



The Organisation's Commitment to the Employees of PT. X

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Abstract

In addition to competence, organisational commitment must be fostered by the company, and company management needs to encourage its employees to achieve maximum performance and organisational commitment. Organisational commitment is defined as an attitude demonstrating an employee's loyalty to the organisation/company as their place of work. Job satisfaction refers to an individual's level of contentment with their work and is the result of an employee's perception of the company. *Resilience at work* is defined as a process whereby employees manage stress arising from workplace issues so that they are able to adapt to all conditions in the work environment. The aim of this study is to examine the influence of job satisfaction and *resilience at work* on organisational commitment. This study uses a job satisfaction scale, a *resilience at work scale* and an organisational commitment scale with a quantitative correlational approach and will use employees working at PT X as subjects. The sampling technique used by the researcher is non-probability accidental sampling, and the sample consists of 105 employees from PT X. Based on the results of the multiple linear regression test, which showed an ANOVA F-value of 98.097 and a P-value of .001, it was found that job satisfaction and *resilience at work* together account for 65.8% of the variance in organisational commitment.

Keywords: Job satisfaction, organisational commitment, *resilience at work*

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Introduction

Developments in the industrial world have grown rapidly and will continue to evolve in line with the progress of the times in order to survive and compete with other industries. Industry requires assets that are not merely material, such as production machinery or money, but also something equally vital: human resources (HR). An individual working as a member of the workforce must possess superior competencies and performance quality so that the company's objectives can be achieved effectively (Rohida, 2018).

In addition to competence, employees also need to demonstrate a sense of commitment to the company; this is described as an attitude that reflects an employee's loyalty to the organisation or company where they work. This organisational commitment is a continuous or ongoing process, aimed at expressing employees' concern for the organisation or company as a reflection of their satisfaction and well-being, thereby ensuring the organisation's objectives are achieved (Ayuni & Khoirunnisa, 2021). Company management needs to encourage its employees to demonstrate maximum performance and commitment. This is because it relates to the functions and duties that an employee must carry out, which must be managed appropriately and effectively.

The phenomenon at PT. X, a holding company with numerous subsidiaries in their respective sectors such as toy manufacturing, medical equipment, fireworks, and import-export as well as trading companies. The company employs a total of 135 staff members. As a holding company operating across

multiple business sectors, it is vital for the company to maintain organisational stability by fostering employee commitment. Employee commitment at PT. X is demonstrated through enthusiasm and a positive attitude towards work. However, some employees have expressed that they occasionally lack the necessary drive to perform their assigned tasks.

Based on interviews with several employees, it was revealed that the wages they receive do not comply with government regulations. Consequently, a lack of motivation and a strong desire to remain within the organisation are factors affecting work commitment (Ingarianti, 2017). Some of the employees interviewed preferred to leave the company because they felt overwhelmed by their existing tasks. Employees also stated that they wished to move to another workplace due to issues with the leadership style applied by managers within the company. According to Sari (2010), the above statement indicates that employees who leave or actively seek new employment are responding to dissatisfaction—a phenomenon known as the ‘exit response’. She adds that reactions to dissatisfaction are also described as ‘passive reactions’, which can be interpreted as a lack of ‘living authentically’, preventing an employee from achieving a good level of self-awareness and emotional regulation.

Furthermore, based on observations of several employees, as well as interviews and fieldwork, it is evident that employees at PT. X are experiencing excessive workloads due to several positions remaining vacant to this day; consequently, remaining staff are filling these roles despite them not being in their areas of expertise. The impact is that these employees feel overburdened and struggle to cope, with some feeling unable to manage the situation and unable to recover from the difficulties they face.

The success of an organisation is highly dependent on competence, motivation, job satisfaction, organisational commitment and individual performance within the organisation (Gani et al., 2018). Furthermore, (Asikgil & Aydogdu, 2011) also identified the effects of employees with low organisational commitment on performance: employees with low commitment to the organisation tend to see a decline in their performance at work. Secondly, employees with lower levels of organisational commitment tend to have higher rates of absenteeism. Another impact of a lack of organisational commitment is that it can lead to high staff turnover; when employees do not receive the rewards they deserve, and instead face punishment, reprimands, lack of motivation, and other negative treatment from their superiors, this affects their level of satisfaction with the company. This implies that commitment is a key predictor of an employee’s intention to remain with the organisation or to move to another workplace (Umayatin & Agustina, 2023).

