct using the quantitative approach with survey method. The survey was conducted on the small and medium of shoes and sandals industry located in the center of small and medium enterprises in Wedoro Waru Sub district, with a population of 151 business units. However, not all of these companies have been registered to the Industry and Trade Office of Sidoarjo (district capital). Researcher directly observes all business units in the area to make sure that the enterprise eligible for the population with four criterias. First, the existing business units having their own production process area, machines and uses shoe production schedule amounting to 63 small medium enterprises. Second, the small and medium enterprises have constant order demand from their customers. From 63 firms, 6 enterprises are engaged as subcontracted then these small and medium enterprises are excluded from the 63 firms and left 57 in total. Third, the small and medium enterprises already have product designs that indicate product innovation and have at least 10 items of finished products. There are 12 enterprises have not fulfilled this criterion and hence. There is 45 small and medium enterprises eligible to the population of this study. Fourth, all business units registered at the Sidoarjo industry and Trade Office at the Sidoarjo regency. Off the 45 enterprises, 42 are eligible for the population of this study.

6. Question:
The authors should expand on analysis section 5 and provide sufficient justifications.
Response:
We thank you for your valuable feedback, but our analysis in section 4. I've added it, hopefully it's in line with the reviewer's expectations.

The result of this research reveals the significant impact of the product innovation to an operational performance demonstrated by the coefficient of 0.403 and the T-Statistic is 4.362 (above 1.96). The product innovation done by the small and medium business improved their competitiveness, and they are capable of exporting their products. They make new products by following market need. They produce what is trending following what the big companies produce. This makes them less innovative to compete with big companies. This research supports the results of a study by Utaminingsih (2016) which stated that the innovation of rattan products conducted on small-scale rattan handicraft business in Teluk Wetan Jepara village has an impact on marketing performance. This research also supports the research results by Pertiwi and Siswoyo (2016) which stated that the market orientation as the beginning of product innovation conducted SMEs to the marketing performance of fruit chips Batu City. Its organizational performance is not significantly useful because they can fulfill and deliver the order quickly. This research confirms the research of Jackson et al. (2016) which states that the quality of management innovation in producing innovation product and the process will give an excellent operational performance for a company.

7. Question:
To convert from discriminant validity to convergent validity, it is necessary.
Response:
We thank you for your valuable feedback, I have adjusted it to the reviewer's suggestion.

Convergent Validity
The assessment of convergent validity is by comparing the value of average variance extracted (AVE) of every construct with a recommended acceptable value of 0.5. Table 2 indicates that the value of AVE greater than 0.5 and this means that all indicators of each construct are valid.

8. Question:
More critical analysis and established evidence (not own source) is needed to support the claims in this study.
Response:
We thank you for your valuable feedback, this is something that is difficult for me to add, hopefully it is in accordance with the expectations of the reviewers.

There is no impact on planning and controlling process of the small and medium company to product innovation. Table 3 measures 0.128 and the T-Statistic is 1.224 (less than 1.96). Product innovation and is not affected by the material planning and controlling. This is different from De-Luca and Atuahene-Gima (2007) research which underline that the process of a company in understanding the market knowledge and its integration with the mechanism of planning and collaboration between departments impact the product innovation.
Process innovation has the influence on product innovation with the path coefficient of 0.481 and T-Statistic 6.237 (above 1.96). There is a definite influence of process innovation on product innovation. The product innovation done by the small and medium business improved their competitiveness, and they are capable of exporting their products. They make new products by following market need. They produce what is trending following what the big companies produce. This makes them less innovative to compete with big companies. This research supports the results of a study by Utaminingsih (2016) which stated that the innovation of rattan products conducted on small-scale rattan handicraft business in Teluk Wetan Jepara village has an impact on marketing performance. This research also supports the research results by Pertiwi and Siswoyo (2016) which stated that the market orientation as the beginning of product innovation conducted SMEs to the marketing performance of fruit chips Batu City. Its organizational performance is not significantly useful because they can fulfill and deliver the order quickly.

9. Question:
The Conclusion sections should be rewritten again. In addition, the study's contributions to practical levels are not clear - the conclusions are trivial.
Response:
We thank you very much for your suggestion.
SMEs can also penetrate the market segment not yet entered by large shoe companies, especially the segment of local products. Owners or managers of SMEs shoes should do better market orientation enabling the enterprise to create appropriate product innovation. The owners and managers of SMEs need to promote innovation to create a unique product based on the customer interest in the pursuit of better marketing performance. In the next research is expected to examine the relationship of variables of product innovation, market orientation to competitive advantage.

