

## FACTORS THAT INFLUENCE ORGANISATIONAL COMMITMENT IN EMPLOYEES: A SYSTEMATIC LITERATURE REVIEW

Sekar Ayu Rosalina<sup>1</sup>, Suhadianto<sup>2</sup>

Universitas 17 Agustus 1945 Surabaya, Jl. Semolowaru No. 45, Sukolilo, 60118,  
Indonesia <sup>1,2</sup>

e-mail: [sekar.ayu66@gmail.com](mailto:sekar.ayu66@gmail.com)<sup>1</sup>  
[suhadianto@untag-sby.ac.id](mailto:suhadianto@untag-sby.ac.id)<sup>2</sup>

### ABSTRACT

*This study aims to identify and analyze the factors that influence organizational commitment based on a literature review of various previous studies. The method used is a systematic literature study by reviewing 13 scientific articles published between 2019 and 2023. The results showed that organizational commitment is influenced by seven main factors, namely work-life balance, organizational culture, job satisfaction, transformational leadership, organizational justice, work motivation, and tenure. Commitment also acts as a mediating variable in the relationship between other variables and employee performance. This finding confirms that the establishment of organizational commitment requires a multidimensional approach involving psychological, structural, and cultural aspects. This research is expected to provide theoretical and practical contributions in the formulation of effective and sustainable human resources policies. By managing these factors strategically, organizations can significantly increase employee loyalty and engagement can provide input for environmental impact management policies in the energy sector.*

**Keywords:** Organizational commitment, Work-life balance, job satisfaction, organizational justice, Transformational Leadership

### ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis faktor-faktor yang mempengaruhi komitmen organisasi berdasarkan tinjauan literatur dari berbagai studi sebelumnya. Metode yang digunakan adalah tinjauan literatur sistematis dengan meninjau 13 artikel ilmiah yang diterbitkan antara tahun 2019 dan 2023. Hasil penelitian menunjukkan bahwa komitmen organisasi dipengaruhi oleh tujuh faktor utama, yaitu keseimbangan kerja dan kehidupan, budaya organisasi, kepuasan kerja, kepemimpinan transformasional, keadilan organisasi, motivasi kerja, dan masa kerja. Komitmen juga berperan sebagai variabel mediasi dalam hubungan antara variabel lain dan kinerja karyawan. Temuan ini mengonfirmasi bahwa pembentukan komitmen organisasi memerlukan pendekatan multidimensional yang melibatkan aspek psikologis, struktural, dan budaya. Penelitian ini diharapkan memberikan kontribusi teoretis dan praktis dalam formulasi kebijakan sumber daya manusia yang efektif dan berkelanjutan. Dengan mengelola faktor-faktor ini secara strategis, organisasi dapat meningkatkan loyalitas dan keterlibatan karyawan secara signifikan serta memberikan masukan untuk kebijakan pengelolaan dampak lingkungan di sector energi.

**Kata kunci: Komitmen organisasi, Keseimbangan kerja-kehidupan, kepuasan kerja, keadilan organisasi, Kepemimpinan Transformasional**

## **PENDAHULUAN**

Organisational commitment is a fundamental element in shaping the stability and sustainability of an organisation's performance. In the era of globalisation and rapid work changes, organisations are required to not only recruit, but also retain qualified employees. One important indicator in creating superior human resources is the extent to which employees have an emotional and psychological attachment to their organisation (Meyer & Allen, 1991). This commitment includes affective, normative and continuance aspects, which interact to influence loyalty and productivity. In management practice, organisational commitment has been linked to decreased turnover intention, improved performance, and job satisfaction (Robbins & Judge, 2013). Therefore, modern organisations seek to identify and understand the factors that can strengthen employee commitment on an ongoing basis. It is this context that makes the study of organisational commitment relevant to continue to be developed.

Despite the importance of organisational commitment, many organisations face challenges in building and maintaining it. One issue that often arises is employees' low attachment to organisational values, which results in poor performance and high turnover. This is often caused by unsupportive working conditions, uninspiring leadership, or an uninclusive work culture. In addition, the dynamics of a new generation of workers who emphasise flexibility, work-life balance and work meaning add to the complexity of managing employee commitment. Data from several studies also show that organisational commitment can be influenced by various variables such as job satisfaction, organisational justice, motivation, and tenure (Badrianto & Astuti, 2023; Jang et al., 2021). However, not all organisations fully understand which factors are most influential in their context. Therefore, there is a need for a systematic mapping of the factors that influence organisational commitment based on empirical findings.

