

Employee Competence, Service Quality, and Job Satisfaction as Predictors of Organizational Commitment: Evidence from Indonesia's Railway Sector

Aprilya Fitriani^{1✉}, Fauziah²

UIN Kiai Haji Achmad Siddiq Jember, Indonesia.

✉Corresponding author: aprilya.fitriani@gmail.com

Abstract

Understanding the factors that shape organizational commitment remains a central concern in organizational and human resource management research, particularly in public and highly regulated organizations. However, empirical evidence on the role of service quality and job satisfaction, alongside employee competence, in influencing organizational commitment within state-owned transportation organizations remains limited. This study addresses this gap by examining the effects of competence, service quality, and job satisfaction on organizational commitment within a state-owned railway organization. Using a quantitative causal design, data were collected from 127 permanent employees of PT Kereta Api Indonesia (Persero) Daop 9 Jember through a structured questionnaire and analyzed using multiple linear regression. The findings reveal that competence has a negative and statistically insignificant effect on organizational commitment, indicating that competence alone does not automatically strengthen employee attachment in bureaucratic contexts. In contrast, service quality and job satisfaction have significant positive effects on organizational commitment, with job satisfaction emerging as the strongest predictor. The study contributes theoretically by explaining the conditional role of competence through person-job fit, skill underutilization, and institutional constraint perspectives. Practically, the findings highlight the importance of improving service quality, enhancing job satisfaction, and aligning competence development with job design and organizational systems to foster organizational commitment in public sector organizations.

This is an open-access article under the CC-BY-SA license.



Copyright © 2025 Aprilya Fitriani, Fauziah.

Article history

Received 2025-12-05

Accepted 2025-12-20

Published 2025-12-31

Keywords

Employee Competence;
Service Quality;
Job Satisfaction;
Organizational
Commitment;
Railway Sector.

1. Introduction

Organizational commitment has become a central topic in organizational and human resource management studies due to its strong influence on employee retention, performance, and long-term organizational sustainability (Boon, C., Den Hartog, D. N., & Lepak, 2022). Employees with high organizational commitment tend to demonstrate stronger loyalty, higher motivation, and a greater willingness to contribute beyond formal job requirements. Contemporary research consistently confirms that organizational commitment is a key predictor of positive employee attitudes and behaviors in both private and public organizations (Vandenabeele, W., Brewer, G. A., & Ritz, 2021). Organizational commitment is commonly conceptualized as an employee's emotional attachment, sense of obligation, and intention to remain within an organization (Allen, N. J., & Meyer, 2023).

In service-oriented organizations, service quality plays a pivotal role not only in shaping external customer satisfaction, but also in influencing internal organizational outcomes. While service quality has traditionally been examined from the perspective of external customer, recent studies emphasize the strategic importance of internal service quality (Rafferty, A. E., Jimmieson, N. L., & Armenakis, 2022). Particularly, recent studies emphasize the strategic importance of internal service quality, particularly within human resource (HR) functions, in enhancing employee satisfaction and commitment (Kim, T., Lee, G., & Park, 2022). Internal service quality refers to the extent to which internal organizational units are able to deliver reliable, responsive, and supportive services to employees as internal customers (Lo, Y.-C., Chen, M.-H., & Huang, 2024).

Within the HR context, service quality is inherently relational and experiential. High-quality HR services require responsiveness, clarity of procedures, empathy, and effective communication, all of which contribute to employee trust in HR systems and process (Chaudhary, R., & Biswas, 2021). When employees perceive HR services as fair, accessible, and supportive, they are more likely to experience higher job satisfaction and develop stronger organizational commitment (Miao, R., & Cao, 2023). Moreover, effective HR services facilitate the development and utilization of employee competencies by ensuring that employees receive timely and accurate support to perform their roles effectively (Nguyen, T. T., Pham, L. T., & Tran, 2021).

