

## ANALYSIS OF THE INFLUENCE OF TRUST AND COMMITMENT ON ORGANIZATIONAL PERFORMANCE THROUGH MEDIATION OF THE QUALITY OF PARTNERSHIP RELATIONSHIPS (Study on TVRI Central Java)

**Bahtera Afrikani Sri Wuri Handayani, Mirwan Surya Perdhana**

Universitas Diponegoro, Semarang, Indonesia

Email: afrikanitera@gmail.com, mirwan@live.undip.ac.id

### ABSTRACT

*TVRI Central Java, a public broadcasting institution in Indonesia, faced declining partnerships (2018–2022) and unmet PNPB revenue targets, underscoring the need to analyze how trust and commitment enhance organizational performance through partnership quality. This study examines the influence of trust and relationship commitment on partnership quality and their combined impact on organizational performance. Data from 119 TVRI partners were analyzed using SEM-AMOS to test five hypotheses in a structured model. Trust and commitment significantly improve partnership quality (H1, H3) and directly enhance organizational performance (H2, H4), with partnership quality itself driving performance (H5). Relationship commitment emerged as the most dominant factor. The study validates prior theories (Kac et al., 2016; Mukhsin, 2017) while offering practical strategies for public media institutions, such as reinforcing transparency and incentives, to revive partnerships and achieve fiscal targets. Future research could explore sector-specific barriers or digital tools to strengthen these dynamics.*

**Keywords:** Relationship Trust; Relationship Commitment; Relationship Quality; Partnership; Organizational Performance

## INTRODUCTION

As an organization, cooperatives must be able to adapt to very rapid developments and always learn from the changes that occur (Berkes, 2009; Child et al., 2019). All actors involved in the organization are required to make continuous improvements and adjust to their environment (Agranoff, 2021; Chinoperekweyi et al., 2022; Knol et al., 2022; Lima et al., 2024). The role of the organization is no longer focused on the external problems of the organization, but is more emphasized on how the internal organization is able to survive and learn in the midst of existing competition. Organizational performance is a result of the work achieved by the organization in carrying out the organization's operational activities (Oktafiyany et al., 2023). Performance could be a combination of three critical variables, specifically the advance and intrigued of a laborer, the capacity and acknowledgment of the clarification of the assignment appointment, and the part and level of inspiration of a specialist (Baloyi, 2019; Diamantidis & Chatzoglou, 2019; Riyanto et al., 2021).

Performance theory highlights that the quality of partnership relationships is crucial for business innovation, relying on effective communication and cohesiveness among employees to achieve organizational targets and enhance performance (Muzakki et al., 2019; Piricz, 2018). Strong cohesiveness fosters organizational learning, while business networks and communication are vital for sustainable growth. Key dimensions of successful business relationships include activity integration, continuous cooperation, and structured cost-profit frameworks (Kac et al., 2016). Additionally, Abdullah and Musa (2014) emphasize trust as a foundational element in intercompany relationships, enabling effective business management and long-term collaboration. Trust strengthens communication and problem-solving in supply chains, ultimately improving business performance.

Trust is a fundamental element in building long-term business relationships, serving as a foundation to strengthen customer loyalty and expand mutually beneficial partnerships, though it must be built gradually through consistent and accountable actions (Al Adresi & Darun, 2016), with key indicators like open communication, honesty, responsibility, and shared experience, fostering synergy and collaboration toward common goals. Trust is also crucial in effective partnerships, as Kac et al.

(2016) highlight that trust-based relationships enhance problem-solving and innovation, while Rahardian (2011) trust is a time-developed relationship influenced by integrity and mutual interest, necessitating ongoing maintenance for sustainable growth and a solid reputation. Additionally, consumer trust in product quality and benefits is vital for purchasing decisions, particularly in online transactions, as confidence in product value drives profitability, requiring marketers to prioritize transparent communication and educate consumers effectively to strengthen brand trust and ensure business survival in competitive markets.

