

Analysis Commitment Organization as Performance Drivers: Case Study at the Banten Province Public Works and Public Housing Agency

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Abstract

This Research aim For analyze role commitment organization as driving force performance employee with studies case at the Public Works and Spatial Planning Agency (DPUPR) of Banten Province. Background study This is achievements The performance of the Banten DPUPR is not optimal, as shown by several indicator performance services that have not been reach the target. One of the factor important suspected influence performance employee is commitment organization, namely to what extent employees own loyalty and attachment to agency they. Research This use approach qualitative with design studies case descriptive. Informant chosen purposively, including DPUPR employees and leaders who are considered understand problem. Data collected through interview in-depth, observation participatory, and study document, then analyzed in a way qualitative through reduction , presentation , and withdrawal conclusion . Research results show that employee with commitment high organization tend own better performance good. This is reflected from discipline more work high, initiative in finish tasks, and willingness Work beyond formal obligations. Culture work at the Banten DPUPR which emphasizes vision togetherness and solidarity team participate play a role in increase commitment employee. Conclusion from study This is that commitment organization play a role as driving force important performance employee; for increase performance, Banten DPUPR management needs to Keep going strengthen commitment employee through transformative leadership, communication vision, and award on dedication employee.

Keywords: Commitment Organization ; Employee Performance ; Banten Public Works and Public Housing Agency;

INTRODUCTION

Employee performance is one of the element crucial determining factor success organizations, especially in sector public purpose give optimal service to society (Dessler, 2015). In organizations government such as the Public Works and Spatial Planning Agency (DPUPR) of Banten Province, the performance employee play a role important in realizing development programs infrastructure. However, based on report official performance agencies, many indicator the performance of the Banten DPUPR, the

realization of which still below the set target . As example, percentage handling flood , service irrigation and raw water supply Not yet reach 100% according to target, and percentage bridge in condition Excellent only around 94.25% (DPUPR Banten, 2022). Condition This show that performance employees at the Banten Province Public Works and Public Housing Agency are still need improved For reach target strategic organization in a way full.

Various factor can influence highs and lows performance employees. Management source Power man play a role central, where the quality of human resources, motivation , leadership , and culture organization each other interact determine performance (Mathis & Jackson, 2011). One of the factor key in context source Power man is commitment owned organization employee . Commitment organization refers to determination and loyalty employee For still contribute to the institution place He work and be willing try more for the sake of achieving objective organization (Mowday et al., 1982; Sutrisno, 2015). Employees with high commitment will feel proud become part from organization and motivation For show performance at its best (Kanwal & Shar, 2021). On the other hand , low commitment can resulting in a decline Spirit work , increasing absence , up to behavior No productive which in the end hinder achievement performance (Robbins & Judge, 2019).

Commitment organization has long been considered as driver important performance employees . Research previously Lots find connection positive between level commitment employee with performance and productivity Work (Suparjo & Sunarsih , 2019; Rachman, 2021; Mansoor et al., 2022; Achmad, 2023). Employees who have attachment emotional and identification strong with organization tend Work more active , disciplined , and proactive (Allen & Meyer, 1990; Wibowo, 2016). A survey by Indrayanto et al. (2014) shows that commitment organizational contribute significant to improvement performance employees , where the components commitment affective (feeling of pride and attachment in a way emotional in the organization) is most strongly related with performance tall . Similarly , the study of Rita et al. (2018) on sectors private find that strengthening commitment organization through coaching values together implications for improvement performance employees . Findings This support view that effort increase performance apparatus should started from improvement commitment organizational they .

Although connection between commitment organization and performance employee in a way quantitative has Lots proven , understanding deep about How commitment the play a role in push performance in context specific organization public Still need reviewed more continue . The Banten Province Public Works and Public Housing Agency has characteristics bureaucracy with task strategic in the field infrastructure , so that studies cases in agencies This important For understand internal dynamics that influence performance . Approach qualitative viewed in accordance For dig perspectives of employees and leaders about commitment organization as well as the impact to performance (Moleong , 2017; Creswell, 2014). Therefore that , research This focused For analyze commitment organization as driving force performance employee at the Banten Province Public Works and Public Housing Agency . Question study mainly is : *to what extent is the commitment organization Banten DPUPR employees play a role in increase performance employees* . Research results This expected can become input for DPUPR and agency government area other in effort increase performance through strengthening commitment employee .