According to (Ma’rufi and Anam, 2019), the factors influencing organisational commitment include, internally, personal characteristics such as age, length of service, educational level, gender, other personality factors, and financial circumstances. This is consistent with previous research by (Pratama & Izzati, 2021), which found a significant correlation between psychological well-being and organisational commitment. Another internal factor that positively influences employees’ organisational commitment is financial compensation, as studied by Nurtika (2018).

External factors relate to the structural characteristics of the organisation and the working environment, as well as the regulations and the organisation’s vision and mission. (Alkahtani & Aziz, 2016). Research conducted by (Dewi et al, 2019) found that job characteristics have a positive and significant effect on organisational commitment. Furthermore, according to Gunawan and Ardana (2020), organisational culture and values have a positive and significant effect on organisational commitment; this implies that the better the implementation of organisational culture, the higher the employees’ organisational commitment will be.

The incidents experienced by employees at PT. X relate to the concept of resilience in the workplace, which refers to the ability to cope with difficulties or conflicts that arise. If resilience at work is high, employees will be able to handle challenges effectively. However, if resilience at work is low, employees tend to experience a decline in their performance (Luthans et al., 2010). According to Taris (2006), another consequence of this is the potential for employees to experience burnout, caused by excessive and unsuitable workloads, leading to difficulties in performing work tasks

Several factors have been outlined regarding the causes and consequences of low organisational commitment among employees at PT. X; this study will focus on the variables of employee job

satisfaction and resilience at work. The reason for this is that no previous research has examined the simultaneous influence of these two variables on organisational commitment, and these variables are considered to comprehensively cover the grievances experienced by employees at PT. X.

One factor in organisational commitment, according to Mowday (1998), is the presence of organisational support, defined as the extent to which employees feel supported, whether in material terms (salary, allowances, etc.) or non-material support (recognition). This relates to one aspect of job satisfaction (Özpehlivan & Acar, 2016); salary is also an important aspect because employees compare their salaries with those of other employees and also compare their efforts with those of others. This can be seen in the fact that ‘ ’ as a factor in job satisfaction overlaps with organisational commitment. Another factor that can influence organisational commitment is the employee’s genuine willingness to carry out the tasks assigned by the company,’ identified Winwood et al. (2013) which relates to the factor of ‘resilience at work by , namely ‘living authentically’—an aspect that enables an employee to hold fast to personal values and possess a good level of self-awareness and emotional regulation—and ‘finding one’s calling’, which relates to work that has a purpose, a sense of belonging, and aligns with one’s beliefs.

Employees always consider job satisfaction in terms of the wages received, the work facilities provided, the working environment, and even the position to support their careers. Such conditions are linked to employees’ organisational commitment, thereby minimising rapid job turnover. Consequently, organisational commitment influences whether employees will remain within the organisation/company or leave to pursue employment elsewhere (Kingkin et al., 2023).

A factor related to organisational commitment is job satisfaction. According to Aziz et al. (2021), job satisfaction is the attitude expressed by workers regarding their jobs; the researchers studied 157 public sector employees and found that job satisfaction has a positive relationship with employee commitment—if employees are satisfied, they are organisationally committed. According to multiple regression analysis, employees are committed to their jobs due to salary and a lack of alternative options (Aziz et al., 2021).

The aspect of resilience at work, as developed by (Winwood et al., 2013), is low among these employees. Employees appear to struggle to achieve satisfactory results and to expect positive outcomes in their work. Consequently, these employees lack confidence in their ability to complete tasks. The obstacles faced at work result in suboptimal performance, as they are unable to manage the tasks and responsibilities assigned to them and cannot cope with certain challenges. Furthermore, they find it difficult to control their emotions when faced with difficult and challenging situations. This is due to the fact that the workload required cannot be met within the given deadlines.

In previous research over the past few decades, researchers have consistently conducted studies in the field of organisational commitment. One of the findings from research conducted by (Fitrio et al., 2019), which was based on gender and age, was that there is a significant positive relationship between job satisfaction and organisational commitment, and that job satisfaction has a significant positive influence on organisational commitment. As organisational commitment is a key factor in the relationship between an individual and an organisation, there is a need to understand the relationship between the individual and the organisation within the conceptual framework of organisational commitment (Sharma et al., 2013).