Review C
1. Question:
Start by correcting the Abstract. Here the text is written too dryly, and many questions remain. For example, the authors indicate that First, Owners of smaller business enterprises generally have a direct role as the top management, too. Second, they must commit to the time, cost, and resources to support the business..." and “how this was done”. You can't write like that, as if the authors are in a hurry somewhere and they don't have time to formulate a sentence properly. This is generally superfluous here because it does not carry any scientific and meaningful load ".

Response:
Dear Reviewer, thank you very much for your valuable feedback. Even though I don't entirely understand the input, I fixed it abstractly. I hope you like it, and if there's anything that needs to be fixed, I'd appreciate any feedback as a writer.

This study aims at examining the impact of the organization commitment on on operational performance through the planning and control process process innovation, and product innovation. The questionnaires were distributed to 90 respondents composed of 84 respondents representing 42 shoe firms, and 6 respondents representing the experts from the industry association. Data analysis used the partial least square (PLS) technique with smart PLS software. The result reveals that the organization commitment affects the planning and controlling process, process innovation. The planning and controlling process influence the process innovation. The planning and control process does not affect the product innovation. The process innovation influences product innovation. Process innovation and the product innovation affect the operational performance. This work contributes to the current research in the supply chain management, and the shoe firm may adopt this finding in enhancing the operational performance of the firm.

2. Question:
The Introduction (this is for the most part a page-page of text) should be devoted to the relevance of the research topic and the formulation of the problem in general.

Response:
We thank you for your valuable feedback. We have made improvements at the end of the introduction.

A change process in a company, at first, will be an examination of its business process. The business process is some activities to change some inputs to outputs. A business process is the main part for the organization to reach its purpose. They represent a serial of activities that when combined, it will make value for the customer, internally or externally. The focus of this business process aims to the

technical changing of the organization, for example, continuous improvement and business process re-engineering (Tarafdar and Gordon, 2007). Li, Liu and Ren's research (2007) stated that process innovation needed to develop new products and reduce the production cost of a product, which is able to give the competitive advantage of a company in the market.

Small and Medium Enterprises (SMEs) become the mainstay of Indonesia's economy because it contributes significantly to the high economic growth and become the strength of manufacturing industry. One of the advantages of SMEs is its efficiency and flexibility since it has a relatively few employees with production process using manual and semi-automatic system. Hence, SME's product has a superior product quality compared to larger companies. SME companies in Indonesia are experiencing sustained rapid growth as reported by the central bureau of statistics. Table 1 below indicated the growth number of the SMEs from year to year.

Table 1: The Number of Small and Medium Enterprises

Scale of enterprises	Years					
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Small	2,529,847	2,554,787	2,812,747	2,887,015	3,220,563	3,385,851
Medium	202,877	424,284	405,296	531,351	284,501	283,022
Total SMEs	2,732,724	2,979,071	3,218,043	3,418,366	3,505,064	3,668,873
Growth		246,347	238,972	200,323	86,698	250,507

Source http://bps.go.id.

According to the Undang-Undang No.20 (2008), SMEs are classified into three levels based on the turnover and assets owned by the firm. First, a microenterprise is classified as owning the assets up to a maximum of Rp. 50,000,000 and turnover up to Rp. 300,000,000. Second, a small enterprise with an asset value from Rp.50,000,000 up to Rp. 500,000,000 and with a value turnover from Rp. 300,000,000 up to Rp. 2,500,000,000. Third, a large enterprise with the value of turnover from Rp. 2,500,000,000 up to Rp. 50,000,000,000, and with the value of asset ranging from Rp. 500,000,000 up to Rp. 10,000,000,000

The high growth of the number of SMEs has, consequently, increased the volume of the businesses dramatically and also resulted in high economic growth as well. The number of workers absorbed by the SMEs sector reaches 107 million from the total workforce of 110 million. This number means that SMEs absorbed around 97.27% of the total National workforce. The total number of unit business registered as SMEs have covered up to around 99,9% of the total number of business unit existing in Indonesia (Tambunan, 2012). In the case of East Java province, the report indicated the annual economic growth of 5.16%, which is higher than Indonesia's economic growth of 4.93%. The total number of SMEs in East Java in 2015 amounted to 820,844 or accounted for 22.37% of the total number of Indonesian SMEs. One of the famous SME in the East Java province is located in the District of Sidoarjo. These SME are engaged in the footwear industry such as shoes and sandal.

