

The Effect of Organizational Commitment on Employee Performance: An Integrative Perspective in Human Resource Management

Vini Rizky Permatasari¹, Ading Rahman Sukmara^{2*}

¹Faculty of Education, Universitas Galuh, Ciamis, West Java, Indonesia

²Faculty of Economics, Universitas Galuh, Ciamis, West Java, Indonesia

Corresponding author: ading_rahman34@unigal.ac.id

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ABSTRACT

Organizational commitment is a critical factor influencing employee performance in organizations, particularly within the framework of human resource management (HRM). However, many previous studies tend to examine organizational commitment in isolation without considering its interaction with other HRM variables.

This study aims to analyze the effect of organizational commitment on employee performance using an integrative perspective. A conceptual research design was employed, supported by a structured literature review of studies published between 2015 and 2025. The analysis was conducted using a thematic approach to identify key patterns and relationships.

The findings reveal that organizational commitment has a significant positive effect on employee performance. Employees with strong commitment demonstrate higher productivity, stronger engagement, and improved work outcomes. This indicates that organizational commitment plays a strategic role in enhancing organizational effectiveness.

This study also highlights that organizational commitment interacts with other HRM variables such as motivation, leadership, and job satisfaction, forming a comprehensive framework in explaining employee performance.

This study contributes to HRM literature by offering an integrative perspective on organizational commitment and performance, while providing practical implications for organizations in developing effective HRM strategies. It also provides a foundation for future empirical research in developing more comprehensive performance models.

Keywords: *organizational commitment; employee performance; human resource management; organizational behavior*

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1. INTRODUCTION

Organizational commitment has become an important factor influencing employee performance in modern organizations. Employees who are committed to their organization tend to demonstrate higher levels of productivity, loyalty, and work engagement (Robbins & Judge, 2017; Meyer & Allen, 1991).

Organizational commitment reflects employees' psychological attachment to the organization, which is shaped by leadership, job satisfaction, and organizational culture (Sukmara, 2025; Saepudin et al., 2024). Human resource management plays a key role in strengthening organizational commitment through effective policies and employee development strategies (Sukmara, 2024; Armstrong, 2021).

Previous studies have demonstrated that organizational commitment significantly influences employee performance, particularly when integrated with motivation, job satisfaction, and leadership (Permatasari & Sukmara, 2026; Meyer & Allen, 1991; Robbins & Judge, 2017). Empirical evidence also shows that commitment contributes to productivity and organizational effectiveness (Sulistyo & Sukmara, 2024).

In addition, recent developments such as digital transformation and HR analytics have influenced employee commitment and retention strategies (Astari et al., 2026; Nugraha et al., 2026; Widyarini et al., 2026).

Despite extensive research, many studies still examine organizational commitment independently without considering its interaction with other HRM variables. Therefore, this study aims to analyze the effect of organizational commitment on employee performance from an integrative HRM perspective.

2. LITERATURE REVIEW

2.1 Organizational Commitment

Organizational commitment refers to the psychological attachment of employees to their organization, which influences their willingness to remain and contribute to organizational goals (Meyer & Allen, 1991; Robbins & Judge, 2017).

From an organizational perspective, commitment is influenced by leadership, organizational culture, and HRM practices (Sukmara, 2025; Saepudin et al., 2024). Commitment is also closely related to job satisfaction and employee engagement.

Organizational commitment is influenced by work conditions, compensation, and job stability, which shape employee attitudes and organizational loyalty (Suwanda et al., 2026).

2.2 Employee Performance

Employee performance refers to the effectiveness and efficiency of employees in completing their tasks (Dessler, 2020). Performance is influenced by commitment, motivation, competence, and organizational systems (Sukmara, 2024; Sukmara, 2025).

Empirical studies indicate that competence, motivation, and work discipline significantly influence employee performance (Sukmara et al., 2024; Becker & Huselid, 1998). Organizational transparency and accountability also contribute to improved performance outcomes (Sukmayadi & Sukmara, 2024).

Low quality of human resources has been identified as a key factor affecting performance (Sukmara, 2025).