Another factor related to organisational commitment is resilience at work. Avey et al. (2011) found that positive resilience can enhance organisational commitment. Consequently, the following hypothesis has been developed. Previous research conducted by Polat & İskender (2018) showed that as resilience increases, employees become more committed to their organisation. It can be said that employees with higher levels of resilience will internalise the organisation’s rules and their responsibilities within the organisation, and wish to contribute more to their organisation than other members within it.

Based on the above discussion, it can be concluded that job satisfaction and resilience at work are related to employees’ organisational commitment. The researcher also hypothesises that job satisfaction and resilience at work have a significant influence on organisational commitment. Therefore, the objective of this study is to identify the variables that have the greatest influence on organisational commitment.

The theoretical benefits of this study are to expand the body of knowledge in psychology, particularly in the field of industrial psychology, and to provide companies with a new perspective so that they can focus on these influential factors in order to enhance employees' organisational commitment, thereby enabling the company to develop further alongside employees who possess strong organisational commitment.

Methods

This research design was designed using a quantitative approach as the research method. Sugiyono (2018) explains that quantitative methods are used for research purposes and to test a predetermined hypothesis. This research design adopts a correlational approach; correlational field research is used to investigate the extent to which variations in one factor are related to variations in one or more other factors based on the correlation coefficient (Syukri et al., 2019).

Participants

The sample for this study will consist of employees working at PT X. The sampling technique used by the researcher is non-probability accidental sampling, which is a sampling technique based on chance; that is, anyone whom the researcher happens to meet can be used as a sample, provided that the person encountered is deemed suitable as a data source (Siswadi, 2016). The available population size is 135 people, and the sample size to be used follows the formula by Krejcie & Morgan, namely a minimum of 98 samples (Krejcie & Morgan, 1970). The individuals who are the subjects of this study are employees of PT X. The number of subjects in this study is 105 employees. This study was conducted on 105 employees, with a relatively balanced distribution of male and female respondents: 51 male employees (48%) and 54 female employees (52%). The majority of employees were at staff level, accounting for a high percentage of 87%, followed by supervisors at 8% and managers at 5%. Thus, it can be seen from the table that the job hierarchy is dominated by employees at staff level.

Research Instruments

The three variables in this study are variable (X1), namely job satisfaction, and (X2), resilience at work, whilst the dependent variable (Y) is organisational commitment. Variable (X1) is job satisfaction; in this context, the researcher defines job satisfaction as positive behaviour reflecting the evaluation of employees' expectations against the reality of their work in relation to several factors influencing job satisfaction, including pay, management systems, external relations, work tasks, promotion, and colleagues. The researcher used a scale developed by (Özpehlivan & Acar 2016) comprising 30 items with a reliability coefficient of 0.84, indicating that the scale is reliable. This scale was constructed using a Likert scale model with five response options. For the 'favorable' items, 5 points were awarded for the response option 'SS' (strongly agree), 4 points for 'S' (agree), 3 points for 'N' (neutral), 2 points for 'TS' (disagree), and 1 point for 'STS' (strongly disagree).

The variable (X2) 'resilience at work' can be defined as the ability to bounce back from difficulties, conflicts, and failures, and even to adapt to positive events, progress, and increased responsibilities in the workplace. The 'Resilience at Work Scale' used is the version by Winwood et al. (2013), comprising 20 items with a reliability coefficient of 0.84. The items consist of six response options: 6 points for SS (Strongly Agree), 5 points for S (Agree), 3 points for N (Neutral), 2 points for TS (Disagree), and 1 point for STS (Strongly Disagree).

The organisational commitment variable (Y) comprises three aspects: strong belief in and acceptance of the organisation's goals and values; a willingness to exert genuine effort on behalf of the organisation; and a strong desire to maintain membership within the organisation. The construct validity of the organisational commitment scale is based on the concepts of Mowday and colleagues (Rahmat et al., 2022). The organisational commitment scale yielded a value of 0.938. This scale comprises 9 favourable items, with 5 points awarded for the SS (strongly agree) response option, 4 points for S (agree), 3 points for N (neutral), 2 points for TS (disagree), and 1 point for STS (Strongly disagree) and 6 unfavourable items with 5 response options, scored as follows: 5 points for the SS (strongly agree)

option, 4 points for the S (agree) option, 3 points for the N (neutral) option, 2 points for the TS (disagree) option, and 1 point for the STS (strongly disagree) option.