However, in today, the constraint facing the SME is the managerial issue such as the organizational structure of the SME. Most of the organizational activities, such as planning, production control, receipt of order and purchasing of material are directly executed and controlled by the owner. There is no systematic planning, and most activities are decided spontaneously. The production process is also often changed, for instance, original delivery destination suddenly changed to the new destination without an apparent reason. This means that delivery speed and reliability is not

acceptable in the point of view of the customer. Other related issues are the production process which is often interrupted due to the sudden stoppage of the electricity supply. Product innovation is rarely done by the company unless there is a new demand for specific design and process from the customer. The variants of the product tend to be similar to other SME product which results in fiercer competition among SMEs. The quality of products produced by SMEs tends to differ from time to time because it is highly dependent on employee motivation. Changes in SMEs governance began since the Indonesian government paid attention to the development of local products. This atmosphere creates a strong motivation for owners and employees of SMEs to work harder in full time and even exceed the standard working hours of eight hours a day in the pursuit of higher productivity, more efficient, and more competitive. Based on the above description, this study examines the impact organization commitment on the operational performance through the planning and control process, process innovation, and product innovation. The novelty of this research is the relationship of the five constructs, i.e., organization commitment, planning and controlling process, process innovation, and product innovation, and operational performance simultaneously. The managerial implication of this study is to provide the manager an insight how to enhance the operational performance from the perspective of supply chain management.

3. Question:
The Literature review also requires revision and consistency of the presentation of the material. It should be subordinated to the purpose of the study and should be completed with a statement of goal.

Response:
We thank you for your valuable feedback. We have made improvements the literature review.

Product Innovation
Product innovation is the introduction and development of new types of goods or services that complement the deficiencies of the prior product with more emphasis on quality (Atalay et al., 2013). According to the Undang-Undang No.18, 2002, Innovation is a research, development and/or engineering activity that aims at developping new value. In the scientific contexts, innovation is new ways to transform existing science and technology into products or process of production. In the context of the goverment, innovation policy can be found at various levels such as industry or trade offices, provincial level, and international level under the ministry of industry.
Meet with the product is relatively new for the company, but the product is already known in the market. New to the world product is a new product both for the company and market (Hartini, 2012). Product innovation can be measured by three indicators. They are developing a new product (Hartini, 2012; Li et al., 2007), increasing the quality of product and accelerate the introductory of new product to the market (Yang, 2010; Tung, 2012). Neira et al., (2008) and Aydin et al., (2007) add that design in product innovation has an important role, because it will be easier to produce and to reduce defected products.

Process Innovation
Processes in the manufacturing sector cover from the process of material input, supporting materials, packaging materials, semi-finished product, and finished product ready to be delivered to customers. Process innovation illustrates a change in how an organization is producing a product and service (Hartini, 2012). The process innovation is an act to introduce a new production process or a new daily activity (Najib and Kiminami, 2011). The process innovation is a new production method by adopting new technology in the entire process of value chain including manufacturing, data processing and distribution (Ismail and Mamat, 2012). Process innovation in SME is a social process, which substantially involves the interaction between parties. Relationship, networks and social closeness are generally stronger at the local content. Such a situation is indeed very important for the development

of the social relationship including the mutual trust, communication and interaction, and open culture of new thinking (Undang-Undang No.18, 2002). Ciptono (2006) said that process innovation is changing the way they produce and shipping the products. Process innovation leads the company to a new method in its operation by buying new technology or upgrading what they have. This helps the company to reach economy of scope or scale which helps them to increasing the quality. Process innovation will enhance the efficiency of the production process, and therefore, the cost will decrease.

Organization Commitment

Weng et al., (2010) describes that organizational commitment as a psychological condition which characterizes the relationship of the employee with the organization or the implication affects whether the employee will keep the job or not. Organization commitment assesses the extent to which the organization has a commitment, which is measured by three indicators, i.e., affective commitment, continuity commitment, and normative commitment.

Planning and Control Process

Planning and control process is a process of planning and controlling the production in term of volume and schedule. The plan objective is to determine the materials required for the production. The planning goal is to achieve an efficient production process in term of the use of materials, employees and cycle time for a unit of product (Chapman, 2006).

This planning should be controlled in the operational division of the company where the plan is managed and realized (Jacobs et al., 2009). The control objective is to make sure that there are some improvements in the process. Production control needed to manage the utilization of the materials, control workers, and control cost production, and control finishing of the product.