LITERATUR REVIEW

Commitment Organization . Commitment organization is a concept that describes degrees attachment a employee to organization the place work . Gibson, Ivancevich, and Donnelly (1996) explain commitment organization as a sense of identification , involvement , and loyalty expressed a employee to organization . In view of similarly , Logahan and Aesaria (2014) stated commitment organization reflected through three thing : (1) belief strong to values and goals organization , (2) willingness For try with really for the sake of interest organization , and (3) strong desire For maintain membership in organization said . Commitment organization reflect loyalty employee at a time personal involvement in reach objective organization (Wibowo, 2016). According to Sutrisno (2015), commitment organization can interpreted as

to what extent a person employee see himself still have a career in something institution certain as well as willing give effort best for progress agency In other words , employees who are committed tall will own will For Work exceed minimal expectations and tend to maintain connection term long with organization (Ramli & Yudhistira , 2018).

Experts also classify commitment organization to in a number of components . Allen and Meyer (1990) divide commitment organization become three dimensions main : commitment affective , commitment sustainable , and commitment normative . *Commitment affective* refers to attachment emotional employee to organization ; employees with commitment affective tall feel proud become part from organization and want still contribute (Meyer & Allen, 1997). *Commitment continuity* related with awareness employee will cost or loss If leave organization , so that He endure Because needs (considerations profit and loss personal). As for *the commitment normative* relate with feeling not quite enough answer or moral obligation to still stay in organization (Allen & Meyer, 1990). A employee with commitment normative tall will feel like “ should ” survive Because loyalty and debt good to organization (Kristine, 2017). Third component This explain that motivation employee For survive and perform Good can nature emotional , calculative , and moral (Luthans, 2011). Among them the third , commitment affective generally considered the strongest the relationship with superior performance , because employee truly moved from heart For reach objective organization (Meyer & Allen, 1997; Kurniasari & Wahyudi, 2018).

Employee Performance

Performance defined as results work accomplished by a person employee in carry out his duties in accordance with not quite enough the answer given (Mangkunegara , 2009). Mathis and Jackson (2011) mention performance employee as level contributions made employee to organization , including output quantity , output quality , accuracy time settlement tasks , as well as effectiveness work . In other words, performance reflect how much Good a employee carry out their work and achieve the set targets (Dessler, 2015). Indicators performance employee generally covering aspects like quality work , quantity work , accuracy time , effectiveness use source power and independence in work (Robbins & Judge, 2019). Quality Work measure level suitability results with specified standards ; quantity measuring output volume; accuracy time related with ability finish task in accordance deadline ; effectiveness concerning optimization source power and independence show ability employee operate task without Lots supervision (Robbins & Judge, 2019). Employee performance in the sector public often measured through achievement program indicators or services , for example percentage program realization , level satisfaction society , as well as performance target achievement individual employee in accordance agreement performance (Sedarmayanti , 2017). High performance reflected from fulfillment of these targets in a way effective and efficient , which ultimately contribute to performance organization in a way overall .

Commitment Organization and Performance

In a way theoretical , commitment organization viewed as one of the factor determinant performance individual . Employees who have commitment tall will put interest the above organization interest personal a moment , so that they motivated For Work more active and disciplined (Mowday et al., 1982). Luthans (2011) stated that commitment organizational make employee willing Work with diligent , guarding assets and reputation organization , as well as make an effort reach objective together . On the other hand , employees do not committed tend work in a mediocre and easy way leave organization when face difficulties , which have an impact negative on performance . Research empirical in a way consistent support idea that commitment compared straight with performance . Ly (2024) found in study at the agency the public in Cambodia that style leadership successful inclusiveness increase involvement and commitment employee lead to an increase performance employee . In Ghana, Donkor (2022) reports that commitment organization in a way positive moderate influence leadership to performance employee sector public , which means employee with commitment tall will show performance more Good especially below leadership transformational . Other studies in the sector private sector in China also shows results in line :

Wang et al. (2022) found that commitment affective employee own influence positive and significant to performance Work them , with employee engagement as a partial mediator . Findings similar reported by Eliyana et al. (2019) in Indonesia that commitment organizational mediate influence leadership to performance employees . In general , various study cross context has strengthen connection positive between commitment and performance (Nirmalasari & Djatmiko , 2015; Suparjo & Sunarsih , 2019; Berhanu, 2023). With thus , it can it is said that when employee feel committed and concerned about their organization , they tend show better performance tall through more work diligent , creative , and responsible answer .

RESEARCH METHODS

Study This use approach qualitative with design studies case at the Banten Province Public Works and Housing Agency . Approach qualitative chosen For get understanding deep about phenomenon commitment organization and performance employee in context experience organization (Creswell , 2014; Merriam, 2009). Study design case allows exploration detailed in one entity organization with limitation certain system (*bounded system*) , namely the Banten DPUPR as a case unit , so that researchers can study various information Good from corner view individual employee and condition organization in a way overall (Yin, 2018). Research ongoing during six months in 2025 , covering stage data collection in the field , analysis , to withdrawal conclusion .

