

# DOES JOB SATISFACTION MATTER? ORGANIZATIONAL COMMITMENT OF ONLINE MOTORCYCLE DRIVERS IN BANDUNG INDONESIA

Muhammad Alfidika Romliansyah, Iqbal Hendrayana, Riesta Adellya Agustine, R. Fajri Ardhiyah Nurul Gina Nul Hakim, Siti Hasanah, Sunardi Sembiring Brahmana

Widyatama University, Faculty of Economic and Business  
Bandung, Indonesia

[alfidika.romliansyah@widyatama.ac.id](mailto:alfidika.romliansyah@widyatama.ac.id) [iqbal.hendrayana@widyatama.ac.id](mailto:iqbal.hendrayana@widyatama.ac.id)  
[riesta.adellya@widyatama.ac.id](mailto:riesta.adellya@widyatama.ac.id) [fajri.9184@widyatama.ac.id](mailto:fajri.9184@widyatama.ac.id)  
[hasanah.siti@widyatama.ac.id](mailto:hasanah.siti@widyatama.ac.id) [sunardi.brahmana@widyatama.ac.id](mailto:sunardi.brahmana@widyatama.ac.id)

Corresponding author : fajri.9184@widyatama.ac.id

## Abstract

Competition between companies engaged within the online motorcycle transportation sector is very high. This high competition certainly has an impact on the drivers. Higher competition can certainly weaken the organizational commitment of the drivers. The study is meant to investigate job satisfaction and organizational commitment relationship of online motorcycle drivers in Bandung, Indonesia. This research is explanatory research, namely research that appears at the connection between variables. The population of this research is all online drivers, and also the sample of this research is 114 motorcycle drivers. The results of hypothesis testing found that four dimensions of satisfaction: pay, promotion, co-workers, and nature of work had a positive and significant effect on drivers' commitment, while the supervisory dimension had no effect on drivers' commitment.

Keywords: Job Satisfaction, Organizational Commitment, Online Motorcycle Drivers

## Research background

In area of fierce competition and limited resources, attempts aimed toward maximizing productivity, job satisfaction and commitment of employees are the most management challenges (Brown & Peterson, 1993; 1991; Peters, 1991). 1992, Robbins 1993). This after all also applies to online transportation service companies. Online motorcycle transportation companies in Indonesia are growing and very competitive. There are two online motorcycle transportation companies that dominate in Indonesia today, namely Gojek and Grab. The two are fiercely competitive this very tight competition was also quite an impact on the drivers. Often this intense competition has a negative impact on drivers. For example, driver incomes tend to decrease, work stress increases, and uncertainty increases. If this is allowed to continue for a long time, it is likely that the organizational commitment of these drivers will decrease. These online transportation companies certainly need to pay attention to this, because basically these drivers are the spearhead of the company's operations, where these drivers are the one who directly deal with consumers.

Although previous studies shown mixed ends up in general, research findings state that workers who have high job satisfaction also have high commitment, and also tend to be more productive (Agho, Mueller & Price, 1993; Vandenberg & Lance, 1992). Leaders must be able to understand the impact of the actions taken on workers: "leaders must be ready to foster employee commitment to the organization (Steer, 1997). Organizational commitment is an important topic in a number of studies and important in understanding the workers' behavior in work setting (Hrebiniak & Alutto, 1972; Mowday, Porter & Steers, 1979; Meyer and Allen, 1991). Employee commitment are related to motivation and performance (Matheiu & Zajacc, 1990). Commitment also indicates organization effectiveness (Steers, 1997). Employee commitment to the organization described the relative strength of an employee's identification with the organization (Mowday, Porter, & Steers, 1982; Tett and Meyer, 1993), whereas job satisfaction relates to employee's general attitude on work, or the extent a worker likes his/ her work (Agho et al, 1993; Gunlu, Aksapyli, and Percin., 2010)

Steer and Mowday's (1981) research contributed in particular to the understanding of employee engagement with organizations. Several research results have found that organizations can protect their

employees by heuristically creating an environment that is ready to foster workers' satisfaction (Berry, Parasuraman and Zeithaml, 1990). Job satisfaction of workers also affects the relationship between workers' satisfaction and customers' satisfaction (Mowday et al., 1982; Agho et al., 1993). Workers will provide good service when they are satisfied with their work, and also after they have a high commitment to the organization (McNeese-Smith, 1996; Cherif, 2020).