Operational Performance

Operational performance is an achievement by a business organization indicated by the result of the operation (Hartini, 2012).

Market performance is related to the performance in the market measured by market share, profit ratio and customer satisfaction (Salim and Sulaiman, 2011). Operational performance can be measured by performance according to Chae et al., (2014), namely, order fulfillment, delivery speed, delivery flexibility, and flexibility to change volume.

4. Question:

Then the Methods should be presented.

Response:

We thank you for your valuable feedback. I made a comprehensive repair, hopefully according to the reviewer's intention.

This study examines the seven hypotheses by testing the relationship between construct using the quantitative approach with survey method. The survey was conducted on the small and medium of shoes and sandals industry located in the center of small and medium enterprises in Wedoro Waru Sub district, with a population of 151 business units. However, not all of these companies have been registered to the Industry and Trade Office of Sidoarjo (district capital). Researcher directly observes all business units in the area to make sure that the enterprise eligible for the population with four criterias. First, the existing business units having their own production process area, machines and uses shoe production schedule amounting to 63 small medium enterprises. Second, the small and medium enterprises have constant order demand from their customers. From 63 firms, 6 enterprises are engaged as subcontracted then these small and medium enterprises are excluded from the 63 firms and left 57 in total. Third, the small and medium enterprises already have product designs that indicate product innovation and have at least 10 items of finished products. There are 12 enterprises have not fulfilled this criterion and hence. There is 45 small and medium enterprises eligible to the

population of this study. Fourth, all business units registered at the Sidoarjo industry and Trade Office at the Sidoarjo regency. Off the 45 enterprises, 42 are eligible for the population of this study.

This research is using the population from small and medium shoe companies listed in the Department of Industry and Commerce in Sidoarjo District, which has 42 business units. This research conducts some surveys to small and medium shoe companies (Cooper and Schindler, 2008). The data retrieval techniques are snowball sampling. The analysis is testing the seven hypotheses using Partial Least Square (PLS) with the calculation process using PLS Smart Software. The main reason employing this method is the layering of relation structure between variables, and the PLS Smart Software is suitable for this research (Ghozali, 2014).

5. Question:

Then there should be a Discussion section. There should be a discussion of the study results, comparison with previous ones, a discussion of why the authors have exactly such results.

Response:

We thank you very much for your suggestion.

Example for the first hypothesis

The study results: Table 3 indicated that organization commitment influences the process innovation, which is proved by the path coefficient of 0.298 and the T-Statistic of 1.96.

Comparison with previous ones: This result is consistent with the research by Rodríguez et al., (2008), stated that the organization commitment to management commitment and employee commitment contributes to the improvement of the process.

Why the authors have exactly such results: This can be explained that management's commitment, which gives responsibility and power to all the employees, so the continuous improvement, is taking place in the production process.

This is indicated by the t-value of 2.110 greater than 1.96. This result confirms that organizational commitment is able to increase planning and controlling process in a company. The management gives task, responsibility, and transparent procedure to the company where the material planning, controlling and scheduling is employed. This is supported by the research of Ng et al., (2006) who states that the organization commitment gives positive impact to work schedule flexibility in the Southeastern United States retails.

Table 3 also shows the finding that planning and controlling process influence process innovation with the path coefficient of 0.260 and T-Statistic about 2.164 (higher than 1.96). This condition affects process innovation significantly. It describes that the planning of proper material usage will give the accurate time of production as the standardized time the company sets. Tarafdar and Gordon (2007) state that the planning and controlling process on the administration as a process innovation especially in setting rules, procedures, new policies and organization's responsibility changing. There is no impact on planning and controlling process of the small and medium company to product innovation. Table 3 measures 0.128 and the T-Statistic is 1.224 (less than 1.96). Product innovation and is not affected by the material planning and controlling. This is different from De-Luca and Atuahene-Gima (2007) research which underline that the process of a company in understanding the market knowledge and its integration with the mechanism of planning and collaboration between departments impact the product innovation.

Process innovation has the influence on product innovation with the path coefficient of 0.481 and T-Statistic 6.237 (above 1.96). There is a definite influence of process innovation on product innovation. The machines usage and new tools will increase the product quality of the company. On the other hand, the new machines and tools will help the company to create a new innovative product. The continuous training for the employees also plays a significant role. This confirms Maqsood and Finegan

(2005) who states that the process innovation to adopt technology within an organization increases the capacity for the product innovation. The research of Li et al., (2007) has the same statement. This research proves that process innovation positively influences operational performance with the coefficient of 0.531 and the T-Statistic is 6.244. By using a new machine, the company can reduce some burdening costs, i.e., excessive employees and fail products. The cost cutting makes the company reducing their product's price. If the price is reduced, it can compete in the market and increase the sales and market share. Besides, the net income and profit margin are also increased by the lower price. Walker et al., (2011) reveals that the process innovation has a positive impact on organizational performance. The company that applies innovative process is quicker in fulfilling the order.