Data Analysis Techniques

This research proposal is structured into an introduction, a theoretical review, and research methods. Once everything is in place, the proposal will be consulted with the supervising lecturer. In addition, the researcher must also seek out and prepare the adapted measurement tools. The required measurement tools are the Organisational Commitment Scale, the Job Satisfaction Scale, and the Resilience at Work Scale. The procedures to be carried out in this research involve several stages that have been outlined. The first stage is the research preparation phase, which involves drafting the research proposal by conducting an in-depth analysis of the problem through a theoretical review of the dependent variable (Y), namely organisational commitment, and the independent variables (X), namely job satisfaction and resilience at work. Second, the implementation stage, in which data collection will be carried out using an online Google Form; in this study, the number of respondents was reduced from the initial 135 to 105 for various reasons, with the use of an informed consent form and a research information sheet. Finally, the data analysis stage utilises the multiple linear regression analysis method with calculations performed using JASP software version 0.14.1.0.

Results

This study examined the extent to which job satisfaction and resilience at work influence organisational commitment among employees at PT. X. Data collection was conducted over 8 days, or one working week. Descriptive analysis of categorisation in the research results is an approach to presenting and describing the data collected in the form of categories or groups. This analysis aims to provide a clear picture of the distribution of data across various relevant categories. This study involved 105 employees working at PT. X, as shown in Table 2 below:

Table 1. Categorisation of Research Variables

Variable	Average	SD	Category	Interval	Frequency	Percentage
Job Satisfaction	111.32	15.56	High	> 126	16	14%
			Medium	125–96	74	70%
			Low	< 96	15	16%
<i>Resilience at Work</i>	89.23	11.29	High	> 101	15	16%
			Medium	100–78	73	70%
			Low	< 78	17	14%
Organisational Commitment	53.76	6.45	High	> 60	17	13%
			Medium	59–47	74	71%
			Low	< 47	14	16

From Table 1 above, it can be concluded that, of the 105 respondents, the frequency values for all three variables generally fall into the moderate category. Overall, the work satisfaction variable falls into the moderate category (mean value 111.32 with a standard deviation of 15.56), with 74 respondents (70%) falling into this category. The variable of resilience at work falls into the moderate category (mean value 89.23 with a standard deviation of 11.29), with 73 respondents (70%) falling into the moderate category. Meanwhile, the organisational commitment variable falls into the moderate category (mean value 53.76 with a standard deviation of 6.45), with 74 respondents (71%) falling into the moderate category.

The normality assumption test is an important part of statistical analysis, particularly in the context of regression. The purpose of this test is to check whether the data used in the analysis meets the necessary basic assumptions.

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Job Satisfaction	0.647	1.546
RAW	0.647	1.546

An independent variable can be said to be free from multicollinearity if the tolerance value is greater than 0.10 and the VIF value is less than 10. Based on the results of the multicollinearity test, the following results were obtained:

- The tolerance value for the Job Satisfaction variable (X1) is $0.647 > 0.1$ and the VIF value is $1.546 < 10$; it can therefore be concluded that there is no multicollinearity.
- The tolerance value for the *Resilience at Work* variable (X2) is $0.647 > 0.1$ and the VIF value is $1.546 < 10$; it can therefore be concluded that multicollinearity does not occur.

Hypothesis testing is conducted to determine whether a proposed hypothesis will be rejected or accepted. In multiple linear regression, the test includes job satisfaction as variable X1, *resilience at work* as variable X2, and organisational commitment as variable Y. Hypothesis testing helps determine whether variable X has a significant influence on variable Y. The results of the hypothesis testing using multiple linear regression analysis can be seen in Table 6 below:

Tabel 3. ANNOVA test

Model	Sum of Squares	df	Mean Square
H ₁ Regression	2841.514	2	1420.757

Table 4. Summary Test

Model	R	R ²	Adjusted R ²
H ₀	0.000	0.000	0.000
H ₁	0.811	0.658	0.651

Based on the results of the hypothesis testing using the ANOVA test, a significant influence of job satisfaction and resilience at work on organisational commitment was found. This is shown in the table, namely (F) 98.097 with a significance value (p) $< .001$, indicating that job satisfaction and resilience at work together influence organisational commitment. Furthermore, the R-squared coefficient in this study is 0.658, indicating that job satisfaction and resilience at work together account for 65.8% of the variance in organisational commitment, whilst 34.2% is influenced by other variables; thus, the first hypothesis is accepted.