Data sources in study This consists of from primary and secondary data . Primary data is obtained through interview in-depth , observation participatory , and informal discussions with informant key . Determination technique informant done in a way *purposive sampling* , namely choose the individual who is considered to know the most problems and can give information relevant (Sugiyono , 2017). Informant study includes : head service and secretary service as leadership peak , some head field and head understanding section internal policies , as well as staff Executors with long experience at the Banten Public Works and Public Housing Agency. Total informants totaling 12 people, consisting of of 7 employees structural (position leaders) and 5 employees implementer . Interview done in a way face advance use guide semi- structured interviews , including topic around understanding informant about commitment organization , experience Work they are at DPUPR, motivation work , and view they about factors drivers and inhibitors performance . Every interview 30–60 minutes long , recorded with agreement informants . In addition , observations done to routine organizational activities (eg. apple morning , meeting coordination) , and to environment Work For see culture and practices that reflect commitment employees . Secondary data obtained from documents agency like report performance annual , document planning strategic , regulations personnel , and resources others who support data triangulation .

Data analysis techniques apply steps analysis qualitative as described by Miles and Huberman (1994), namely data reduction , data presentation , and data extraction conclusion . At this stage data reduction , results interview transcribed Then selected and focused on information important related commitment and performance . Researchers do coding to transcript For identify themes key , such as forms expressed commitment employees , factors that influence commitment , and impact commitment to behavior work . Furthermore , the data that has been organized served in form narrative descriptive and matrix thematic For make things easier withdrawal meaning . Stage lastly , withdrawal conclusion , done with verify findings to the original data and relevant theories (Bogdan & Biklen, 2007). To increase data validity , research This apply technique *triangulation* source done with compare information from various different informants position , whereas triangulation method done with match results interview with observation and documents (Sugiyono , 2017). Researchers also involved colleague colleagues For do *peer debriefing* to findings temporarily , to ensure interpretation of fixed data objective and unbiased . Through procedures mentioned , it is hoped that results study own credibility and can accountable in a way scientific .

RESEARCH RESULT

Research result qualitative This reveal a number of findings main related commitment organization employees at the Banten Province Public Works and Public Housing Agency and their influence to performance . In terms of general , informants show that level commitment employees in agencies the classified as height , which is reflected from attitude discipline and willingness they For Work beyond minimum demands . For example , discipline Work looks from habit employee present appropriate time and comply working hours rules .

Based on observation , every Monday to Friday all Banten DPUPR employees participated apple morning at 07.30 WIB. At the roll call Morning this , employee line up neat in the yard office , listening directions leader , then sing song national and say promise performance . Presence employee in apple morning average above 95 % every the day , showing level consistent discipline . A employee staff stated , *"We have used to apple morning . It feels like Strange if No follow apple , because from there we are reminded vision mission service and can Ready Work with focus "* (Interview , Implementing Staff 1). Informant the indicates that routine organizational activities succeed instill a sense of responsibility responsibility and readiness work , which is form commitment to the task .

Besides discipline time , initiative and willingness Work extras were also identified as indicator commitment high organization in the Banten DPUPR. Several superior disclose that employees in the environment service often No disinclined For overtime or working outside office hours to complete work targets , especially on projects infrastructure that is running out of time time tight . *" Often staff I stay on the field until Evening For ensure work road finished appropriate time . They do it No solely Because ordered , but Because feel not quite enough answer ,"* reveal a Head Highways Sector (Informant 5).

Statement This show existence encouragement intrinsic to employees committed tall For ensure his job complete with good . Other informants from ranks leadership add that committed DPUPR employees will *" No counting in a way rigid working hours . If there is task urgent , they Ready stay longer without ordered "* (Interview , Secretary of the Service). Findings This indicates that commitment organization push ethos strong work , marked with willingness sacrifice time and energy for achievement objective organization . Employees with commitment tall feel own not quite enough answer personal on success work they , so that tend show performance exceed expectation standard .

Findings furthermore related with factors that influence commitment employees at the Banten Public Works and Public Housing Agency. From the results interview , identified that style leadership and culture organization in the agency This play a role big in form commitment . The leadership of the Banten DPUPR in general consistent make an effort implant values organization and provide role model , so that foster a sense of belonging employee .