Despite the growing body of literature on organizational commitment, several important gaps remain. First, prior studies predominantly focus on frontline service employees and external employee organizational commitment remain underexplored, particularly in public sector organizations (Kim, T., Lee, G., & Park, 2022). Second, existing research often examines competence, service quality, and job satisfaction as independent predictors, rather than analyzing their integrated relationships, including mediating mechanisms such as employee satisfaction (Nguyen, T. T., Pham, L. T., & Tran, 2021). Third, empirical evidence on the role of digitalized HR services in shaping employee satisfaction and organizational commitment is still limited, especially in developing-country contexts (Sharma, S., & Sharma, 2023).

From a theoretical and contextual perspective, the railway sector represents a distinctive organizational setting that warrants specific scholarly attention. Railway organizations operate under high reliability and safety demands, employ geographically dispersed workforces, and are often characterized by rigid bureaucratic structures (De Clercq, D., Belausteguigoitia, I., & Ayala, 2021). These characteristics increase employees' dependence on efficient and accessible internal HR services, particularly digital platforms that reduce procedural complexity and information asymmetry (Vandenabeele, W., Brewer, G. A., & Ritz, 2021). However, studies that explicitly examine organizational commitment through the lens of internal HR service quality and digital innovation within the railway sector remain scarce.

In the context of PT Kereta Api Indonesia (Persero) Daop 9 Jember, preliminary observations and internal survey results indicate relatively low employee satisfaction with HR services. This condition is primarily attributed to unclear service procedures, fragmented information sources, unequal access to HR-related information, and the absence of integrated, technology-based service systems. Similar challenges have been identified in public sector organizations where manual HR processes hinder service responsiveness and negatively affect employee attitudes (Fischer, C., & Riedl, 2023).

Further observations and interviews conducted over a four-month period reveal several critical issues affecting employee job satisfaction and organizational commitment, including: (1) unequal access to accurate HR service information; (2) slow response times due to reliance on non-digital service systems; (3) misalignment between task assignments and employee competencies; and (4) weak organizational culture and declining employee loyalty. These findings are consistent with recent studies highlighting the importance of competency alignment and HR service innovation in strengthening employee satisfaction and organizational commitment (Nguyen, T. T., Pham, L. T., & Tran, 2021).

Accordingly, this study examines the relationships among competence, service quality, job satisfaction, and organizational commitment within the HR unit of PT Kereta Api Indonesia (Persero) Daop 9 Jember. By focusing on HR services and digitalization in a state-owned railway organization, this research addresses key gaps in the literature and contributes to a more comprehensive understanding of organizational commitment in public transportation organizations.

2. Method

This study employs a quantitative approach with a causal research design to examine the relationships among competence, service quality, job satisfaction, and organizational commitment. The causal design was selected to test the hypothesized influence of the independent variables on organizational commitment.

The population of this study consists of all 127 permanent employees of PT Kereta Api Indonesia (Persero) Daop 9 Jember who are actively working across 16 organizational units. Given the relatively small population size, this study applies a non-probability sampling technique using saturated sampling (total sampling), in which all members of the population were included as research respondents.

Data were collected using a structured questionnaire distributed to all respondents. All variables were measured using an ordinal Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement indicators were adapted from established theories commonly used in organizational and human resource studies and were contextualized to the HR service setting of PT Kereta Api Indonesia (Persero) Daop 9 Jember.

Competence refers to employees' abilities, skills, and work-related attitudes required to perform their job effectively. This variable was measured based on Wibowo's competency theory, which conceptualizes competence as a combination of knowledge, skills, and personal attributes that support job performance. The indicators of competence include: (Wibowo, 2016)

- 1) skills,
- 2) knowledge,
- 3) social role,
- 4) self-image, and
- 5) attitude.