Some previous studies have indeed discussed the influence of one or two factors on organisational commitment, but not many have integrated various factors comprehensively. For example, Ardiansyah and Surjanti (2020) examined work-life balance, Karina & Ardana (2020) examined talent management, and (Silitonga et al., 2020) examined organisational justice and transformational leadership. Although each study made a contribution, there are still gaps in understanding the interrelationships between factors and how they affect organisational commitment simultaneously. In addition, different sectoral contexts (private, public, hospitality, industry) produce findings that are not always consistent. This gap opens the opportunity to conduct a broader and deeper literature review in order to gain a holistic understanding. By doing so, organisations have a stronger basis in

designing commitment strengthening strategies. Therefore, this literature review is very important as the first step in building a valid conceptual framework.

The urgency of this research is also fuelled by the increasing challenges in managing human resources post-pandemic and amidst digital transformation. Changes in ways of working, such as hybrid and remote systems, also affect employees' perceptions of the organisation and their level of engagement. Organisations that fail to understand the determinants of commitment will struggle to create an adaptive and inclusive work environment. In addition, the phenomenon of 'quiet quitting' and employees' increasing expectations of well-being and recognition are important signals for management to re-evaluate. Strong organisational commitment does not happen automatically, but must be built through a systemic and evidence-based approach. With this literature review, it is expected that organisations can make data-based decisions in developing HR policies. This makes this research contextually and strategically relevant.

Based on this background, this study aims to systematically identify and examine the various factors that influence organisational commitment based on empirical findings in the scientific literature. This research will explore the contribution of variables such as work-life balance, organisational culture, job satisfaction, transformational leadership, organisational justice, work motivation, and tenure to the formation of organisational commitment. This study also seeks to highlight the role of commitment as a mediator in the relationship between these variables and employee performance. Using a literature review approach, this study not only maps previous findings, but also develops a more integrated theory development direction. The focus of the analysis is directed at diverse work sectors, in order to obtain broad generalisations. This approach allows researchers to compare patterns of relationships between variables in different contexts. Thus, the results of this study can provide a comprehensive picture of the strategic factors that shape organisational commitment.

## **METODE**

This research uses a systematic literature review approach to identify and analyse the factors that influence organisational commitment in employees. The review was conducted on scientific articles published in accredited national and international journals during the period 2019 to 2023. Data sources were obtained from Google Scholar. The search strategy used the keywords: 'organisational commitment', 'organizational commitment', 'influencing factors', 'employee commitment'.

The articles obtained were then selected based on predetermined inclusion and exclusion criteria. The selection process was conducted in four stages according to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) flow: identification, screening, eligibility and inclusion. This process

aimed to ensure that only articles that were relevant, valid and appropriate to the review topic were analysed further. To ensure content validity, only articles that used quantitative or quantitative-qualitative approaches with a primary focus on the relationship between specific factors and organisational commitment were included in the final analysis. Each article was then analysed to identify its variables, methods, key results, and industry sector context.

The initial selection resulted in 63 articles, which were then screened for duplication and topic relevance. After reviewing the abstracts and full content, 13 articles were obtained that met the criteria for in-depth analysis. The analysis was conducted using thematic and comparative synthesis methods, with the aim of mapping the factors that consistently influence organisational commitment across contexts and sectors. These articles are then presented in the form of a table of previous studies and used as the basis for preparing a conceptual framework. This study is expected to provide a complete and comprehensive picture of the determinants of organisational commitment, as well as a reference in the formulation of evidence-based HRM policies.

**Table 1. Inclusion & Exclusion Criteria**

Category	Inclusion Criteria	Exclusion Criteria
Topic	Main focus on factors that influence organisational commitment	Topic not directly related to organisational commitment
Publication Type	Scientific journal articles, academic proceedings	Opinions, non-scientific articles, organisation reports
Year of Publication	Published between 2019-2023	Published before 2019
Language	Indonesian or English	Languages other than Indonesian and English
Access	Full text available to read and analyse	Only available in abstract form or limited access
Research Method	Quantitative, qualitative, or mixed research that tests the relationship between variables	Literature study without empirical analysis, unsystematic review
Context	Studies are conducted in public or private sector organisations with employee subjects	Studies on non-employee populations (students, customers, etc.)

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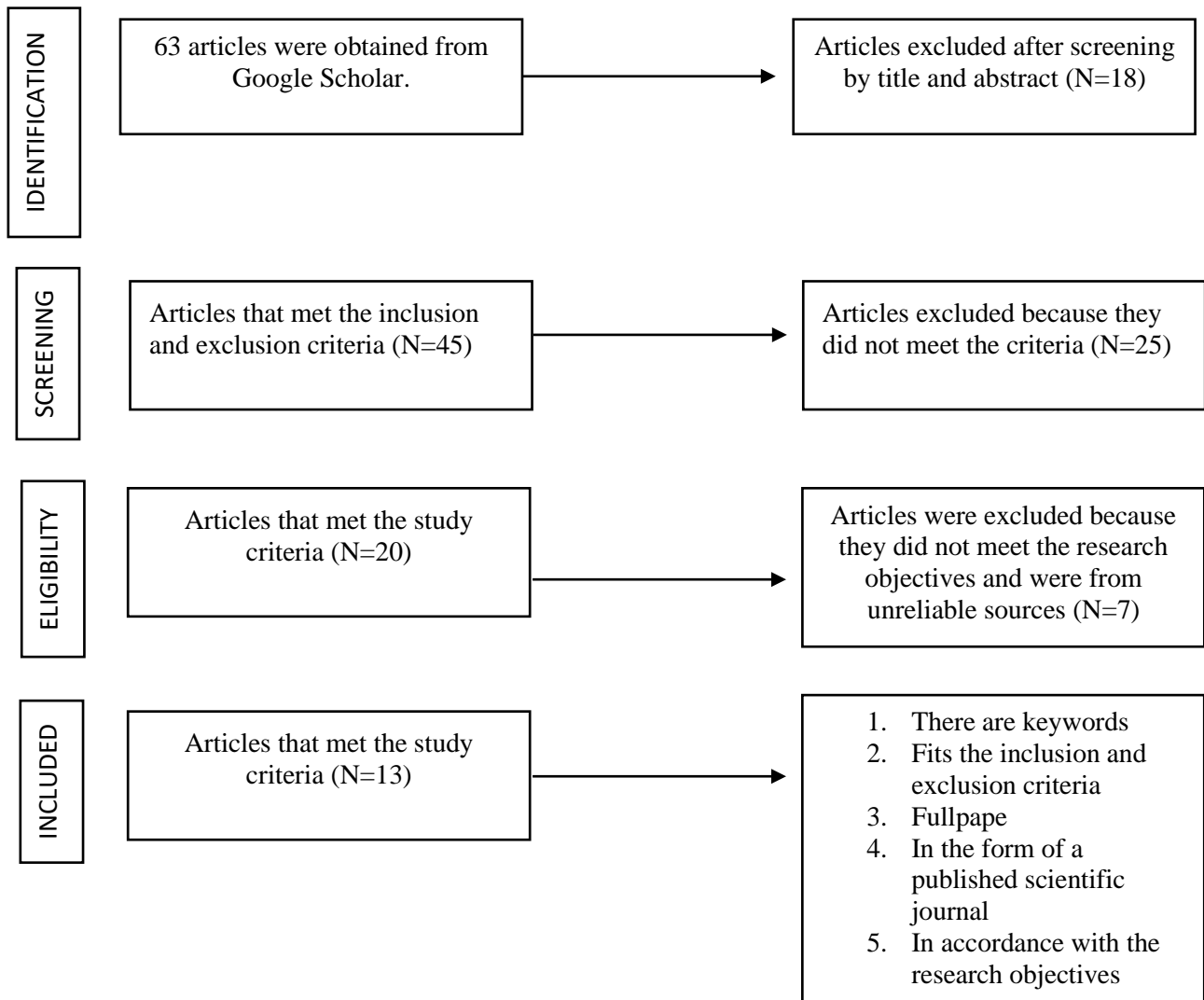


Figure 1. Diagram PRISMA

## PEMBAHASAN

Organisational commitment is influenced by various factors that come from individual and organisational aspects. These factors do not stand alone, but interact with each other to form emotional, rational, and normative attachments between employees and organisations (Meyer & Allen, 1991). Ardiansyah and Surjanti's (2020) study, for example, shows that work-life balance (WLB) has a positive effect on organisational commitment, although it has no direct effect on performance. This confirms that Karina and Ardana's (2020) perception of work-life balance is able to shape employee loyalty before influencing their work behaviour. Similarly, the study confirms that effective talent management increases organisational commitment while strengthening performance. This suggests that organisational efforts in detecting, developing and retaining talent are directly correlated with employee loyalty. Organisational commitment in this context appears to result from employees' positive perceptions of organisational attention and rewards.

In addition, organisational culture has also been shown to be an important determinant in commitment formation. A strong and supportive work culture encourages employees to feel part of the organisation, thus increasing emotional attachment. The study by Sofyan et al. (2020) showed that a positive and collaborative organisational culture strengthens the affective commitment of private bank employees in Bandung. This finding supports Edgar H (2010)'s opinion that shared values and norms embraced by the organisation shape the way employees think and act, including their commitment. A culture that encourages participation, openness, and respect for individual contributions will strengthen loyalty. In this case, culture is not just organisational symbols or rituals, but a living value system that affects motivation and work behaviour. Therefore, building a healthy organisational culture is a long-term strategy to maintain employee commitment.

Job satisfaction also appears as a variable that consistently mediates or moderates the relationship between other factors and organisational commitment. In Badrianto and Astuti's research (2023), job satisfaction acts as a mediator in the relationship between organisational commitment and employee performance. This finding shows that commitment does not only arise due to structural factors, but also from the perception of psychological well-being felt by employees. Silitonga et al.'s (2020) study also reinforces that job satisfaction is a bridge between organisational justice and leadership to organisational commitment. Satisfaction arises from recognition, self-development opportunities, and harmonious relationships in the workplace. Therefore, strategically managing job satisfaction will not only boost productivity, but also increase loyalty to the organisation. Job satisfaction in this context becomes a means of internalising organisational values that strengthen commitment.

On the other hand, transformational leadership plays a role in shaping employees' perceptions of the organisation and significantly increasing commitment. This leadership is characterised by the ability to provide inspiration, vision, individual attention, and intellectual challenge (Putri et al., 2024). Silitonga et al.'s (2020) study shows that transformational leaders not only increase job satisfaction, but also strengthen employees' affective and normative commitment. Leaders who are able to empower, listen, and motivate employees will foster a sense of trust and belonging to the organisation. This is important in a dynamic organisational context, where the demands of change demand a strong bond between the individual and the organisation. Leadership is not only an operational driver, but also a symbol of the organisation's culture and direction. Therefore, transformational leadership development is a priority in strategies to strengthen organisational commitment.

Organisational justice, which includes distributive and procedural justice, is also an important predictor of commitment levels. Jang et al.'s (2021) study found that perceived fairness in resource sharing and decision-making processes increased organisational commitment, especially in the public sector. This suggests that a sense of being treated fairly encourages employees' trust in the organisation and strengthens loyalty. Colquitt (2001) states that organisational justice involves clarity of procedures, consistency of treatment, and respect in interactions. When employees feel decisions are made objectively and transparently, they are more likely to accept the outcome gracefully. Injustice on the other hand, triggers disappointment, conflict, and a desire to leave the organisation. Therefore, the application of fairness principles should be the foundation of every managerial policy to build long-term commitment.

Work motivation and tenure have also been shown to influence the level of organisational commitment. A study by Umar and Norawati (2022) showed that high work motivation increases organisational commitment and employee performance. Employees who are intrinsically motivated and feel valued by the organisation will show greater loyalty. Meanwhile, (Ayuni & Khoirunnisa, 2021) proved that tenure affects the level of commitment, where employees with longer tenure show higher commitment. This can be explained by the factors of emotional attachment, experience, and time investment that employees have given to the organisation. Motivation and tenure play complementary roles in shaping employees' perceptions of work meaningfulness and loyalty to the organisation. Therefore, fair incentive systems and career path management should be integrated into HR policies. This strategy not only improves retention, but also strengthens commitment over time.

Overall, this discussion shows that organisational commitment is the result of a complex interaction between various psychological, social and structural factors. Commitment cannot be built from just one approach, but must be through a holistic strategy that includes work balance, organisational culture, job satisfaction, leadership, fairness, motivation, and work experience. Every organisation needs to understand which factors are most relevant to its internal context. By managing these factors strategically and sustainably, organisations can build stronger and more productive relationships with their employees. High organisational commitment will ultimately lead to improved performance, innovation and competitive advantage. Therefore, strengthening commitment should be an integral part of human resource management policies. This study provides an empirical and conceptual basis for organisations to develop appropriate interventions to strengthen employee loyalty and engagement.

## **PENUTUP**

Based on the results of a literature study of 13 scientific articles, it can be concluded that organisational commitment is influenced by various interacting multidimensional factors. The main factors found include work-life balance, organisational culture, job satisfaction, transformational leadership, organisational justice, work motivation, and tenure. All seven factors showed significant contributions in strengthening the affective, normative, and continuance dimensions of commitment. Apart from being an independent factor, organisational commitment also acts as a mediator in the relationship between other variables and employee performance. Organisational context, work sector and employee characteristics also influence the strength of the relationship between variables, making it important to understand each factor in its own context. These findings underline the importance of a strategic approach in designing HR policies orientated towards enhancing commitment. By managing these factors in an integrated manner, organisations can build long-term loyalty, increase productivity and create a sustainable competitive advantage.



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