One of example concrete is a " Commitment Roll Call " program every first Monday beginning month , where the Head of the Service delivers achievements performance latest , challenges to front , and appreciate employee or high -achieving team . Researchers observing one of the session apple said , the Head of the Service provided award symbolic to successful team finish project repair road before *deadline* . Momentum like This appreciated employee and called capable increase pride they as part from DPUPR. *"When our team's name was called and given charter , I feel appreciated . Things like this makes us more loyal, sir, so want to Keep going contribute ,"* said a Official Echelon IV whose team get awards (Informant 7). Recognition and appreciation from leadership the called informant as driver commitment affective they – they the more proud and bound in a way emotional with organization . In addition , communication intense vision and mission by the leadership create harmony objective between employees and organizations . Some staff mention that every meeting service always started with repetition vision, mission and service slogan .

According to informants , efforts This effective remind they will *"big picture"* work , so that they feel task they meaningful for society . Culture family- like organization However oriented performance is also called contribute guard commitment . Relationship between employees at the Banten DPUPR is

considered familiar ; for example , there is tradition meeting Relax every Friday afternoon where employees cross field share progress weekly informally while discuss solution problem . Atmosphere openness and work The same This make employee feel become part from team large solid, which in turn strengthen loyalty they to agency .

Findings lastly , which is the core of study this is that commitment organization play a role as driving force performance employees at the Banten DPUPR. From the perspective of the informants , employees who have commitment tall tend show performance more individuals superior compared to those whose commitment low . For example , the leader mention a number of indicator performance individual like work target achievement annual and assessment performance employees (SKP) are greatly influenced by the level of commitment of each employee . *"People who really have a heart For organization This usually his work done before the deadline, and the quality is also good . Their average SKP score is above 90,"* clear Head of Personnel Sub-Section (Informant 9).

Document data evaluation performance 2024 DPUPR employees (SKP) reviewed researchers also confirmed statement said : employees who are known by their superiors own dedication tall generally get "Very Good" rating with score above 90 , while visible employees not enough own commitment only reach " Sufficient " or "Good" category with score 70-80. In terms of work output , commitment tall reflected in the timely completion of the program time and on target. As example , in project development road in Lebak Regency , the team is led by a officials with commitment and motivation tall succeed finish two weeks work more fast from plan , with quality that meets standard technical (based on report progress project , 2025).

Informant from team the mention key acceleration is *sense of ownership* all over member team : *"We consider project This like not quite enough answer personal . So everyone goes all out, no there are some who are relaxing ,"* he said (Informant 6). Statement This confirm that when employee feel own not quite enough answer full and bound emotional with work (indicator commitment), results performance achieved to be optimal.

On the other hand , cases were also found where there was a lack of commitment implications for poor performance satisfying . Some superior confess that a handful employees who are less loyal – for example, those who often submit move or those approaching retirement – tend to only Work in accordance minimum order . Employee kind of This seldom take initiative and sometimes negligent fulfil deadline time . *"There are one or two people whose work must always reminded . Maybe Because they Already No too care , only Wait retirement . Tasks finished , but yes just finished just ,"* said one of them Head Section (Informant 8). Although the amount minority , phenomenon This show that without strong commitment , performance employee tend stagnan or below potential maximum .

In a way overall , results studies case This confirm that commitment high organization among Banten Province DPUPR employees correlate with performance individuals and more work units good . Employees who have loyalty , identification , and involvement tall with organization tend Work more active , disciplined , and qualified , so that push achievement of organizational targets . On the other hand , the lack of commitment potential become factor inhibitor performance Because employee No motivated For give business the best . Findings empirical This in harmony with assumptions theoretical that commitment is a driving motor performance , in particular in context organization public where dedication employees are very decisive succeed whether or not the service program to public .

DISCUSSION

Research result studies the Banten DPUPR case shows in a way clear that commitment strong organization for employees contribute positive to improvement performance they . Findings This in line with framework theories and findings study previous . For example , experts behavior organization has long stated that employees who have commitment affective tall tend show discipline and initiative more work large (Mowday et al., 1982; Allen & Meyer, 1990). Field evidence at DPUPR confirms matter These

are : proud and committed employees emotional with organization willing come appropriate time every day and even Work overtime in a way volunteering to achieve the target. This consistent with draft that commitment bring up *extra-role behavior* or behavior extra role , where employees willing do work outside description formal duties for the good organization (Organ et al., 2006). Initiative and willingness sacrifice time shown DPUPR employees reflect existence loyalty and engagement high , which Luthans (2011) calls as indicator main commitment organizational . With Thus , the results study This strengthen view theoretical that commitment affective push superior performance through improvement motivation intrinsic and ethos Work .

