

Literature Review: Factors Influencing Organizational Commitment Among Employees

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ABSTRACT

Commitment in an organization is one of the key elements that contribute to organizational sustainability and effectiveness. High commitment from employees can increase productivity, reduce employee turnover, and strengthen loyalty to the organization. This article aims to analyze the core theories related to organizational commitment and identify various factors that influence it by using a Systematic Literature Review (SLR) approach. Through the analysis of various previous studies, it is found that several factors, including individual, job, and organizational factors, affect organizational commitment. In addition, various industry sectors also play a role in influencing the level and type of organizational commitment. The findings of this research are expected to provide a deeper understanding for academics and practitioners, enabling them to improve organizational commitment in various work environments.

Keywords : Organizational Commitment, Employee Commitment, Industry Sector

INTRODUCTION

Organizations are groups of individuals united socially with similar goals, run in an organized, planned, and actively managed manner, and characterized by relative boundaries (Robbins & Judge, 2017). In the current era of globalization, human resources are the primary factor influencing economic aspects, as high-quality human resources possess the ability to compete effectively in global markets (Siswanto & Izzati, 2021). Human resources are a crucial element that significantly impacts a company's survival. A company or organization needs talented and passionate individuals who can work optimally and unite in an effort for the common good (Atrizka et al., 2020). Employees are considered as human resources that have a crucial role or position in sustaining the achievement of the Company's quality and success (Gustiana et al., 2022). In order to survive in the midst of market competition, companies need to pay attention to the quality and needs of their workforce, one of which is the commitment of employees to the organization. Employee commitment to the organization is very important and is a key factor in ensuring the sustainability and success of the company's production process (Nababan et al., 2022). Human resources who are committed to an organization will work optimally, obtain high performance and can be optimal in the organization (Izzati & Indriani, 2024). Employees or human resources are a very important element for the company. As an asset that is needed, the company has the

responsibility to maintain the existence of its employees, one of which is by increasing the organizational commitment of these employees (Ellys et al., 2020).

The role of employees is an important asset in the production process as a supporter of the progress and growth of a company or organization. (Ramlah et al., 2023). According to Meyer and Allen in (Febriyanti & Izzati, 2024) Organizational commitment is a psychological state that characterizes an employee's relationship with the organization, and has implications for the decision to continue membership in the organization. An employee with strong organizational commitment identifies with the organization and its goals and wants to remain a member (Robbins & Judge, 2024). Commitment is a person's relatively strong identification and connection to the organization (Rizal et al., 2023). Organizational commitment is an attitude that reflects the extent to which an individual recognizes and feels attached to his or her organization (Griffin et al., 2020). A highly committed individual is likely to see himself as a true member of the organization.

Organizational commitment is a psychological attachment that reflects the relationship between employees and the organization, as well as employee involvement in the decision to remain part of the organization. This commitment includes three aspects, namely: *affective commitment*, which arises from the desire to remain in the organization due to emotional attachment; *continuance commitment*, which occurs when employees stay because of need factors, such as compensation and other benefits, or because of the lack of alternative employment opportunities; and *normative commitment*, which is based on employees' personal ethics, where they view loyalty to the organization as a responsibility that must be fulfilled (Febriyanti & Izzati, 2024). Highly committed employees show strong dedication to the company, reflected in belief in the organization's vision, determination to contribute, and identification as an important part of the company (Raharjo et al., 2023). Employees with these characteristics tend to have good attendance, adherence to policies, and a lower risk of turnover, with high responsibility for tasks (Akbar et al., 2022).

Employee commitment to the organization will have a positive impact. When employees have adequate work that aligns with their passions, it can increase their interest and lead to a more positive assessment of their work, making them more likely to develop a long-term emotional attachment to their organization (Dihaq et al., 2022). Employees who have a strong commitment to the organization often exhibit increased productivity. This is because they feel a deeper connection to the company's goals and are more driven to help achieve them (Luthans et al., 2021). Based on this explanation, employees with high commitment tend to be more loyal and less likely to move to other companies. They are also more likely to be proactive in finding solutions and contributing to the creation of a positive and collaborative work environment.