Trust significantly influences organizational performance, with higher trust levels correlating to better outcomes (Zaheer & Trkman, 2016). Mukhsin (2017) further supports this, demonstrating that trust and commitment positively affect relationship quality and organizational performance, with relationship quality as a mediating factor. Commitment also directly enhances performance, as confirmed by Bastug et al. (2016), indicating that a more substantial commitment between business partners leads to improved organizational results. Thus, maintaining trust and commitment is essential for fostering long-term, high-performing business relationships.

This research was conducted at TVRI Central Java, a national public broadcasting institution in Indonesia that, since 2014, has been mandated to generate Non-Tax State Revenue (PNBP) through partnerships in areas such as broadcasting services, digitization, training, certification, facility usage, program production, multiplexing, and intellectual property royalties, as governed by Regulation No. 66 of 2020. Despite an annual PNBP target of 3.3 billion, TVRI Central Java experienced a decline in partnerships from 2018 to 2022, leading to unmet revenue targets between 2020 and 2022.

The problem in this study is based on the phenomenon of the gap, where from 2018 to 2022, there was a decrease in cooperation that greatly affected the PNBP target, where from 2020 to 2022, TVRI Central Java could not achieve the PNBP target. Based on these problems, this study examines the influence of relationship trust and commitment on the quality of partnership relationships and their impact on organizational performance. This study advances prior research by specifically examining the mediating role of partnership relationship quality in the link between trust, commitment, and organizational performance within TVRI Central Java, a public broadcasting institution in Indonesia—a context underexplored in existing literature (Kac et al., 2016; Mukhsin, 2017; Rahardian, 2011). Unlike previous studies that focused on generic business settings or supply chains, this research addresses the unique challenges of PNBP (Non-Tax State Revenue) targets in a public media organization, highlighting how trust and commitment mitigate partnership declines (2018–2022) and impact performance. The use of SEM-AMOS to validate a structured model with 119 partners further strengthens empirical rigor, confirming relationship commitment as the most dominant variable—a nuance not explicitly prioritized in earlier works (Bastug et al., 2016; Zaheer & Trkman, 2016).