Given the importance of job satisfaction, top leaders must clearly understand that the leadership style they apply will greatly affect job satisfaction of workers within the organization. Thus, top leaders should focus attention on efforts that may increase the work motivation of their subordinates through increasing job satisfaction and organizational commitment (Posner & Kouzes, 1987).

## **Literature Review**

### **Organizational Commitment**

The success of implementing the strategy is closely related to the behavior of the workers in completing their tasks. This behavior depends on the strength of the emotional bond of workers in carrying out their work based on the belief that the progress of the organization is their progress as well. This behavior is a form of willingness to do more for the betterment of the organization (Angle and Perry; Kim, Leong, and Lee, 2005; Shaw, dlery, and Abdulla, 2003).

In recent decades, employee commitment to the organization has become an interesting topic since this concept is closely related to many aspects that greatly affect employee performance (Ferris and Aranya, 1983). Many researchers try to approach this concept by combining attitude and behavior. Employee commitment is a relative strength that describes the identification and involvement of workers with the organization (Ferris and Aranya, 1983). Many researchers try to approach this concept by combining attitude and behavior. Employee commitment is a relative strength that describes the identification and involvement of workers with the organization (Ferris and Aranya, 1983). The understanding workers' commitment to the organization has enormous implications for the health and progress of the organization, and has become a popular topic in the field of organization. Employee commitment to the organization can be seen in various forms, all of which lead to an increase in organizational effectiveness which leads to an increase in worker welfare (Meyer and Hersovitch, 2001). Understanding the factors that can trigger or increase employee commitment is certainly very important given the enormous impact on organizational performance.

Worker's commitment relatively describes the power of worker's identification and involvement to the organization (Mowday et al (1982). Worker's commitment has at least three characteristics, namely:

1. A powerful belief-in and acceptancy to the organization's goals and values;
2. Willingness in putting forth a powerful effort for the good of organization;
3. A strong desire to stay as a member of organization (Mowday et al., 1982)

The definition is kind of comprehensive because:

1. The definition is able to conceptualize commitment which incorporates many elements or attitudinal theories that are developed previously (Buchanan, 1974; Etzioni, 1961; Kanter, 1968).
2. Mowday et al (1982) considers behavioral commitment as individual behaviors which will lead these individuals to develop attitudinal commitments; Mowday et al., (1982) advance two approaches to commitment (attitudinal and behavioral) as something that is basically interconnected with the two sorts of commitment which are reciprocally interconnected (Mowday et al., 1982)
3. Mowday et al (1982) perceives commitment as a full of life engagement process during which certain actions are taken to make sure a powerful and lasting relationship between workers and organizations.

Meyer and Allen (1991) develop the psychological state approach of organizational commitment. They noted there are at least two views in organizational commitment definitions:

1. Commitment is a psychological state characterizes the relation of worker and the organization;
2. Commitment reflects workers tendency to remain and continue their membership in organization.

The psychological approach views worker's attachment to organization as a result of worker's identification on attitudes, values, and goals of organization.

Meyer and Allen (1991) conception of the components of commitment has received much recognition from experts in the field of organization, especially those who are interested in studying aspects of employee commitment to the organization. This can be proven from the many uses of measuring instruments developed by Meyer and Allen (1991). This measuring instrument has proven to have good psychometric validity, and also has high internal consistency (Hackey, Bycio, and Housdof, 1994; Jaros et al, 1999). Meyer and Allen (1991) measuring instrument measures commitment in three dimensions which are labeled: affective, continuance, and normative.

Affective commitment is a worker's attitude that reflects the quality of the relationship between himself and the organization (Ayen, Paker, and McCoy, 1993). Workers with high affection for the organization will stay because they feel identified, involved, and also feel satisfied (Mowday, Steers, and Porter, 1981). This affective commitment arises as a consequence of the perception of workers who view their work as something that is able to satisfy their needs (Meyer and Allen, 1991).

Continuance relates to a sense of attachment to the organization as a result of worker's calculations of the price or risk that must be borne if leaving the organization (Becker, 1960). Employees who have high continuance commitment will try to stay in the organization because they need and want it. Normative commitment on the other hand, is a worker's attachment to the organization that arises because of ethical factors. Workers feel that staying in the organization is a good thing to do.