The role of leadership and culture organization in form commitment The employees observed at the Banten DPUPR are also in line with existing literature . Leaders who active communicate vision , giving role model , and provide appreciation proven capable grow commitment employee . Findings This support Yukl's opinion (2017) is that visionary and supportive leadership will increase attachment subordinates to the goal organization. Raja and Palanichamy's (2012) study in the context of organization public show that style leadership transformational own influence more significant in build commitment organization compared to leadership transactional. Similar things seen at the DPUPR, where the Head of the Service and his staff use approach participatory and rewarding, which contributes to increasing commitment affective employee (shown with pride employee when get recognition). Culture The inclusive and family-like DPUPR organization also strengthens commitment, support theory that support social and climate positive in place Work will increase loyalty (Robbins & Judge, 2019). Employees feel become part from “ family large ” organization , so that grow loyalty and responsibility answer collective . Phenomenon This consistent with findings Nirmalasari and Djatmiko (2015) stated that culture conducive organization strengthen commitment and impact on improvement performance employee . With thus , it can it is said leadership transformative and cultural organizations in DPUPR play a role as *enabler* that changes commitment employee become better performance Good .

Findings another important thing is relatedness direct between level commitment organization employee with achievements performance Individual . Highly committed DPUPR employee proven own evaluation performance (SKP) more high and complete task more fast as well as more quality . This is in line with Lots studies empirical previously , both in the sector public and private . Ly (2024) suggests that in bureaucracy public , when employee involved and committed , program implementation becomes more effective so that performance organization increase . Donkor (2022) also concludes that in the institution Ghanaian public , commitment employee strengthen effect positive style leadership to performance – in other words, without strong commitment , good leadership is not enough Enough For to lift performance . In the context of companies , Wang et al. (2022) found commitment affective in a way significant increase performance Work employee , a findings that are consistent with what was observed at the Banten DPUPR. There were several understaffed committed to DPUPR, which works just enough and have performance low , emphasize connection This from corner different : lack commitment tend side by side with decline performance . This is consistent with Meyer and Allen's (1997) opinion that employees who remain in the organization only Because forced (commitment sustainable solely) or without attachment emotional , contribution its performance minimal possibility . In other words, the quality commitment participate determine contribution performance : commitment strong affective and normative push optimal performance , while low commitment or nature forced No Lots push achievement (Kanwal & Shar, 2021).

From the results and analysis above , the implications practical that can withdrawn is that management source Power people in organizations public need give attention big on effort increase commitment employees . The Banten DPUPR case proves that that when employee own *sense of belonging* and loyalty high work targets can achieved with more effective . Therefore that , management agency government recommended For adopt steps like strengthening communication vision-mission , implementation leadership transformational , giving appreciation on performance , as well as development culture Work inclusive positive . Steps the in harmony with Bass and Riggio's (2006) recommendations

emphasize importance role leader transformational in inspiring commitment and performance subordinates . In addition , the development program employees who grow pride professional (eg. through improvement competencies and pathways clear career path) can also increase commitment normative and affective they .

As notes , findings study This limited to one studies case so that context culture The specific work of the Banten DPUPR has a very big influence results . However , with compare findings This with other studies that have there is , can believed that principles general about connection performance commitment universal , only just its manifestation can different in each organization . Research furthermore can expand coverage with compare a number of service or other agencies for test consistency connection commitment and performance in various *settings* . Although Thus , the core findings of the research This confirm importance commitment organization as factor key driver performance employees , in particular in effort improvement quality service public .

CONCLUSION

Study qualitative This conclude that commitment organization play a role as driving force main performance employee at the PUPR Service of Banten Province . Employee with level high commitment – reflected through loyalty , attachment emotional , and sense of responsibility answer to agency – proven show performance more individuals superior . They more disciplined , proactive , and willing Work extra effort to achieve organizational targets . On the other hand , employees with commitment low tend contribute in moderation so that its performance left behind . Factors like leadership transformative and cultural positive organization proven capable increase commitment employee , who in turn impact on increasing performance .

As implications practical , DPUPR and agencies similar recommended For strengthen commitment organization employee through steps strategic , for example : intensifying communication vision and mission , providing award on performance , improve welfare and development career , as well as build environment supportive work . These efforts expected can foster a sense of belonging and loyalty employees , so that performance organization in a way overall participate increased . This study also provides contribution theoretical with enrich understanding contextual about dynamics performance commitment in organization sector public in Indonesia.

Regardless from his contribution, research This own limitations on space scope One studies case , so that generalization wide need done with caution . Research upcoming can consider comparison cross organization or use method mixture For test consistency findings this. Although Thus , the core findings of the research This confirm importance commitment organization as factor key driver performance employees , in particular in effort improvement quality service public .

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