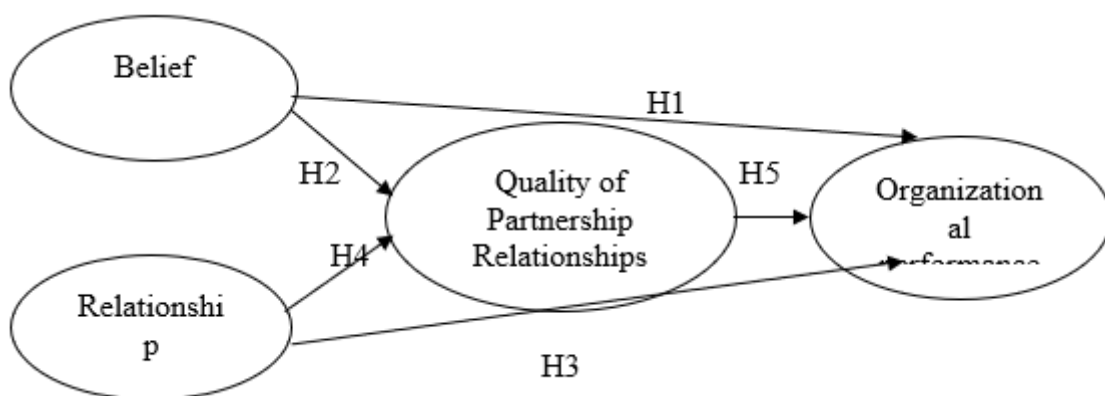


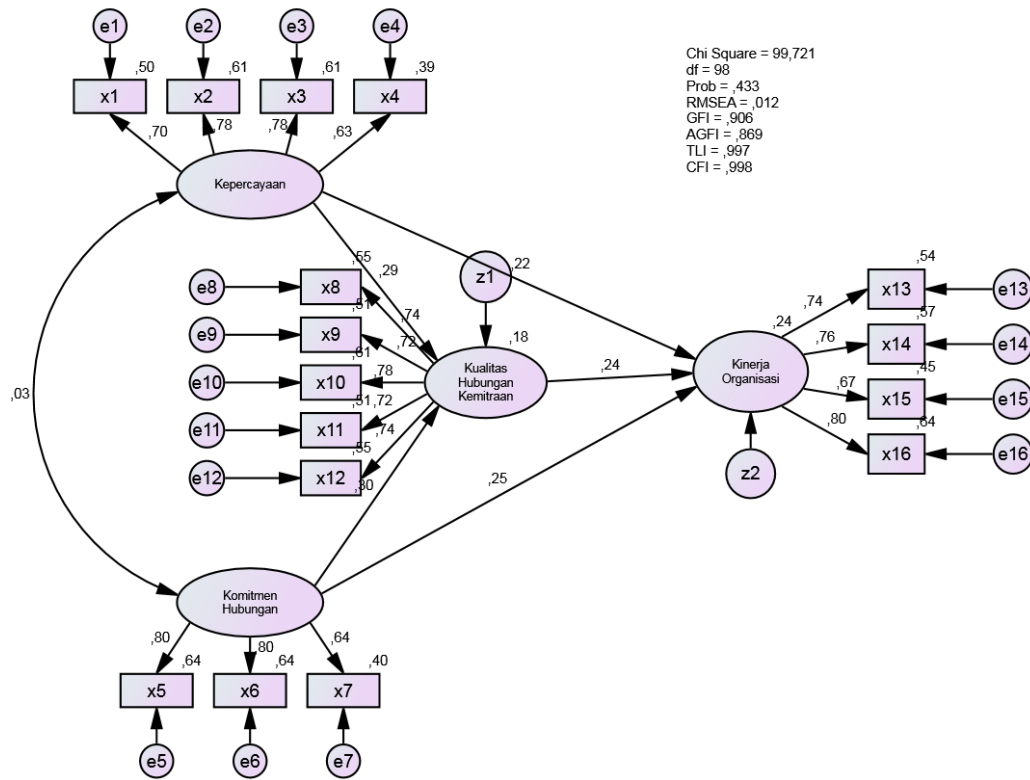
Figure 1. Theoretical Framework of Thought (Source: from various journals, developed for this study)

## METHOD

This study's sample consists of 119 respondents from TVRI Central Java partners. SEM AMOS was used to analyze the data. The results show that relationship trust and commitment significantly affect the quality of partnership relationships and improve organizational performance.

**RESULTS AND DISCUSSION**

The inquire about utilized the Basic Condition Demonstrate (SEM) in a total demonstrate, after an examination of the level of unidimensionality of the pointers that shape idle factors, which are tried by corroborative calculate examination. The investigation of information preparing comes about at the total SEM show arrange was carried out by conducting congruity tests and measurable tests The data processing results for the complete SEM model analysis are shown in Figure 2, Table 1, and Table 2.



**Figure 2.**  
**Test Results Structural Equation Model (SEM)**

The test of the model hypothesis shows that the data support this model or fit the data used in the study, as seen in the following table:

**Table 1.**  
**Model Feasibility Test Results Structural Equation Model (SEM)**

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
Chi-Square	Low (< 245.117)	99,721	Good
Probability	≥ 0.05	0,433	Good
RMSEA	≤ 0.08	0,012	Good
GFI	≥ 0.90	0,906	Good
AGFI	≥ 0.90	0,869	Marginal
TLI	≥ 0.95	0,997	Good
CFI	≥ 0.95	0,998	Good

Source: Processed research data

Based on Table 1 over, the hypothetical considering system of the show compares to the real reality, where a likelihood esteem of 0.433 demonstrates a great demonstrate assessment. After all presumptions can be met, speculation testing will be carried out as proposed within the past chapter. This ponder tried 5 speculations based on the Basic Proportion (CR) esteem of a causal relationship from the comes about of SEM preparing, as appeared in Table 2 below.