### Job Satisfaction

The study of is one area that is very developed and in demand by experts in the field of organization. Employee are one of the most important resources that will determine the future of the organization. Employee performance is an important reflection of organizational success, and employee satisfaction is a reflection of employee performance. Scholars understand very well that understanding the job satisfaction of workers in a work situation will greatly assist organizations in designing and implementing work goals and organizational targets. Job satisfaction is a reflection of workers' feeling towards their work, including other aspects related to their work. Job satisfaction is the accumulated experience of workers in living and doing their jobs.

Some scholars define job satisfaction as an emotional reaction to a work situation experienced by workers (Cranny, Smith, and Stoe, 1992); Illies and Judge, 2004; Locke, 1969, 1976), and this feeling can appear in the form of feeling of pleasure (positive) or it can be in the form of displeasure (negative), which appears as a result of an emotional evaluation of the work done. Job satisfaction is an attitude formaton that is constructed and reflects the results of workers' emotional evaluation of the work they do (Illies and Judge, 2004). However, this emotional aspect seems to under appreciated in job satisfaction measurements, since in general, job satisfaction measurement measure more of the cognitive aspects of the work experience carried out by workers (Brief and Robertson, 1989; Fisher, 2000; Weiss, Nicholas, and Dous, 1999). Generally, job satisfaction is measured by measurements that are single shot or cross section. This method certainly has a weakness in that this method can only capture the cognitive aspects of a work experience, and is less able to reveal the affective experience of a job (Illies and Judge, 2002). Weiss (2002) and Weiss et al (1999) firmly emphasize that this way of measuring job satisfaction as a worker's evaluation of work needs to be re-evaluated.

Person (1998) defines workers' satisfaction the degree to which workers enjoy the work. Kreitner and Kinicki (1989) define it as affection or emotional responses to varied aspects of employment, which involves a worker's positive or negative feeling about his job. In step with this definition, an individual is also satisfied with one or more aspects of his job. Posner & Kouzes (1988) say that employment is commonly a pursuit for meaning and identity for workers, job satisfaction is thus also associated with how a worker feels satisfied together with his life. One in all the widely used measuring tools is Job Descriptive Index (JDI) of Smith, Kendal, and Hulin (1969) which measure worker' satisfaction by measuring satisfaction dimensions: work, pay, promotion, supervision and coworkers.

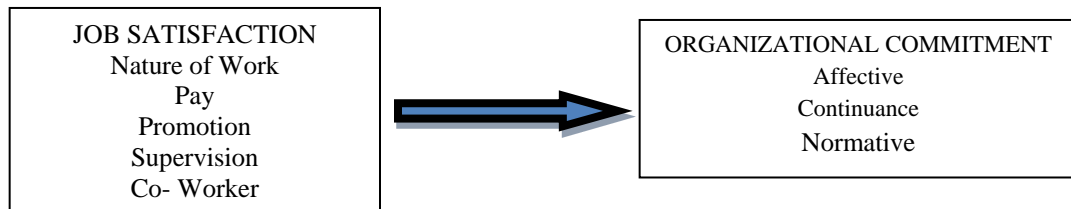
### Job Satisfaction and Organizational Commitment

Satisfaction and commitment are an integral part of the organizational success. The literature describes job satisfaction because the feelings that workers have about their jobs (McNeese-Smith, 1996). Person (1998) defines job satisfaction in terms of the degree of the pleasure feel by the worker on his job. Kreitner & Kinicki (1989) define job satisfaction or emotional response to varied aspects of his job. According ti this definition, an employee could also be satisfied with one or more aspects of his job, but dissatisfied with other aspects. Posner and Kouzes (1987) argue that because work is a component of the hunt for meaning and personal identity, one's job satisfaction is commonly associates with one's satisfaction with life.