Furthermore, to determine which variable—job satisfaction or resilience at work—exerts a greater influence on organisational commitment, a multiple linear regression analysis was conducted. The results of the multiple linear regression test are shown in Table 8 below:

Table 4. Multiple Linear Regression Test Coefficients

Model	Unstandardised	Standard Error	Standardised β	t	p
Job Satisfaction	0.221	0.030	0.534	7.413	$< .001$
RAW	0.212	0.041	0.371	5.154	$< .001$

Based on the results of the multiple linear regression analysis, the job satisfaction variable contributed ($\beta = 0.534$), with a significance level of $p < 0.001$; this indicates that there is an influence of the job satisfaction variable on organisational commitment, and Hypothesis 2 is accepted. The 'resilience at work' variable contributes ($\beta = 0.371$), with a significance level of $p < 0.001$; this indicates that there is an influence of the 'resilience at work' variable on organisational commitment, and the third hypothesis is accepted. Judging by the standardized β values (), which show that the job satisfaction variable yields a higher value than resilience at work, the influence of job satisfaction is greater than that of the resilience at work variable. Simultaneously, 65.8% of the total effect is accounted for by these two variables: job satisfaction contributes 41.0% and resilience at work contributes 24.8%.

Discussion

Based on the results of the data analysis conducted in this study regarding the three initial hypotheses presented, all hypotheses were accepted. This is because it was found that job satisfaction and resilience at work jointly influence organisational commitment. There is a significant joint influence of job satisfaction and resilience at work on organisational commitment. Partially, job satisfaction has a significant influence on organisational commitment. Thus, whether job satisfaction and resilience at work among PT.X employees in this study fall into the low, moderate, or high categories, they are capable of significantly influencing organisational commitment. Job satisfaction in this study mostly falls into the moderate category, although there are still some subjects who exhibit low or high tendencies.

Organisational commitment is essentially an individual's effort to actively engage with the organisation and a lack of desire to leave it. One aspect of organisational commitment is a willingness to strive earnestly to achieve the organisation's objectives. Each person's willingness to make a sincere effort to fulfil the organisation's objectives varies, and this influences the level of effort in achieving organisational goals.

This study successfully identified several antecedents explaining why many employees at PT. X decided to resign from the company, resulting in low organisational commitment, specifically relating to interpersonal and organisational aspects. Interestingly, the data and interviews revealed that pay was not the primary factor, although there were still employees receiving wages below the regional minimum wage. Instead, colleagues within the same division or across divisions, and the company's management skills in managing the organisational structure, were identified as key factors in enhancing organisational commitment at PT. X.

Partially, as in the study conducted by (Aziz et al., 2021), which examined the relationship between job satisfaction and organisational commitment, the results showed that job satisfaction has a positive relationship with employees' organisational commitment. If employees are satisfied, they are organisationally committed. According to multiple regression analysis, employees are committed to their jobs due to salary and a lack of alternative options (Aziz et al., 2021). Similarly, in a previous study by (Tanjung, 2020) regarding the influence of job satisfaction on organisational commitment, job satisfaction was found to have a partial effect on organisational commitment among employees of the labour, cooperatives and micro-enterprise office in Serdang Bedagai District.

A study with the same respondents—namely employees—examining the influence of work-related stress on job satisfaction and organisational commitment was previously conducted by (Wibowo et al., 2015) in Denpasar, which found that the direct path coefficient of job satisfaction on organisational commitment had a significant influence. This implies that the higher the job satisfaction felt by employees, the higher their organisational commitment will be. Furthermore, the results regarding work-related stress also indicate a significant influence on organisational commitment.

Not only among company employees, a study using the same variables but with respondents who were not industrial employees was conducted by (Dihag et al., 2022) with respondents from the healthcare sector; the results of the partial correlation analysis on the relationship between job satisfaction and

organisational commitment yielded a significance level of 0.010, indicating a positive relationship and a significant influence on organisational commitment.

According to (Lumley et al., 2011), a high level of job satisfaction among employees is closely linked to a high level of commitment to the organisation where they work. (Chye & Boo, 2004) also observed that employee job satisfaction positively influences the level of commitment to the organisation. Therefore, companies need to pay attention to the balance between stress levels and organisational commitment so that the company's objectives are not disrupted. Employees who are satisfied with their jobs tend to have a higher level of commitment to the organisation, making them more likely to attend work with full dedication.