The result of this research reveals the significant impact of the product innovation to an operational performance demonstrated by the coefficient of 0.403 and the T-Statistic is 4.362 (above 1.96). The product innovation done by the small and medium business improved their competitiveness, and they are capable of exporting their products. They make new products by following market need. They produce what is trending following what the big companies produce. This makes them less innovative to compete with big companies. This research supports the results of a study by Utaminingsih (2016) which stated that the innovation of rattan products conducted on small-scale rattan handicraft business in Teluk Wetan Jepara village has an impact on marketing performance. This research also supports the research results by Pertiwi and Siswoyo (2016) which stated that the market orientation as the beginning of product innovation conducted SMEs to the marketing performance of fruit chips Batu City. Its organizational performance is not significantly useful because they can fulfill and deliver the order quickly. This research confirms the research of Jackson et al. (2016) which states that the quality of management innovation in producing innovation product and the process will give an excellent operational performance for a company.

6. Question:

The Conclusion section is built incorrectly. There should be such logic - point out the purpose of the study, briefly demonstrate the result obtained, point out what conclusions should be drawn from it.

Response:

We thank you for your valuable feedback. In my opinion, the conclusions that have been made are incomplete, but they are correct according to the results of the research.

Based on the analysis of the data and study, it can be drawn some results. Strong organizational commitment to the company provides an excellent process innovation due to the rules and procedures established, and the authority and responsibility have been settled well. Owners and employees of SMEs have begun to implement quality control systems and ongoing training from the government. Adherences to procedures that have been implemented lately provide proper process planning and control on SMEs so as to provide process innovation, especially in controlling the use of raw materials and completion of finished products. Planning and good process control at the company is not able to provide product innovation due to planning and control of the company to process innovation in ensuring an excellent process to produce product innovation. Innovations undertaken by SMEs on process innovation provide enhanced product innovation and are jointly capable of enhancing operational performance.

Small and medium-sized shoes in Sidoarjo city are still less innovative in product innovation and still depend on large companies. SMEs need to improve their product innovation performance in order to be able to compete with large shoe companies. SMEs can also penetrate the market segment not yet entered by large shoe companies, especially the segment of local products. Owners or managers of SMEs shoes should do better market orientation enabling the enterprise to create appropriate product innovation. The owners and managers of SMEs need to promote innovation to create a unique product based on the customer interest in the pursuit of better marketing performance. In the next research

is expected to examine the relationship of variables of product innovation, market orientation to competitive advantage.

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Article revision

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Sat, Feb 24, 2018 at 11:52 PM
To: Evan Lau Poh Hock <lphevan@unimas.my>

Dear Prof Evan Lau Poh Hock (Managing Editor of IJBS),

Please find attached my full paper after revision based on reviewers comments. To make it easier for you, I've given yellow highlights in each revised section.

In addition to the revised article, I also attach itemized responses to the provided reviewers' comments.

Thank you.

Best regards,
Dr. Zeplin Jiwa Husada Tarigan

2 attachments

Article revision based on reviewers comments (Zeplin Jiwa Husada Tarigan).docx
287K

Response letter of reviewers comments.docx
27K

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

IJBS - Request for second revision

Evan Lau Poh Hock <lphevan@unimas.my> Thu, Mar 22, 2018 at 03:02 PM
To: zeplin <zeplin@petra.ac.id>

Dear Zeplin,

I appreciate your hard work in revising the manuscript. I received all the positive peer-review comments on your revision. However, minor revisions are still needed for the following matters:

- References without in-text citations. Kindly add the corresponding in-text citations in the appropriate section otherwise you may remove them.
Maqsood, T., & Finegan, A.D. (2009)

-. In-text citations without references
Maqsood and Finegan (2005)

-. The format of the following citation and reference is improper. Please ensure that all references are written in APA style:
a. Undang-Undang Republik Indonesia Nomor 18 Tahun 2002 Tentang Sistem Nasional Penelitian, Pengembangan, dan Penerapan Ilmu Pengetahuan dan Teknologi, http://ristekdikti.go.id/wp-content/uploads/2016/02/UU-Nomor-18-Tahun-2002-ttg-sistem-nasional-litbang-dan-iptek, (March 2018).
b. Undang-Undang Republik Indonesia Nomor 20 Tahun 2008 Tentang Usaha Mikro, Kecil dan Menengah, Retrieved from http://www.bi.go.id/id/tentang-bi/uu-bi/Documents/UU20Tahun2008, (February 2018)

Please read carefully our guidelines on the journal's article and reference styles and make sure that your article complies with that guidance.