The level of consistency and responsibility demonstrates a person's commitment they exhibit in various conditions, whether straightforward or complex, happy or sad, and light or heavy (Permata & Kusmiyanti, 2022). Employee commitment to the organization not only strengthens employees' emotional ties to the company but also increases productivity and loyalty. When employees have a deep attachment to their workplace, they are more motivated to perform tasks and show greater dedication. A strong commitment encourages individuals to work more effectively, even in challenging situations. The level of employee commitment

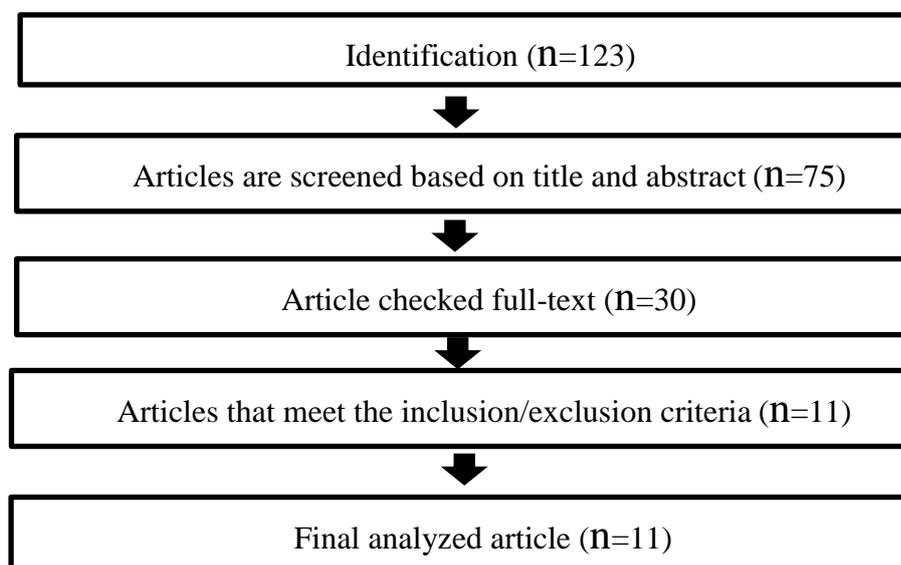
to the organization does not form in isolation but is influenced by various factors. Strong organizational commitment will contribute to increased productivity and work effectiveness. Therefore, it is essential to understand the factors that influence organizational commitment, enabling organizations to design effective strategies that foster employee attachment and dedication.

METHODS

This research employs the Systematic Literature Review (SLR) approach, following the principles of PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). The literature search process was conducted through several scientific databases, including Google Scholar, ScienceDirect, ProQuest, and SAGE Journals, using a combination of keywords such as “organizational commitment,” “employee commitment,” “industrial sector,” and “factors influencing organizational commitment.” This study reviews and analyzes existing literature to identify factors that influence organizational commitment, providing insights that contribute to a deeper understanding of the topic.

The search strategy was conducted using Boolean operators (AND, OR) and a 2015-2025 publication year filter to identify relevant and current articles. Furthermore, the screening process was conducted on titles and abstracts using established inclusion and exclusion criteria. The inclusion criteria are articles in Indonesian or English published in accredited national or international journals that discuss factors affecting organizational commitment. Exclusion criteria were articles that did not have empirical data, were not relevant to the topic focus, or were popular/non-academic articles. The article selection process was conducted according to the PRISMA flowchart, beginning with the initial identification of 123 articles and gradually filtering them down until the final 11 articles were deemed suitable for analysis. In addition, the following quality appraisal is conducted for each article using the criteria of methodological validity, topical appropriateness, and presence of measurable results. Each article was manually coded based on factor categories (individual, work, organization) as well as relevant theoretical indicators and then thematically analyzed. The following PRISMA flowchart illustrates the article selection process in the SLR from the initial identification stage to the final analysis

Table 1. PRISMA Flowchart



RESULTS

Based on the collected articles, data on factors affecting organizational commitment in employees and identified have been obtained and analyzed using the method of *Systematic Literature Review* (SLR). The collected data is presented in the table. The following table is prepared based on the results of thematic coding that divides the factors into three main categories, namely individual factors, work factors, and organizational factors. Each article is classified based on the suitability of the main theme of the variable under study.

Table 2. Result

A1	A2	A3	A4	A5	A6
Factor Category	Variables	Method	Research Sample	Research Results	Author
Individual Factors	<i>Person Job Fit</i>	Quantitative	843 Private sector employees across Pakistan	Person-job fit has a positive effect on organizational commitment	(Hasan et al., 2021)
Individual Factors	<i>Work-Life Balance, Self-Esteem, Motivasi Kerja</i>	Quantitative	1023 Librarian employees in Nigeria	All three have a significant effect on organizational commitment	(Popoola & Fagbola, 2020)
Individual Factors	<i>work-life balance</i>	Quantitative	120 Professional Lecturers in Indonesia	There is a positive and significant relationship between work-life balance and organizational commitment.	(Choeriyah & Utami, 2023)
Individual Factors	<i>Learning Orientation and psychological empowerment</i>	Quantitative	430 Employees of 27 HRD offices in Korea	This study shows that psychological empowerment and learning orientation increase organizational commitment.	(Yoon et al., 2022)
Individual Factors	<i>Job Satisfaction</i>	Quantitative	227 Foreign Direct Investment (FDI) company employees in Vietnam	The results of this study indicate that job satisfaction has a positive influence on organizational commitment.	(Tran et al., 2022)

A1	A2	A3	A4	A5	A6
Factor Category	Variables	Method	Research Sample	Research Results	Author
Individual Factors	<i>Employee Experience</i>	Quantitative	534 employees of companies in South Korea	This study shows the results that employee experience has a positive effect on organizational commitment through the mediation of job satisfaction and psychological well-being.	(Lee & Kim, 2023)
Organizational Factors	<i>Perceived organizational support</i>	Quantitative	333 Employees of multinational companies operating in Portugal.	This study reveals that perceived organizational support (POS) has a significant direct effect on affective organizational commitment (AOC).	(Silva et al., 2022)
Organizational Factors	<i>Leadership</i>	Quantitative	216 Employees of a savings and loan cooperative in Bali, Indonesia	The results of this study indicate that leadership has a significant positive impact on organizational commitment and psychological climate.	(Kawiana et al., 2021)
Work Factors	<i>Job Involvement</i>	Quantitative	54 Employees at Bank BJB Cimahi Branch, Indonesia	This study found that job involvement and job satisfaction have a positive effect on employee organizational commitment at Bank BJB Cimahi Branch.	(Sari & Sojanah, 2023)
Work Factors	<i>Work Environments</i>	Quantitative	103 Permanent employees of PT Inspection X in Indonesia	The results showed that Motivation and Work Environment were found to have a positive influence on Organizational Commitment.	(Zahira et al., 2023)
Organizational Factors	<i>Leadership</i>	Quantitative	200 Employees of a firefighting organization in Tehran, Iran	The results showed that ethical leadership has a significant positive relationship with all dimensions of organizational commitment, namely affective commitment,	(Bahadori et al., 2021)

A1	A2	A3	A4	A5	A6
Factor Category	Variables	Method	Research Sample	Research Results	Author

continuance
commitment, and
normative commitment.

DISCUSSION

Based on the results of the literature review, several factors influence organizational commitment. These factors are classified into individual factors, work factors, and organizational factors. Based on the results of the thematic coding of the analyzed articles, several factors appear more frequently and consistently influence organizational commitment. Factors such as job satisfaction, leadership, and perceived organizational support are variables that are repeatedly found to have a significant contribution to increasing organizational commitment. This suggests that both internal individual factors, such as job satisfaction, and external support from the organization play a significant role in shaping employees' attachment and loyalty to their workplace.

Additionally, a discussion of the study's context reveals considerable differences between the public and private sectors. In the private sector, particularly in the context of private companies in Pakistan and companies in South Korea, factors such as person-job fit and employee experience are the primary focus. This is understandable as the private sector tends to emphasize efficiency and individual-based performance achievement. In contrast, in the public and social service sectors, such as studies of librarians in Nigeria and firefighters in Iran, factors like work-life balance and ethical leadership are more prominent. These factors underscore the significance of morale and psychological well-being in demanding social work environments.

Date the well-being of employees, such as work motivation, compensation, and work environment. In contrast, in developed countries such as South Korea, Portugal, and China, studies place greater emphasis on the strategic dimensions of the organization, including learning orientation, empowerment, and transformational leadership. This reflects that the socio-economic context and organizational structure influence the focus and relevance of the variables studied.

Individual Factors

Person Job fit

Person Job Fit is the perception of person-job fit mainly refers to the assessment of the fit between an employee's skills and the demands of the job. *Person Job Fit* is defined as the fit between an individual and the requirements of a particular job. Specifically, *Person Job Fit* fit refers to the extent to which an individual's qualifications, skills, knowledge and abilities are aligned with the demands of the job. A key tenet of *Person Job Fit* is that employees' personal efforts and experiences shape their perception of reality, including cognitive and emotional aspects, which ultimately contribute to job satisfaction and affective organizational commitment. Various academic studies have also shown a positive relationship between PJ fit and affective organizational commitment (Hasan et al., 2021).

Work Life Balance

According to Fisher, Bulger & Smith in (Salsabilla & Izzati, 2023), *work-life balance* is an individual's attempt to balance work and life outside of work. This balance can be a source of energy for individuals, but it also has the potential to cause personal conflict. *work-life balance* has a positive and significant relationship with organizational commitment (Popoola & Fagbola, 2020). When employees feel they have a work-life balance, they tend to be more satisfied, emotionally attached, and committed to the organization. *work-life balance* A good job will strengthen loyalty and reduce turnover. Thus, the better *work-life balance* employees feel, the higher their level of commitment to the organization.

Learning Orientation

Learning orientation is an organization-wide activity to create and utilize knowledge to enhance the Company's competitive advantage (Yoon et al., 2022). *Learning orientation* is part of an organizational learning culture that encourages the capacity to learn and change continuously through formal and informal processes. When employees feel that the organization encourages the development of their knowledge and skills, they will be more engaged, motivated and have a stronger emotional attachment to the Company.

Self Esteem

Self-esteem is a term in psychology that reflects a person's evaluation or judgment of his or her own worth (Popoola & Fagbola, 2020). *Self-esteem* is an individual's favorable or unfavorable assessment of themselves and the belief that they are capable, have meaning, achieve success, and deserve positive things (Kuswara & Izzati, 2022). This concept plays an important role in building self-confidence and is considered a major factor in preventing low achievement. This study conducted (Popoola & Fagbola 2020) found that work-life balance, work motivation, and self-esteem have a significant effect on respondents' organizational commitment.

Perceived organizational support

According to Rhoades and Eisenberger in (Putri & Izzati, 2022) perceived organizational support refers to an individual's overall view of the extent to which the organization or workplace values the contributions made and shows concern for the welfare of its employees. This perception is one of the important factors that influence organizational commitment (Silva et al., 2022). When employees feel supported, they tend to have stronger emotional ties to the organization, increased loyalty, and a desire to keep contributing in the long run. Organizations can show their support by creating a conducive work environment, for example through the implementation of regular programs to improve employee competencies, as well as providing a comfortable and safe working atmosphere. In addition, activities that build a sense of community and belonging also play a role in supporting the creation of a high-performance work system (Sinambela, 2021). Organizations need to increase perceived organizational support by providing appreciation for the contributions

made by employees. Thus, it is expected that employee performance can also increase significantly (Rinda & Muzakki, 2021)

Job Satisfaction

Job Satisfaction is an employee's perception of the extent to which their job can fulfill aspects that are considered important and valuable in accordance with the role they play in the job (Luthans et al., 2021). In the research conducted by (Tran et al., 2022) The authors explore how employees' level of *job satisfaction* can affect their commitment to the organization as well as their propensity to leave the company. *Job Satisfaction* plays a role in influencing organizational commitment, as employees who feel satisfied with their jobs tend to be more attached to the organization and have a desire to keep contributing. Conversely, if *job satisfaction* is low, employees may experience decreased attachment to the organization and consider leaving their jobs.

Employee Experience

Employee Experience is the confluence of employee expectations, demands, and needs with the organizational design related to these aspects, which is formed through interactions between employees and the organization (Morgan, 2017). Morgan proposes three dimensions in *employee experience*, namely physical, technological, and cultural experiences. Employee Experience acts as a tool that can increase organizational commitment and drive change in the organization. Thus, a positive *Employee Experience* is a key factor in improving employee engagement and organizational efficiency and performance (Lee & Kim, 2023).

Work Factors

Job Involvement

Job Involvement defined as the extent to which employees actively participate in their work and view work as the most important and meaningful part of their lives, where performance is a major aspect of their identity (Robbins & Judge, 2024) . *Job Involvement* is one of the factors that influence organizational commitment, because employees who have high involvement in their work tend to be more emotionally and psychologically attached to the organization. When employees actively participate in work, prioritize their tasks, and consider work an important part of their self-worth, they are more likely to feel a sense of responsibility for the success of the organization (Sari & Sojanah, 2023).

Work Environments

Work environments atau The work environment is the area where employees carry out their duties. This environment includes the location of the company as well as various facilities and infrastructure that support employee activities in carrying out their roles and responsibilities. With an adequate work environment, the organization can move towards achieving the vision, mission, and goals that have been set (Busro, 2017). Research by (Zahira et al., 2023) shows that a conducive work environment has a positive impact on organizational commitment. When companies provide adequate facilities, a comfortable

working atmosphere, and harmonious working relationships, employees tend to be more motivated and have a stronger emotional attachment to the organization.

Organizational Factors

Psychological Empowerment

Psychological empowerment is defined as an individual's perception of empowerment in the workplace as it relates to their role at work. Research by (Yoon et al., 2022) shows that psychological empowerment has a significant effect on organizational commitment, especially when combined with *job embeddedness*. When employees have control over their work, believe in their own competence, and see the benefits of their contributions, they are more likely to stay in the organization and show higher commitment. (Yoon et al., 2022). Based on this, organizations that want to increase employee commitment need to create a work environment that provides space for psychological empowerment and self-development.

Leadership

There are four important implications in the definition of leadership, namely leadership is a process, which means that achieving goals is done through gradual and continuous activities, leadership involves interactions between individuals, and leadership is oriented towards achieving success (Van Assen, 2020). Leadership that provides encouragement, freedom at work, and is transformational can increase employee commitment to the organization (Cilek, 2019). In addition, leadership has an important role in shaping organizational commitment because it covers various internal aspects, such as the values of honesty and integrity, which have an impact on all members of the organization (Kawiana et al., 2021).

CONCLUSION

Organizational commitment is a crucial element in an organization's success, as employees with a high level of commitment tend to be more loyal, productive, and motivated to achieve organizational goals. Based on the results of the literature study, three main categories are identified that affect organizational commitment: individual factors, job factors, and organizational factors. Individual factors, including Person-Job Fit, Work-Life Balance, Learning Orientation, Self-Esteem, Perceived Organizational Support, Job Satisfaction, and Employee Experience, play a role in shaping employees' perceptions and emotional attachment to the organization. Job factors, such as Job Involvement and Work Environment, affect the extent to which employees feel engaged and comfortable in their work. Meanwhile, organizational factors, including psychological empowerment and Leadership, contribute to building a supportive work environment and provide a sense of belonging within the organization. Understanding these factors has important implications for human resource management. By increasing organizational commitment, companies can foster higher productivity, lower employee turnover rates, and promote long-term organizational sustainability.

This study has significant practical value for human resource management, particularly for professionals in Human Resource Development. By recognizing the key factors that influence organizational commitment, HR practitioners can develop targeted strategies such as

optimizing job placement to match employee skills, implementing work-life balance initiatives, improving leadership effectiveness, and fostering an empowering work environment. These interventions will lead to higher productivity, lower turnover, and increased employee loyalty, ultimately benefiting the organization as a whole.

From a theoretical perspective, this study lays a foundation for future research to explore the relationship between the identified factors and other variables, such as organizational culture, employee engagement, and loyalty. Additionally, future research could investigate how organizational commitment varies across different industries or examine the influence of demographic factors (e.g., generational differences, age, and gender) on employee commitment levels.

However, this study has certain limitations, as it only covers articles published in Indonesian and English sourced from specific databases between 2015 and 2025. This limited coverage may narrow the diversity of contexts and perspectives in the analysis, meaning the findings should be generalized with caution. To address this, future research should incorporate a broader range of sources and consider more diverse cultural and geographical contexts to enhance the validity of conclusions.

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