However, there are times when this organisational commitment is influenced by other variables not included in this study. As seen in several cases during the course of this study, some employees resigned from the company after being caught violating rules, such as consuming alcohol in the office during working hours or stealing company property. This relates to the employees' own personalities and work motivation within the company.

In day-to-day situations, employees require resilience to manage stress arising from tasks assigned to them, even if these fall outside their job description. Some employees who were unable to complete such tasks and were taken aback upon receiving them decided to leave the company. The results of this study, which included other variables such as resilience at work and organisational commitment, also indicate that, partially, resilience at work has a significant effect on organisational commitment. This aligns with the findings of a previous study by Avey, which found a relationship between organisational commitment and resilience at work. (Avey et al., 2011) found that positive resilience can enhance organisational commitment.

If employees are able to maintain a clear distinction between their professional and personal spheres, as employees sometimes feel uncomfortable when personal matters unrelated to work are included in the company's performance appraisal. This then becomes a factor in their decision to stay with or leave the company. The following hypothesis has been developed based on previous research by (Polat & İskender, 2018), with results showing that as resilience increases, employees become more committed to their organisation.

Another study using the same variable—resilience at work—but with a different group of respondents, namely healthcare workers, was conducted by Zerlina & Dinda (2023) in 2023. It found that nurses in the intensive care unit of a psychiatric hospital exhibited high levels of resilience at work, in contrast to the subjects in this study, who fell into the moderate category. Other results from this study also indicate that resilience at work has a positive effect on subjective well-being. Although the dependent variable differs, this can be taken into consideration by future researchers studying industrial employees.

Regarding the variable of organisational commitment, numerous similar studies have been conducted, albeit with different subjects. A study on organisational commitment was previously carried out by (Leite et al., 2014) involving ten thousand officers in the Bahia Military Police, with the majority of subjects (82.4%) being police officers stationed at headquarters, and the remainder being officers on field duty. The results obtained reinforced the role of job satisfaction as an antecedent and indicated no influence on organisational commitment. This contrasts with the findings of this study, which state that job satisfaction does have an influence on organisational commitment.

Upon completion of this study, it can be concluded that this research found a significant influence between job satisfaction and resilience at work on organisational commitment among employees of PT X, both simultaneously and partially for each variable. As mentioned above, organisational commitment is not solely influenced by the two independent variables; job satisfaction and resilience at work together account for 65.8% of the variance in organisational commitment, whilst 34.2% is influenced by other variables. There are still several other possibilities that could influence organisational commitment, which may form the subject of future research by other researchers.

Based on this study, which found that job satisfaction influences organisational commitment more than resilience at work, this aligns with Abraham Maslow's theory, which states that humans have stages to

reach the pinnacle, the most basic of which is the need for physiological fulfilment related to job satisfaction, as well as other existential needs that are interrelated (Mustofa, 2022). According to (Gayatri & Muttaqiyathun, 2020), although job satisfaction is influenced by many external factors, internal factors relating to how employees feel remain the most important.

Every study will inevitably have strengths and limitations; this study is no exception. Of the three initial hypotheses presented, all three were accepted. A limitation of this study is the lack of literature discussing the limited influence of job satisfaction on organisational commitment and the influence of the variable 'resilience at work' on organisational commitment.

Conclusions and Implication

The conclusion of this study is that there is a combined influence of job satisfaction and resilience at work on organisational commitment. Partially, both independent variables also have a significant influence. Job satisfaction has a greater influence on organisational commitment than the influence of resilience at work on organisational commitment. Organisational commitment can increase when both factors are improved, thereby encouraging employees to retain their membership within the organisation. Employees of PT. X are likely to resign if they do not possess a high level of organisational commitment.

The implications of this research are that PT. X must commit to improving job satisfaction and resilience at work, with greater attention paid to the organisation's employees. This is because when an individual possesses high organisational commitment, they will naturally exhibit a strong work ethic and continue to gain new experiences and knowledge. Steps that can be taken include, firstly, reviewing the salaries and workloads received by employees to ensure they align with government-set standards; secondly, intensifying training for employees, whether internal or external; and thirdly, improving management systems and skills so that employees can coordinate more easily with other divisions. Future researchers may investigate other variables such as organisational citizenship behaviour (OCB), locus of control, and several others mentioned above, which may influence organisational commitment.

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Authors' contributions

All authors work collaboratively and evenly.

Competing Interest

There is no conflict of interest.

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We have obtained informed consent from all individuals included in this study through google form.

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