I'm waiting for your revision and please send it no later than 3 weeks after I send this email.

Yours faithfully,
Evan Lau, Ph.D.
Associate Professor
Managing Editor of IJBS
Faculty of Economics and Business

RESPONSE TO THE REVIEWER'S SUGGESTIONS FOR SECOND REVISION

Dear Managing Editor of IJBS
Evan Lau PhD

We are very grateful for the second stage review provided, and it is precious for us to make improvements to the article to make it more perfect.

We will improve any suggestions from reviewers and hope to be published in the IJBS journal as a reputable journal. Hopefully, the revised paper could comply with Editor's expectations.

We are looking forward to hearing good news from you.

Best Regards

Assoc. Prof. Zeplin Jiwa Husada Tarigan

REVIEWER SUGGESTIONS FOR SECOND REVISION

Reviewer/Editor

Question:

A. References without in-text citations. Kindly add the corresponding in-text citations in the appropriate section otherwise you may remove them. Maqsood, T., & Finegan, A.D. (2009)

Response:

After a good review for valuable feedback, we adjusted the references to the citations in the article, so we did not remove them from the reference list because they were already in the citations.

This confirms Maqsood & Finegan (2009) who states that the process innovation to adopt technology within an organization increases the capacity for the product innovation. The research of Li et al., (2007) has the same statement. This research proves that process innovation positively influences operational performance with the coefficient of 0.531 and the T-Statistic is 6.244.

Question:

B. Undang-Undang Republik Indonesia Nomor 18 Tahun 2002 Tentang Sistem Nasional Penelitian, Pengembangan, dan Penerapan Ilmu Pengetahuan dan Teknologi, http://ristekdikti.go.id/wp-content/uploads/2016/02/UU-Nomor-18-Tahun-2002-ttg-sistem-nasional-litbang-dan-iptek, (March 2018).

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised and change, with:

Soekarnoputri, M. (2002). *Undang-Undang Republik Indonesia Nomor 18 Tahun 2002 Tentang Sistem Nasional Penelitian, Pengembangan, dan Penerapan Ilmu Pengetahuan dan Teknologi*, Retrieved March 2018, from http://ristekdikti.go.id/wp-content/uploads/2016/02/UU-Nomor-18-Tahun-2002-ttg-sistem-nasional-litbang-dan-iptek.

Question:

C. Undang-Undang Republik Indonesia Nomor 20 Tahun 2008 Tentang Usaha Mikro, Kecil dan Menengah, Retrieved from http://www.bi.go.id/id/tentang-bi/uu-bi/Documents/UU20Tahun2008, (February 2018)

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised and change, with:

Yudhoyono, S.B. (2008). *Undang-Undang Republik Indonesia Nomor 20 Tahun 2008 Tentang Usaha Mikro, Kecil dan Menengah*, Retrieved February 2018, from http://www.bi.go.id/id/tentang-bi/uu-bi/Documents/UU20Tahun2008.

Question:

B. The format of the following citation and reference is improper. Please ensure that all references are written in APA style:

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised all references are written in APA style.

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Second revision of my article

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Fri, Apr 6, 2018 at 08:26 PM
To: Evan Lau Poh Hock <lphevan@unimas.my>

Dear Prof Evan Lau Poh Hock,

I attach the second revision of my manuscript with reference to your last remarks. I hope this revised article will meet IJBS guidelines. In case there is still any query, please advise me.

Thank you.

Best regards,
Dr. Zeplin Jiwa Husada Tarigan

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Evan Lau Poh Hock <lphevan@unimas.my> Tue, May 29, 2018 at 1:32 PM
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Dear Professor Zeplin Jiwa Husada Tarigan

Congratulation! Your paper been accepted for publication for International Journal of Business and Society (IJBS).

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Hopefully to received all these files by June 4**, 2018.**

Thanks

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Mon, Jun 4, 2018 at 9:11 AM
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Dear Sir
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Thanks very much for accepted our article in your journal. The following i was submit for the requirements, there are:
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