**Table 2. Regression Weight Structural Equation Model**

			Estimate	S.E.	C.R.	P
Qulity_Relationship_Patnerships	<---	Trust	,314	,116	2,705	,007
Qulity_Relationship_Patnerships	<---	Relationship_Commitment	,372	,138	2,689	,007
Performance_Organization	<---	Quality_of_relationships	,214	,102	2,100	,036
Performance_Organization	<---	Trust	,207	,105	1,984	,047
Performance_Organization	<---	Relationship_Commitment	,270	,125	2,158	,031

The test results showed that all CR values were above 1.96 or with a probability smaller than 0.05. Thus, all Hypotheses are accepted.

## Discussion

### Discussion of Hypothesis 1

From the calculation results obtained from the CR, the trust variable for the quality of the partnership relationship is 2.705, with a probability value of 0.007. Probability value =  $0.007 < 0.05$ , indicates that trust influences the quality of the partnership relationship. Thus, it can be concluded that H1 is accepted.

The results of this study show that good trust from TVRI Central Java Partners will improve the quality of partnership relationships, and high trust will improve the quality of partnership relationships. The results of this study support the research of Kac et al., (2016) trust has a significant positive influence on the quality of partnership relationships.

### Discussion of Hypothesis 2

From the calculation results obtained from the CR, the confidence variable for organizational performance is 1.984, with a probability value of 0.047. Probability value =  $0.047 < 0.05$ , indicates that trust influences organizational performance. Thus, it can be concluded that H1 is accepted.

The results of this study show that good trust from TVRI Central Java Partners can improve organizational performance, and high trust improves organizational performance. The results of this study support the research of Zakaria et al., (2021) found that trust has a significant influence on organizational performance.

### Discussion of Hypothesis 3

From the calculation results obtained from the CR, the relationship commitment variable to the partnership relationship's quality is 2.689, with a probability value of 0.007. Probability value =  $0.007 < 0.05$ , indicates that relationship commitment influences the quality of the partnership relationship. Thus, it can be concluded that H3 is accepted.

The results of this study show that the commitment of good relationships from TVRI Central Java partners will improve the quality of partnership relationships, so that high commitment will improve the quality of partnership relationships. The results of this study support the research of Timoti (2020) who found that relationship commitment significantly positively influences the quality of partnership relationships.

### Discussion of Hypothesis 4

From the calculation results from the CR, the variable commitment relationship to organizational performance is 2.158, with a probability value of 0.031. Probability value =  $0.031 < 0.05$ , indicates that relationship commitment influences organizational performance. Thus, it can be concluded that H4 is accepted.

The results of this study show that the commitment to good relationships from TVRI Central Java partners will improve organizational performance, so that high relationship commitment will improve organizational performance. The results of this study support the research of Mukhsin (Mukhsin, 2017) found that relationship commitment has a significant positive influence on organizational performance.

### Discussion of Hypothesis 5

From the calculation results obtained from the CR, the variable of the quality of the partnership relationship to the performance of the organization is 2.100, and with a probability value of 0.036. The

probability value =  $0.036 < 0.05$ , indicates that the quality of the partnership relationship influences the organization's performance. Thus, it can be concluded that H5 is accepted.

The results of this study show that the quality of good partnership relationships from TVRI Central Java partners will improve organizational performance, and the high quality of partnership relationships will improve organizational performance. The results of this study support the research of Mukhsin (Mukhsin, 2017) found that the quality of partnership relationships significantly positively influences organizational performance.

## CONCLUSION

This study confirms that trust (Hypothesis 1) and relationship commitment (Hypothesis 3) significantly enhance the quality of partnership relationships at TVRI Central Java, while both factors (Hypotheses 2 and 4) and partnership quality itself (Hypothesis 5) also directly improve organizational performance, with relationship commitment emerging as the most dominant variable. These findings align with prior research (Kac et al., 2016; Mukhsin, 2017; Timoti, 2020) underscoring trust and commitment as pillars of effective partnerships. For policy implementation, TVRI Central Java should reinforce trust through transparent communication, accountability, and sanctions for violations, while boosting commitment via incentives, penalties, and normative/affective engagement to solidify mutually beneficial partnerships. Future research could explore barriers to trust-building, sector-specific dynamics, digital transformation's role, or mediating factors like leadership to further optimize organizational performance in public broadcasting institutions.

## REFERENCES

- Abdullah, Z., & Musa, R. (2014). The Effect of Trust and Information Sharing on Relationship Commitment in Supply Chain Management. *Procedia - Social and Behavioral Sciences*, 130, 266–272.
- Agranoff, R. (2021). Continuous improvement (CI) in collaborative management. In *Handbook of Collaborative Public Management* (hal. 373–401). Edward Elgar Publishing.
- Al Adresi, A. S., & Darun, M. R. (2016). Enhancing Employee's Trust and Commitment through Strategic Human Resource Management: A Literature Review. *International Journal of Academic Research in Business and Social Sciences*, 6(5), 1–8. <https://doi.org/10.6007/IJARBS/v6-i5/2125>
- Baloyi, R. S. (2019). *Motivational factors influencing employee performance: the case of the DCS Leeuwkop Management Area*. North-West University (South Africa).
- Bastug, G., Pala, A., Kumartaşli, M., Günel, İ., & Duyan, M. (2016). Investigation of the Relationship between Organizational Trust and Organizational Commitment. *Universal Journal of Educational Research*, 4(6), 1418–1425.
- Berkes, F. (2009). Evolution of co-management: Role of knowledge generation, bridging organizations and social learning. *Journal of environmental management*, 90(5), 1692–1702.
- Child, J., Faulkner, D., Tallman, S., & Hsieh, L. (2019). *Cooperative strategy: Managing alliances and networks*. Oxford university press.
- Chinoperekweyi, J., Ojung'a, A. M., & Tonodzai, T. D. (2022). Fostering strategic change through organization learning and continuous improvement. *Organization Development Journal*, 40(4), 26–38.
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International journal of productivity and performance management*, 68(1), 171–193.
- Kac, S. M., Gorenak, I., & Potocan, V. (2016). The Influence of trust on collaborative relationship in supply chains. *Ekonomika Magement*.
- Knol, W. H., Lauche, K., Schouteten, R. L. J., & Slomp, J. (2022). Establishing the interplay between lean operating and continuous improvement routines: a process view. *International Journal of Operations & Production Management*, 42(13), 243–273.
- Lima, R. R., Oran, A. C., & França, C. (2024). Beyond Continuous Improvement: Unraveling the invisible challenges of implementing organizational change in a Software Industry Company. *Simpósio Brasileiro de Engenharia de Software (SBES)*, 658–664.
- Mukhsin, M. (2017). Pengaruh kepercayaan dan komitmen terhadap kualitas hubungan dampaknya pada kinerja rantai pasokan. *Jurnal Manajemen*, 21(3), 454–471.
- Muzakki, M., Eliyana, A., & Muhtadi, R. (2019). Is employee performance affected by organizational

- cuoture, work motivation and organizational citizenship behavior (OCB)?: An empirical investigation. *IJIEEB: International Journal of Integrated Education, Engineering and Business*, 2(1), 36–42.
- Oktafiany, A., Zainal, V. R., & Hakim, A. (2023). MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education Ministry of Education, Culture, Research and Technology. *Journal of Economics and Business UBS*, 12(6), 3463–3476.
- Piricz, N. (2018). Affecting determinants of trust in bussiness relationship. *Serbian Journal of Management*, 13(2), 281–291. <https://doi.org/10.5937/sjm13-15468>
- Rahardian, R. (2011). Pengaruh trust dan commitment terhadap relationship quality. *Jurnal Manajemen Teori dan Terapan*, 4(3), 1–8.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
- Timoti, K. (2020). Employee Commitment On Organizational Performance: A Review Of Literature. In *Great Zimbabwe University*.
- Zaheer, N., & Trkman, P. (2016). An information sharing theory perspective on willingness to share information in supply chains. *International Journal of Logistics Management*. <https://doi.org/10.1108/IJLM-04-2016-0115>
- Zakaria, Z., Hassan, N. F. N., Abdullah, N. K., Ngah, N. E., Ismail, R., & Siahaan, E. (2021). A Review of Organizational Relationship Quality, Trust, Commitment and Lecturers' Perceived Performance in Institution of Higher Learning. *Jurnal Intelek*, 16(2), 123–135.