2.3 Organizational Commitment and Employee Performance

Organizational commitment is a key determinant of employee performance. Employees with strong commitment tend to demonstrate higher productivity, better work quality, and stronger organizational engagement (Sukmara et al., 2024; Meyer & Allen, 1991; Becker & Huselid, 1998).

Furthermore, commitment interacts with other HRM variables such as motivation, leadership, and job satisfaction, which together influence employee performance outcomes (Permatasari & Sukmara, 2026).

From a strategic perspective, commitment plays a crucial role in integrating human resource management and organizational strategy to achieve sustainable performance (Sukmara et al., 2025).

3. METHODOLOGY

This study employs a conceptual research design using a structured literature review approach to examine the relationship between organizational commitment and employee performance. A conceptual approach is appropriate as it enables the integration of theoretical and empirical findings from previous studies to develop a comprehensive understanding of the research topic (Snyder, 2019).

Unlike empirical studies that rely on primary data collection, this research synthesizes existing knowledge to identify patterns, relationships, and research gaps. This approach is particularly relevant in human resource management (HRM), where organizational commitment interacts with multiple organizational variables such as motivation, leadership, and job satisfaction.

3.1 Data Sources

The data for this study were collected from reputable academic databases, including Google Scholar, Scopus-indexed journals, and other peer-reviewed sources.

To ensure a comprehensive literature search, keywords such as “organizational commitment,” “employee performance,” and “human resource management” were used.

3.2 Inclusion Criteria

The study applied the following inclusion criteria:

1. Articles published between 2015 and 2025
2. Studies focusing on organizational commitment and employee performance
3. Peer-reviewed publications

Studies that were not relevant or lacked methodological clarity were excluded.

3.3 Data Analysis

The data were analyzed using thematic analysis (Braun & Clarke, 2006), which involves identifying and interpreting patterns in qualitative data.

The analysis process included:

1. Data familiarization
2. Initial coding
3. Theme categorization
4. Interpretation

3.4 Research Framework

This study adopts an integrative framework in which organizational commitment is positioned as a key variable influencing employee performance.

In addition, organizational commitment interacts with other HRM-related variables such as motivation, leadership, and job satisfaction, which collectively influence performance outcomes.

The conceptual model of this study is presented in Figure 1. The model illustrates the relationships between organizational commitment and employee performance within an integrated HRM perspective.



Figure 1. Integrative Research Model of Organizational Commitment and Employee Performance

4. RESULTS AND DISCUSSION

4.1 Key Findings

The findings indicate that organizational commitment has a significant positive effect on employee performance. Employees with strong commitment demonstrate higher productivity, improved efficiency, and better work outcomes.

This finding suggests that organizational commitment plays a strategic role in shaping employee behavior and organizational performance.

4.2 Role of Organizational Commitment

Organizational commitment plays a crucial role in enhancing employee engagement, loyalty, and retention.

Employees who are highly committed are more likely to contribute positively to organizational goals and demonstrate consistent performance.

4.3 Integrated Perspective in HRM

This study confirms that organizational commitment does not operate independently but interacts with other HRM variables such as motivation, leadership, and job satisfaction.

This integrated perspective provides a more comprehensive explanation of employee performance.

4.4 Theoretical and Practical Implications

This section discusses the theoretical and practical implications of the findings in the context of human resource management.

Theoretical Implications

This study reinforces organizational commitment as a key variable in HRM literature and extends previous research by adopting an integrative perspective that considers interactions among multiple HRM variables.

Practical Implications

Organizations should develop HRM strategies that enhance employee commitment through leadership, job satisfaction, and employee development programs to improve performance and organizational sustainability.

5. CONCLUSION

This study concludes that organizational commitment plays a significant role in influencing employee performance.

This study also shows that organizational commitment interacts with other HRM variables such as motivation, leadership, and job satisfaction.

From a theoretical perspective, this study contributes to HRM literature by emphasizing organizational commitment as a central variable.

From a practical perspective, organizations should develop comprehensive HRM strategies to strengthen employee commitment and improve performance.

This study is limited as it is conceptual in nature. Future research is recommended to use empirical approaches and explore additional variables such as organizational culture and digital transformation.

Future studies may also explore additional variables such as organizational culture, digital transformation, and HR analytics in influencing employee performance.

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