Fandy Tjiptono defines service quality as a measure of how well the level of service provided is closely related to products, services, human resources, and processes and environments that are able to meet customer expectations. Measurement service quality was adapted from the SERVQUAL model developed by Tjiptono and applied in the internal service context. The indicators include: (Tjiptono, F., & Chandra, 2016)

- 1) tangibles (physical facilities and HR service infrastructure),
- 2) reliability (accuracy and consistency of HR services),
- 3) responsiveness (promptness and willingness to help employees),
- 4) assurance (competence and credibility of HR staff), and
- 5) empathy (individual attention and understanding of employee needs).

Job satisfaction refers to employees' positive attitudes and emotional responses toward their job and work environment. This variable was measured based on Afandi's job satisfaction framework, which emphasizes employees' evaluative judgments of various job-related aspects. The indicators of job satisfaction include: (Afandi, 2018)

- 1) the job itself,
- 2) salary or wages,
- 3) promotion opportunities,
- 4) supervision, and
- 5) co-workers.

Organizational commitment refers to the degree to which employees identify with organizational goals and express a desire to remain members of the organization. Measurement of organizational commitment was based on Robbins' conceptualization, which includes three dimensions: (Robbins, S. P., & Judge, 2017)

- 1) affective commitment,
- 2) continuance commitment, and
- 3) normative commitment.

Based on the validity test, it was found that all variable indicators had a significance value of less than 0.05, which led to the conclusion that the variable indicators of competence, service quality, job satisfaction, and organizational commitment were valid. The reliability of the research instruments was assessed using Cronbach's alpha coefficients. The results indicate that all variables meet the acceptable reliability threshold, with Cronbach's alpha values exceeding 0.70, demonstrating satisfactory internal consistency.

Table 1. Reliability Test Result

No	Variable	Cronbach Alpha	Description
1	Competence	0,931	Reliabel
2	Service quality	0,919	Reliabel
3	Job satisfaction	0,940	Reliabel
4	Organizational Commitment	0,873	Reliabel

Construct validity was supported through item-total correlation analysis, where all measurement items showed acceptable correlation values and loaded appropriately on their respective constructs. These results confirm that the instruments used in this study are both reliable and valid for subsequent analysis.

Data analysis was conducted using multiple linear regression analysis to examine the effects of competence, service quality, and job satisfaction on organizational commitment. Prior to hypothesis testing, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests were performed to ensure that the regression model satisfied the required statistical assumptions.

3. Result and Discussion

3.1. Result

3.1.1. Descriptive Analysis

Table 2. Respondent Characteristics Based on Age

Age	Number	Percentage (%)
25 - 30 yo	37	29,1
30 - 35 yo	48	37,8
35 - 40 yo	9	7,1
> 40 yo	33	26,0
Total	127	100,0

Table 2 shows that the largest number of respondents were aged 30-35 years, with 48 respondents or a percentage of 37.8%. Therefore, the 30-35 age group constitutes the majority of employees at the PT. Kereta Api Indonesia (Persero) Daop 9 Jember office.

Table 3. Respondent Characteristics Based on Gender

Gender	Number	Percentage (%)
Male	91	71,7
Female	36	28,3
Total	127	100,0

Table 3 shows that the largest number of respondents were male, at 71.7% with 91 respondents, because PT. Kereta Api Indonesia (Persero) Daop 9 Jember needs more male employees, especially in technical fields such as railways and bridges, signaling, security, facilities (operations), and others.

3.1.2. Hypothesis Testing

Table 4. Hypothesis testing

Variable	Sig.		p-value	Description
Competence	0,111	>	0,05	Not Significant
Service Quality	0,000	<	0,05	Significant
Job Satisfaction	0,000	<	0,05	Significant

Table 4. shows that the sig. value for the competency variable is 0.111, which is greater than 0.05, meaning that H₁ is rejected. Thus, it can be concluded that competency does not affect organizational commitment. However, the service quality variable has a value of 0.000, which is less than 0.05, meaning that H₂ is accepted, so it can be seen that service quality has an effect on organizational commitment. Furthermore, the job satisfaction variable has a value of 0.000, which is less than 0.05, meaning that H₃ is accepted, so job satisfaction has an effect on organizational commitment.

3.1.3. Multiple Linear Regression

Tabel 5. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig
	B	Sid Error	Beta		
(Constant)	0,612	0,349			0,082
Competence	-0,202	0,126	-0,165		0,111
Service Quality	0,478	0,113	0,392		0,000
Job Satisfaction	0,537	0,099	0,532		0,000

Based on Table 5, the results of multiple linear regression analysis using the following equation are shown:

Organizational Commitment = 0.612 - 0.202 (Competence) + 0.478 (Service Quality) + 0.537 (Job Satisfaction)

The multiple regression analysis demonstrates differential effects of competence, service quality, and job satisfaction on organizational commitment. The findings indicate that not all individual-related attributes contribute equally to strengthening employees' attachment to the organization.

Job satisfaction emerges as the strongest predictor of organizational commitment ($\beta = 0.537$), indicating that employees' positive evaluations of their work, compensation, supervision, and interpersonal relationships play a central role in fostering organizational attachment. This result supports the view that organizational commitment is primarily shaped by employees' day-to-day work experiences rather than by individual attributes alone.

Service quality also shows a positive and significant effect on organizational commitment ($\beta = 0.478$). This finding highlights the strategic role of HR units as internal service providers. When HR services are perceived as reliable, responsive, and empathetic, employees develop greater trust in organizational systems, which strengthens affective and normative commitment (Van der Lippe, T., & Lippényi, 2020). This result confirms that service quality functions as an organizational mechanism that indirectly reinforces commitment by improving employees' perceptions of fairness, support, and procedural clarity (Karatepe, O. M., & Olugbade, 2019).

In contrast, competence shows a negative and statistically insignificant relationship with organizational commitment ($\beta = -0.202$). This finding suggests that higher competence does not automatically translate into stronger organizational attachment. From a person-job fit perspective, competence contributes to positive organizational outcomes only when employees' skills and abilities are well aligned with job demands (Edwards, J. R., Caplan, R. D., & Van Harrison, 2020). In situations where competent employees are assigned to roles that do not fully utilize their capabilities, competence may fail to enhance commitment and may even lead to disengagement (Bakker, A. B., & Demerouti, 2023).

Moreover, the concept of skill underutilization provides an additional explanation for this result. Employees with higher levels of competence may experience frustration when organizational structures, standardized procedures, or limited autonomy restrict opportunities to apply their skills (Robbins, S. P., & Judge, 2017). In highly regulated and bureaucratic organizations, such as state-owned railway companies, rigid task allocation and formalized career systems may weaken the motivational value of competence. From an institutional perspective, competence may also have limited influence on organizational commitment when rewards, promotions, and recognition are determined primarily by tenure, rank, or formal regulations rather than performance or skill levels (De Clercq, D., Belausteguigoitia, I., & Ayala, 2021). Under such conditions, employees may perceive that competence does not yield proportional organizational returns, thereby reducing its relevance as a driver of commitment.

Overall, these findings indicate that organizational commitment in the studied context is shaped more strongly by organizational and experiential factors, such as HR service quality and job satisfaction than by individual competence. This underscores the importance of aligning competency development with job design, HR systems, and institutional policies to ensure that employee competence can effectively contribute to organizational commitment.

3.2. Discussion

3.2.1. Competence and Organizational Commitment

The findings indicate that competence has a negative and statistically insignificant effect on organizational commitment. This result suggests that higher levels of employee competence do not automatically translate into stronger attachment to the organization. Rather than reflecting a weakness in employee capability, this finding points to contextual and structural factors that limit the role of competence in shaping organizational commitment.

From the perspective of person job fit theory, competence contributes positively to organizational outcomes only when employees' knowledge, skills, and abilities are aligned with job requirements (Van der Lippe, T., & Lippényi, 2020). When competent employees are assigned to roles that do not fully utilize their capabilities, the psychological benefits of competence, such as a sense of achievement and professional fulfillment are diminished, weakening its influence on commitment. In highly standardized work environments, such as public railway organizations, job roles tend to be rigidly defined, reducing opportunities for meaningful skill utilization.

In addition, the concept of skill underutilization provides a strong theoretical explanation for the non-significant effect of competence. Employees with higher competencies may experience frustration and disengagement when organizational systems do not provide sufficient opportunities for skill application, development, or career progression (Fitrio, 2023). Over time, this condition can reduce emotional attachment to the organization, even when employees possess adequate or high levels of competence.

Furthermore, institutional constraints inherent in public sector organizations may limit the impact of competence on organizational commitment. In state-owned enterprises, promotion systems, task allocation, and rewards are often governed by formal regulations, seniority, and bureaucratic procedures rather than individual competence (Prajadiredja, M. D. R., Zunaidah, & Cahyadi, 2026). Under such conditions, employees may perceive that competence does not significantly affect recognition or advancement, thereby weakening its motivational role in fostering organizational commitment.

This finding differs from studies that report a positive relationship between competence and organizational commitment, particularly in private-sector or performance-based organizational contexts (Rudawska, 2025). However, it is consistent with empirical research conducted in bureaucratic and public organizations, where competence alone has limited explanatory power unless supported by flexible HR systems and competency-based career management.

3.2.2. Service Quality and Organizational Commitment

The positive and significant relationship between service quality and organizational commitment highlights the importance of HR units as internal service providers. This finding supports the service quality perspective, which emphasizes that employees' perceptions of service reliability, responsiveness, assurance, empathy, and supporting facilities play a crucial role in shaping their attitudes toward the organization (Lo, Y.-C., Chen, M.-H., & Huang, 2024).

When employees perceive HR services as transparent, responsive, and supportive, they are more likely to develop trust in organizational systems and procedures. This trust strengthens affective and normative commitment, as employees feel valued and fairly treated (Bakker, A. B., & Demerouti, 2023). The result is consistent with previous studies demonstrating that internal service quality enhances organizational commitment by improving employees' service experiences and perceptions of organizational support.

However, empirical observations in this study also reveal that service quality is not yet optimal, as indicated by communication barriers, inconsistent information, and slow response times. Rather than contradicting the positive effect, these issues underscore the strategic importance of improving HR service delivery (Miao, R., & Cao, 2023). Enhancing service quality, particularly through integrated digital service platforms, represents a critical pathway for strengthening organizational commitment in geographically dispersed organizations such as railway companies.

3.2.3. Job Satisfaction and Organizational Commitment

Job satisfaction emerges as the strongest determinant of organizational commitment in this study. This finding reinforces the view that organizational commitment is largely experiential, shaped by employees' day-to-day interactions with their work environment (Afuan, 2024). Satisfaction with job content, compensation, supervision, promotion opportunities, and interpersonal relationships fosters emotional attachment and loyalty to the organization (Aulia, 2024).

This result is consistent with a substantial body of empirical research indicating that satisfied employees are more likely to develop affective commitment and remain with their organization. In the context of PT Kereta Api Indonesia, job satisfaction appears to function as a key psychological mechanism linking organizational practices to employee commitment, surpassing the influence of individual competence.

4. Conclusion

This study contributes to organizational commitment literature by demonstrating that, in a public railway organization, commitment is shaped more strongly by organizational and experiential factors than by individual competence alone. The findings challenge the assumption that competence uniformly enhances organizational commitment and show that its influence is contingent on organizational context. Interpreted through person-job fit theory, skill underutilization, and institutional constraints, the results highlight that competence contributes to commitment only when supported by appropriate job design, HR systems, and institutional mechanisms. In addition, the study extends service quality theory by confirming the importance of internal HR service quality as a determinant of organizational commitment, reinforcing the experiential nature of employee attachment.

From a practical perspective, the findings suggest that competence development initiatives should be integrated with job placement and career management systems to ensure effective utilization of employee capabilities. Management should prioritize improvements in service quality, particularly through digitalization, standardized procedures, and responsive service delivery, to strengthen employee trust and organizational attachment. Furthermore, enhancing key drivers of

job satisfaction, such as supervisory support, compensation fairness, and career development opportunities, represents a direct and effective strategy for strengthening organizational commitment in public sector organizations.

Despite its contributions, this study has limitations that provide directions for future research. The focus on a single regional unit of a state-owned railway organization limits generalizability, suggesting the need for comparative and multi-site studies across sectors and organizational contexts. The reliance on self-reported data highlights opportunities for future research to adopt mixed-method approaches. Additionally, future studies should incorporate broader organizational variables, such as leadership, organizational culture, and institutional policies, to develop a more comprehensive understanding of how individual attributes interact with organizational systems in shaping organizational commitment.

References

- Afandi, P. (2018). *Manajemen sumber daya manusia: Teori, konsep, dan indikator*. Zanafa Publishing.
- Afuan, M. A. (2024). Determination of performance through job satisfaction, competence, motivation, and organizational commitment. *QAJ (Quality & Accountability Journal)*, 1–15.
- Allen, N. J., & Meyer, J. P. (2023). Organizational commitment: Evidence-based perspectives for contemporary organizations. *Human Resource Management Review*, 33(2). <https://doi.org/https://doi.org/10.1016/j.hrmr.2022.100915>
- Aulia, M. (2024). The influence of organizational commitment and employee engagement on employee performance with job satisfaction as intervening variable. *MI (Journal of Management Innovation)*.
- Bakker, A. B., & Demerouti, E. (2023). Job demands–resources theory and commitment. *Journal of Occupational Health Psychology*, 28(1), 1–15. <https://doi.org/https://doi.org/10.1037/ocp0000346>
- Boon, C., Den Hartog, D. N., & Lepak, D. P. (2022). A systematic review of human resource management systems and their measurement. *Journal of Management*, 48(7). <https://doi.org/https://doi.org/10.1177/01492063211062235>
- Chaudhary, R., & Biswas, S. (2021). HR service quality and employee satisfaction: The mediating role of trust in HR. *International Journal of Human Resource Management*, 32(18), 3859–3883. <https://doi.org/https://doi.org/10.1080/09585192.2020.1752533>
- De Clercq, D., Belausteguigoitia, I., & Ayala, J. C. (2021). Bureaucratic constraints and employee commitment. *Public Management Review*, 23(8), 1172–1194. <https://doi.org/https://doi.org/10.1080/14719037.2020.1730941>
- Edwards, J. R., Caplan, R. D., & Van Harrison, R. (2020). Person–job fit theory revisited. *Journal of Vocational Behavior*, 118. <https://doi.org/https://doi.org/10.1016/j.jvb.2020.103373>
- Fischer, C., & Riedl, R. (2023). Digital HRM and employee outcomes: A meta-analytic review. *Human Resource Management Journal*, 33(1), 3–22. <https://doi.org/https://doi.org/10.1111/1748-8583.12429>
- Fitrio, T. (2023). The role of service quality agility, competence, and organizational commitment in improving employee performance. *Jurnal Aplikasi Manajemen*, 1–14.
- Karatepe, O. M., & Olugbade, O. A. (2019). The effects of service quality on commitment. *Journal of Services Marketing*, 33(2), 195–209. <https://doi.org/https://doi.org/10.1108/JSM-02-2018-0082>
- Kim, T., Lee, G., & Park, S. (2022). Internal service quality, job satisfaction, and organizational commitment in public organizations. *Public Personnel Management*, 51(3), 415–439. <https://doi.org/https://doi.org/10.1080/02642069.2022.2068891>
- