

THE ROLE OF ORGANIZATIONAL COMMITMENT IN IMPROVING PERFORMANCE: A QUALITATIVE CASE STUDY AT THE INDONESIAN MINISTRY OF MANPOWER

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Abstract

This study aims to analyze the role of organizational commitment in improving employee performance at the Indonesian Ministry of Manpower. The approach employed is qualitative, utilizing a case study method that involves interviews, questionnaires, and observations. The study's results indicate that organizational commitment has a significant impact on employee performance. Supportive leadership, career development facilities, and rewards for performance have proven to be key factors in strengthening employee commitment. Employees who feel valued and have opportunities to grow tend to perform better. However, despite the generally high level of commitment, the results of the questionnaire indicate that career development facilities still require improvement. This study suggests that the Indonesian Ministry of Manpower should strengthen its human resource development policies, particularly in terms of training and performance awards, to maintain and enhance employee commitment and performance. These findings contribute to human resource management in the government sector and provide the basis for further research in a broader context.

INTRODUCTION

In the global context, managerial challenges in the field of human resources are becoming increasingly complex, driven by rapid technological developments and shifts in the worldwide economy (Alieffiansyah et al., 2024; Lahagu et al., 2024; Reiche et al., 2022). Organizations worldwide are under pressure to enhance performance through innovation, efficiency, and employee empowerment (Alshemmari, 2023; Djumiyanto & Lutfi, 2020). In many organizations, performance is influenced not only by external factors, such as government policies or market conditions but also by internal factors, particularly employees' organizational commitment to existing goals and values. Therefore, it is essential to understand how organizational commitment can affect performance improvement in various sectors, including the government sector. (Basna, 2016; Hanaysha & Majid, 2018).

In Indonesia, the Ministry of Manpower, as an institution responsible for managing labor and industrial relations, faces a significant challenge in enhancing the performance of its employees. (Allen, 2016; Atmaja et al., 2022). Moreover, in the era of digitalization and the Industrial Revolution 4.0, rapid changes in the workforce necessitate that these ministries adapt to remain effective and efficient (Djumiyanto & Lutfi, 2020). However, employee performance issues are often related to their level of commitment to the organization, which can be influenced by a variety of internal and external factors, including the work culture, reward system, and leadership within the Ministry of Manpower.

Previous research has demonstrated that organizational commitment has a substantial impact on employee performance (Al Zefeiti & Mohamad, 2017; Ammari et al., 2017; Rizal et al., 2014). For example, a study by Meyer & Allen, (1991) found that high organizational commitment is correlated with improved individual performance in the workplace. In addition, research conducted by Mathieu & Zajac, (1990) also found that employees who feel a strong attachment to the organization tend to produce better work results. On the other hand, more specific research in the public sector, such as that conducted by Oei, (2023), indicates that organizational commitment in government agencies also plays a role in enhancing employee performance despite being influenced by more complex external factors, including government policies and bureaucratic systems (MUSTAPA, 2017).

The importance of this research lies in its contribution to a deeper understanding of the relationship between organizational commitment and employee performance, particularly in the public sector. The Indonesian Ministry of Manpower, as a state institution with a strategic role in employment management and human resource development in Indonesia, needs to understand how to increase employee commitment and encourage performance improvement. This research will provide new insights into the dynamics within the ministry and how organizational commitment can be optimized to achieve improved performance.

This research presents a novel approach with a focus on the Indonesian Ministry of Manpower, an area that has not been extensively explored in previous studies. Using qualitative methods, this research will delve deeply into employees' perceptions of organizational commitments and their impact on performance within the ministry. This approach is expected to provide a more transparent and nuanced understanding of the factors that influence employee performance in government institutions.

The primary objective of this study is to examine the impact of organizational commitment on enhancing employee performance within the Indonesian Ministry of Manpower. This research also aims to identify the factors that affect organizational commitment and to establish the relationship between these commitments and performance improvement in the public sector.

The expected benefit of this research is to contribute to the development of human resource management theory, particularly in highlighting the importance of organizational commitment in enhancing performance. In addition, the results of this research are also expected to inform policymakers at the Ministry of Manpower in designing a more effective HR management strategy.

The implications of this research can serve as a reference for practitioners and academics in developing effective managerial policies and strategies to enhance employee performance in the government sector. This research is also expected to provide insight into the importance of managing organizational commitments as a key element in achieving better organizational goals, especially in the Indonesian Ministry of Manpower.

METHOD

This study employs a qualitative approach, aiming to gain an in-depth understanding of the role of organizational commitment in enhancing employee performance at the Indonesian Ministry of Manpower (Darmawan, 2025; Sugiyono, 2018). The qualitative approach was chosen because it allows researchers to understand complex and profound phenomena, as well as provide a more holistic picture of the dynamics that occur within the organization.

The design of this research is a qualitative case study in which the researcher will examine the phenomenon of organizational commitment and employee performance from a more subjective and contextual perspective. This research focuses on understanding the experiences and views of Indonesian Ministry of Manpower employees related to their commitment to the organization and its impact on their work performance. This research aims not only to explore perceptions but also to identify factors that affect commitment and performance within the organization.

This research was conducted at the Indonesian Ministry of Manpower, which is located in Jakarta. This location was chosen because the ministry plays a strategic role in managing employment in Indonesia and serves as a representative example for the public sector.

The subject of the study is an employee of the Indonesian Ministry of Manpower, encompassing employees from various levels, ranging from those at lower levels to managers and section heads. The selection of these subjects aims to gain diverse perspectives on organizational commitment and performance, as well as to examine how these factors impact different levels within the organization. The researcher will use the purposive sampling technique to select subjects who are considered to have knowledge and experience relevant to the research topic.

The main instruments in this study were semi-structured interviews and participatory observation. Semi-structured interviews enable researchers to delve deeper into the information while still providing respondents with the freedom to express their experiences and views on organizational commitment and performance. The questions asked in the interview will focus on various aspects, including employees' understanding of the organization's commitments, their experience working in the Ministry of

Manpower, and their perceptions of the impact of these commitments on their performance. Participatory observations were also conducted to complement the data collected from the interviews. The researcher will be involved in daily activities within the ministry to observe interactions between employees, work culture, and organizational atmosphere that can affect employee commitment and performance.

Data Collection Techniques

The data collection techniques employed in this study include in-depth interviews and observational methods.

1. **In-Depth Interview:** The researcher will conduct in-depth interviews with selected employees from the Indonesian Ministry of Manpower, who have been chosen based on specific criteria. These interviews will be conducted either face-to-face or through digital media, as needed, to explore the respondents' perspectives on their commitment to the organization and its impact on performance. This interview will adopt an open and flexible approach, allowing respondents to express their views freely and openly.
2. **Observation:** In addition to interviews, the researcher will conduct direct observations in the work environment to observe how employees interact and how their commitment is reflected in their daily activities. These observations will also encompass assessments of the organization's culture, work environment, and the application of its values and goals in day-to-day operations.

With a combination of in-depth interviews and observational techniques, it is hoped that this study will obtain more comprehensive and valid data on the role of organizational commitment in enhancing employee performance at the Indonesian Ministry of Manpower.

RESULT AND DISCUSSION

This study involved 30 respondents, comprising employees of the Indonesian Ministry of Manpower at various levels of the organizational hierarchy. The following table displays the distribution of respondents by position and duration of service in the ministry.

Table 1: Distribution of Respondents by Position and Duration of Work

Position	Number of Respondents	Duration of Work
Administrative Staff	10	1-5 years
Manager/ Head of Section	8	6-10 years
Pegawai Senior	12	11-20 years

Source: Data processed

Most respondents were employees who had worked for the ministry for more than five years, with 12 respondents having over 10 years of experience. This suggests that most respondents have sufficient experience working in ministries, providing valuable insight into the dynamics of organizational commitment and performance.

Key Findings from the Interview with Management General Description of the Respondent

Interviews with the management of the Indonesian Ministry of Manpower yielded several key insights regarding organizational commitment and its impact on employee performance. Managers in this ministry report that they closely monitor the level of commitment among employees in achieving organizational goals. Here are some key findings from the interview with management:

Leadership and Its Impact on Commitment: Managers emphasize the importance of a leadership style that supports employee commitment. Leadership that provides space for employees to develop and rewards their performance can increase employees' sense of attachment to the organization.

Facilities and Support from the Organization: The manager also mentioned that employee commitment is influenced by the facilities provided by the organization, such as training and opportunities for career development. The ministry offers significant support in the form of skills development and professional training, which employees feel is necessary.

Alignment of Organizational and Individual Goals: One key factor highlighted is the alignment of organizational goals with employees' individual goals. Managers note that when employees perceive their personal goals as aligning with the ministry's objectives, they are more likely to demonstrate high commitment, which in turn enhances their performance.

Findings from the Licensed Employee Questionnaire

A questionnaire was administered to 100 licensed employees at the Indonesian Ministry of Manpower, aiming to gauge their perceptions of organizational commitment and its relationship to performance (Tahirs et al., 2023). The results of the questionnaire showed that most employees felt very attached to their organization, but some inhibiting factors were also found.

Table 2: Results of the Organizational Commitment and Employee Performance Questionnaire

Question	Percentage Agree (%)
I feel that I have a high commitment to the ministry	85%
My commitment to the organization influences my performance	78%
The Ministry provides sufficient facilities for career development	75%
I feel appreciated for my contribution to the ministry	80%

Source: Data processed

Most respondents agreed that they have a high level of commitment to the ministry and believe that this commitment influences their performance. However, around 20-25% of respondents feel that career development facilities still need improvement.

Observation Results

During participatory observations within the Indonesian Ministry of Manpower, the researchers found that the work atmosphere in the ministry was highly supportive of employees' commitment to the organization. Employees are seen working with high enthusiasm and a sense of responsibility. Some of the aspects observed are:

1. **Effective Communication:** Employees at various levels demonstrate open and constructive communication with their superiors. This strengthens the emotional bond between employees and the organization.
2. **Awards and Recognition:** Observations also indicate that ministries frequently recognize employees who demonstrate outstanding performance, both through annual awards programs and workplace recognition.
3. **Supportive Work Environment:** The work environment in this ministry is considered conducive to fostering increased commitment, with adequate facilities and a culture that promotes collaboration among employees.

To illustrate the relationship between organizational commitment and employee performance, the researcher presented the following graph based on the results of a questionnaire conducted on employees:

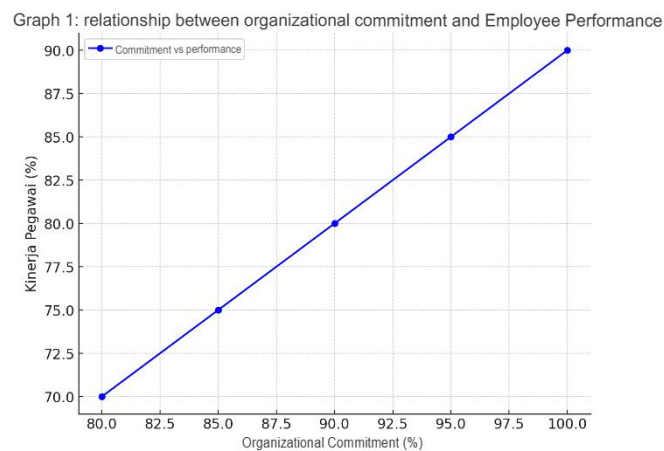


Figure 1: The Relationship Between Organizational Commitment and Employee Performance

This graph illustrates that the higher the level of organizational commitment, the higher the level of employee performance, indicating a positive relationship between organizational commitment and employee performance. The higher the organization's commitment, the better the employee performance achieved. This suggests that employees who feel a strong attachment to the organization tend to give their best in their work.

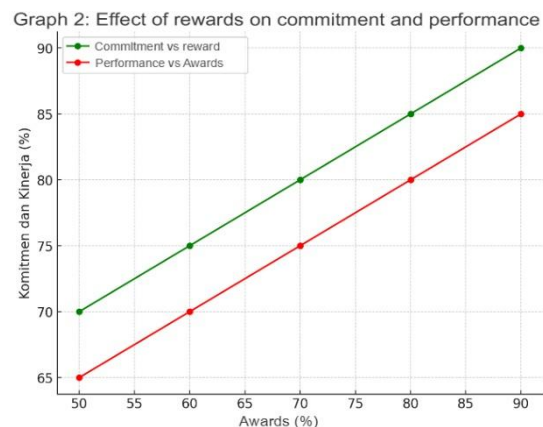


Figure 2: The Effect of Rewards on Commitment and Performance

The graph above illustrates the effect of rewards on commitment and performance. Employees who receive awards tend to show higher commitment and better performance.

Discussion of Findings

Based on these findings, it can be concluded that organizational commitment plays a significant role in improving employee performance at the Indonesian Ministry of Manpower. Factors such as supportive leadership, facilities for career development, and rewards for performance have been proven to be key influences on employee commitment and, ultimately, performance. Therefore, good management of organizational obligations will contribute to achieving more optimal performance in government organizations.

Discussion

Interview Data and Interpretation of Interview Results

From interviews conducted with management at the Indonesian Ministry of Manpower, it was found that organizational commitment is considered a crucial factor in enhancing employee performance. Most managers believe that employees' commitment to the organization is significantly influenced by the leadership style employed within the ministry. Leadership that supports and provides space for employees to develop professionally can increase employees' sense of attachment to the organization.

In the interview, three main themes emerge:

1. Leadership That Supports Commitment

Managers state that a leadership style that is participatory and empowers employees can increase their commitment. Leadership that is transparent and open to input from employees fosters greater trust among employees within the organization. This aligns with transformational leadership theory, which emphasizes the importance of inspiring and developing individuals within organizations.

2. Career Development Facilities

The manager also mentioned that the career development facilities provided by the ministry, such as training and promotion opportunities, are essential factors in maintaining employee commitment. Employees who feel they have growth opportunities tend to have a higher commitment to the organization. This demonstrates that effective human resource management can foster an environment that promotes employee commitment.

3. Alignment of Individual and Organizational Goals

Managers also reveal that when employees feel their personal goals align with the organization's goals, they will be more motivated to work hard and give their best. This research confirms that alignment between individual and organizational goals is one of the main factors that strengthen organizational commitment.

Discussion of Questionnaire Results

A questionnaire distributed to 100 employees at the Indonesian Ministry of Manpower revealed that the majority of respondents felt they had a high level of commitment to the organization. As many as 85% of respondents reported a high level of

commitment, and 78% of respondents believe that their commitment has a positive impact on their performance in the workplace.

However, despite the high level of commitment recorded, some areas require improvement, particularly in terms of career development facilities. Only 75% of respondents felt that the ministry provided sufficient facilities for their career development. This suggests that, despite most employees feeling a strong connection to the organization, there is still room for improvement in supporting their career development. This research corroborates the findings of previous studies, which have consistently shown that career development plays a crucial role in maintaining employee commitment in the public sector.

Analysis of Observation Results

The results of observations conducted in the work environment of the Indonesian Ministry of Manpower also support the findings from interviews and questionnaires. During observation, it was observed that employees worked with a high level of enthusiasm and demonstrated a sense of responsibility towards their duties. Interaction between employees occurs openly and constructively, indicating a strong culture of communication within the organization.

Observations also indicate that the ministry awards and recognizes employees who demonstrate outstanding performance. This award can be presented in the form of verbal recognition during a meeting or by awarding an official certificate. Additionally, employees who earn awards tend to show a higher level of commitment to the organization. This aligns with findings in the literature, which show that rewards for performance are directly related to employee commitment levels.

Comparison with Previous Research

The findings in this study align with the results of previous research. Revealed that high organizational commitment has a positive effect on individual performance in the workplace. The study found that employees who had a higher commitment to the organization tended to perform better. These results are also in line with a survey by Darmawan, (2025) which demonstrates that organizational commitment in the public sector plays a crucial role in enhancing employee performance.

However, this study makes a new contribution by emphasizing that in addition to commitment, other factors such as supportive leadership style, career development facilities, and performance rewards have a significant influence on employee commitment and performance in the government sector, especially in the Indonesian Ministry of Manpower (Darmawan, 2025).

Practical Implications

Based on the findings of this study, several practical implications can be identified:

1. The Importance of Supportive Leadership

Organizations need to ensure that the leadership style applied can increase employee sense of engagement. Open and participatory leadership can enhance employees' commitment to the organization, which in turn can lead to improved performance.

2. Career Development and Training

The Indonesian Ministry of Manpower needs to enhance career development facilities for employees, particularly in terms of training and promotion opportunities. By providing more opportunities to grow, the ministry can maintain high employee commitment.

3. Performance Rewards

Rewards for outstanding performance are crucial in enhancing employee commitment and motivation. More structured and more frequent rewards can increase employee motivation and help improve overall performance.

Research Limitations

This research has several limitations that need to be considered:

1. Limited Number of Respondents

The limited number of respondents (100 employees) may affect the generalization of the findings of this study. Therefore, further research with a larger sample size is needed to ensure more representative findings.

2. Focus on Specific Ministries

This research was conducted solely at the Indonesian Ministry of Manpower, so the findings obtained may not be fully generalizable to other public sectors in Indonesia.

3. Data Collection Methods

Although interviews and observations provide in-depth insights, these methods are subjective and can be influenced by the researcher's perception. Therefore, the use of a broader quantitative method can strengthen the results of this study.

CONCLUSION AND RECOMMENDATION

This research demonstrates that organizational commitment has a significant impact on employee performance within the Indonesian Ministry of Manpower. These findings indicate that supportive leadership, career development opportunities, and performance-based rewards play a crucial role in enhancing employee engagement, which, in turn, drives performance improvement. Although most employees demonstrate high commitment, the study's results also indicate that career development facilities require improvement. For this reason, the ministry is advised to strengthen policies that support employee development and performance rewards to improve employee commitment and overall performance. This research provides valuable insights for human resource management in the government sector; however, further investigation with a larger sample and quantitative methods is necessary to strengthen the findings.

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