The consequence of job satisfaction is additionally a plan that must be important for organizational leaders thanks to the job satisfaction-performance link which ultimately relates to productivity and profits. One altog ether the results satisfaction is the increased commitment of employees to the organization (Krainer and Kinicki, 1989). Krainer and Kinicki (1989) state, there's a relationship between employee satisfaction and employee commitment; The higher is workers' satisfaction, the higher is workers' commitment to the organization, and furthermore, the more willing they make positive contribution to the organization. Workers' satisfaction which describes the degree an employee enjoys his job is become a crucial concept in organizational studies (Agho et al., 1993). Job satisfaction in broad sense, describe workers' attitude toward their job, or parts of their job (Hobson, 1991). Many recent job satisfaction studies have focused on workers;

organizational commitment (Blegen, 1993; Gleason-Wynn, 1995; Mueller & Price, 1990). Porter et al (1974) and Agho et al (1992) found job satisfaction was partially able to explain variations in workers organization commitment. Other researchers have also found that job satisfaction could be a vital predictor in exemplifying organizational commitment (Dienhardt and Gregorie, 1993; Mowday, 1982). Rose (1991) states that job satisfaction is a determinant of the formation of workers' commitment towards the organization.

Theoretical Framework



Based on the discussion above, the hypotheses of this research are as follows:

- H1. Pay is influence organizational commitment positively and significantly.
- H2. Promotion is influence organizational commitment positively and significantly.
- H3. Supervision is influence organizational commitment positively and significantly.
- H4. Co-Worker is influence organizational commitment positively and significantly.
- H5. Nature of Work is influence organizational commitment positively and significantly.

**Methodology**

This study aims to investigate the relationship between job satisfaction and organizational commitment, by conducting explanatory research. This research object is the perception of online motorcycle drivers on their job satisfaction and organization commitment. The unit of analysis individual. The research population is all online motorcycle drivers within the city of Bandung. A complete 250 questionnaires were sent via Google form, and as many as 114 responses were returned and filled out completely, and it is considered as sample of this study.

The questionnaire was designed following A 7-point Likert Type Scaled pattern. Job satisfaction is measured by adapting the measuring tool developed by Celluci & DeVries (1978) which consists of four questions for every dimension, namely: pay; promotion; supervisor; co-workers; and nature of work. Organizational commitment is measured adapting the measuring tool develops by Meyer and Allen (1997) which consists of six questions for every dimension (Affective, Continuance, and Normative).

**Finding and Discussion**

A total of 114 Questionnaires were returned and filled out completely, and prepared to be processed. The goodness of measures test is tested to check the reliability and validity of the instruments. The reliability of the scale was tested using Cronbach's Alpha criteria, the validity tested using Pearson's correlation. The results of the goodness of measures test show that the is reliable and valid. Descriptive data shows job satisfaction and organizational commitment of online motorcycle drivers in Bandung aren't too high. This may be seen from the average mean which ranges from 4 to 5.5.

The research hypothesis was tested using multiple regression toward the mean analysis. Classical assumption analysis. Classical assumption is checked to make sure that the regression model is unbiased. Classical assumption testing includes heteroscedasticity, multicollinearity, linearity, and normality testing. The test results show that there in no violation of the classical assumptions.

Table 1, Table 2, and Table 3 show the results of multiple simple regression. There are two stages of Testing in regression model test or F-test, and therefore the second is that the parametric statistic test or T-test. Table 1 and Table 2 shows F value of 88,075 and significant; the Adjusted R Square is .80. This result clearly shows that the variation of job satisfaction is explaining the variation of organizational commitment by 80 percent.

Table 1. Model Summary

| Model | R | R | Adjusted | Std. Error of |
|-------|---|---|----------|---------------|
|-------|---|---|----------|---------------|

|   |      | Square | R Square | the Estimate |
|---|------|--------|----------|--------------|
| 1 | .899 | .809   | .800     | .47501       |

a. Dependent Variable: OCtotal

Table 2. ANOVA

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig. |
|-------|------------|----------------|-----|-------------|--------|------|
| 1     | Regression | 99.365         | 5   | 19.873      | 88.075 | .000 |
|       | Residual   | 23.466         | 104 | .226        |        |      |
|       | Total      | 122.831        | 109 |             |        |      |

a. Dependent Variable : OCtotal

b. Predictors: (Constant) JSpay JSprom JSsuv JScow JSnow

Table 3. Coefficients

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 3.44                        | .221       |                           | 1.560 | .122 |
|       | JSpay      | .135                        | .065       | .150                      | 2.080 | .040 |
|       | JSprom     | .105                        | .049       | .144                      | 2.133 | .035 |
|       | JSsuv      | -.050                       | .057       | -.061                     | -.878 | .382 |
|       | JScow      | .217                        | .059       | .252                      | 3.695 | .000 |
|       | JSnow      | .508                        | .058       | .581                      | 8.736 | .000 |

a. Dependent Variable: OCtotal

Table 3 shows the results of the regressions coefficient test. The t-test results show that:

1. The pay dimension has a Beta value of .150, a t value of 2,080, and is significant at the 1% level. This shows that the pay dimension is positively and significantly affect organizational commitment. Hypothesis 1 accepted.
2. The promotion dimension has a Beta value of .144, a t value of 1.560, and is significant at the 5% level. This shows that the promotion dimension is positively and significantly affect organizational commitment. Hypothesis 2 accepted.
3. The supervisor dimension has a Beta value of -.061, a t value of -878, and is not significant. This shows that the supervisor dimension is negatively and insignificantly affect organizational commitment. Hypothesis 3 is rejected.
4. The Co-Worker dimension has a Beta value of .252, a t value of 3.695, and is significant at the 1% level. This shows that the Co-Worker dimension is positively and significantly affect organizational commitment. Hypothesis 4 is accepted.
5. The Nature of Work dimension has Beta value of .581, a t value of 8.736, and is significant at the 1% level. This shows that the Nature of Work dimension is positively and significantly affect organizational commitment. Hypothesis 5 is accepted.

Descriptive data shows the job satisfaction and the organizational commitment of online motorcycle drivers tend not to be too high. The results of hypothesis testing indicate job satisfaction effect organizational commitment. This finding in line with previous studies that found job satisfactions positively affect organizational commitment. (Chief,2020; Valaei and Rezaei, 2016). However, this study found that the supervisor dimension had no effect on organizational commitment. Online drivers have enough freedom in performing and completing the work. Drivers have freedom to work out when he's working or not working. His performance is extremely much determined on his own will to realize higher targets. This shows that the link between supervisors and drivers is largely not too clear and not too strong. Of the four dimensions that have a positive effect on organizational commitment, the nature of work has highest Beta value. This means that the nature of work has the very best influence compared to the other dimensions. This is often in fact associated with the freedom that drivers have in doing their jobs.

Based on these findings, online transportation companies must concentrate to the factors that affect organizational commitment of those online drivers. At the time of the interview, one in every of the items that the drivers really complain about is that the income of the drivers. This can be associated with the high competition faced by this industry, which has an impression on reducing tariffs leading in decreased online driver income. Online transportation companies have to consider policies and methods that may be wont to face competition without having to cut back the income of online drivers.

## Conclusion

This study aimed to explain job satisfaction and organizational commitment relationship. This study found that the dimensions of pay, promotion, co-workers, and nature of labor have a positive effect on organizational commitment, while supervisors have no effect on organizational commitment. The findings are in line with several previous studies which finds that job satisfactions could be a driver of organizational commitment. Companies within this industry should carefully analyze and evaluate their drivers' satisfaction, and measures their commitment. This can be in fact important considering that these online drivers are the spearhead of the corporate when handling customers.

The weaknesses of this study include: the number of samples that may be less representative because they only come from one company. Subsequent to be able to get a larger response, and cover all companies in the generalization of research results can be higher. Further research is also suggested to include other factors that are also important and have a high influence on organizational commitment.

## References

- Agho, A.O., Mueller, C.W., and Price, J.L. (1993). Detriments of Employee Job Satisfaction: An Empirical Test of A Casual Model. *Human Relations*, Vol. 46, No.8, pp. 1007-1027.
- Agho, A O., Price, J.L., and Mueller, C. W. (1992). Discriminant Validity of Measures of Job Satisfaction, Positive Effective and Negative Effective. *Journal of Occupational and Organizational Psychology*, Vol. 65, pp. 185-196.
- Angle, Harold L. and Perry, James L. (1981). An empirical Assesment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*. Vol. 26.
- Berry, L. L, Parasuraman, A., and Zeithamal, V. A. (1990). Five Imperatives for improving Service Quality. *Sloan's Management Review*, Vol. 31, pp. 29038.
- Blegen, M A. (1993), Nurses' Job Satisfaction: A Meta-Analysis of Related Variables. *Nursing Research*, Vol.42, No. 1, pp. 36-41.
- Brown, S. P., and Peterson, R. A (1993). Antecedents and Consequences of Salesperson Job Satisfaction: Meta-Analysis and Assesment of Casual Effects. *Journal of Marketing Research*, Vol. 30, pp. 63-77.
- Cherif, Fatma. (2020). The Role of Human Resource Management Practice and Employee Job Satisfaction in Predicting Organizational Commitment in Saudi Arabian Banking Sector. *International journal of Sociology and Social Policy*. Vol. 40 No. 7/8. Pp. 529-541.
- Ferris, Kenneth R. and Aranya, Nissim. (1983). A Comparison of Two Organizational Commitment Scales. *Personnel Psychology*. No.36.
- Gunlu, Ebru., Aksarayli, Mehmet. And Percin, Nilufer Sahin. (2010). Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey. *International Journal of Contemporary Hospitality Management*. Vol. 22 No. 5, pp. 693-717.
- Hobson, R. (1991). Workplace Behaviors. *Work and Occupation*, Vol. 18, pp. 271-290.
- Hrebiniak, L.C., and Alluto, J. A. (1972). Personal and Role-Related Factors in the Development of Organizational Commitment. *Administrative Science Quarterly*, Vol17, pp. 555-571.
- Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4, 309-336.
- Kim, Woo Gon., Leong, Jerold K. and Lee, Yong Ki. (2005). Effect of Service Orientation on Job Satisfaction, Organizational Commitment, and Intention of Leaving In A Casual Dining Chain Restaurant. *Hospitality Management*. (In-Press).
- Kreitner, R., & Kinicki, A. (1989). *Organizational Behavior*. Homewood: IL.
- McNeese-Smith, D. (1996). Increasing Employee Productivity, Job Satisfaction and Organizational Commitment. *Hospital and Health Services Administration*, Vol.41, No. 2, pp. 160-175.
- Meyer, J. P., Bobocel, D. R., and Allen, N. J (1991). Development of Organizational Commitment During The First Years of Employment: A Longitudinal Study of Pre-and-Post-Entry Influences. *Journal of Management*, Vol.17, No.4, pp. 717-733.
- Meyer, John P. and Herscovith, Lynne. (2001). Commitment In The Workplace: Toward A General Model. *Human Resource Management Review*, No. 11 pp. 299-326.

- Mowday, R. T., Porter, W. L., and Steers, R. (1982). *Organizational Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.
- Mowday, R. T., Steers, R. M., and Porter, L.M. (1982). The Measurement of Organizational Commitment. *Journal of Vocational Behavior*, Vol.14, pp. 224-247.
- Mueller, C. W. and Price, J. L. (1990). Economic, Psychological and Sociological Determinants of Voluntary Turnover. *Journal of Behavioral Economics*, Vol.19, pp. 321-335.
- Peters, T. (1992). *Liberation Management* New York: Alfred A. Knopf.
- Porter, L. W., Steers, R. M., Mowday, R. T. and Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction, and turnover Among Psychiatric Technicians. *Journal of Applied Psychology*, No. 59, pp. 603-609.
- Posner, B. Z., & Kouzes J. M. (1988). Development and Validation of The Leadership Practices Inventory. *Educational And Psychological Measurement*, 48, 483-496.
- Robbins, S. P. (1993). *Organizational Behavior Concepts, Controversies, and Applications*. Englewood Cliffs, NJ: Prentice-Hall.
- Rose, Robert Wayne (1991). *Comparison of Employee Turnover in Food and Beverage and Other Departments in Hotel Properties*. Ann Harbor, MI: UMI Dissertation Services.
- Shaw, Jason D., Delery, John E. and Abdulla, Mohamed H.A. (2003). Organizational Commitment and Performance Among Guest Workers and Citizens of An Arab Country. *Journal of Business Research*. No. 56pp. 1021-1030.
- Tett, R. P., and Meyer, J. P. (1993). Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analysis Based on Meta-Analytic Findings. *Personnel Psychology*, Vol. 46, No. 2, pp. 259-293.
- Vandenberg, R. J., and Lance, C, E. (1992). Examining The Casual Order of Job Satisfaction and Organizational Commitment. *Journal of Management*, Vol.18, No.1, pp. 153-167.
- Valaei, Naser. and Rezaei, Sajad. (2016) Job Satisfaction and Organizational Commitment: An Empirical Investigation Among ICT-SMEs. *Management Research Review* Vol.39 No.12. Pp. 1663-1694.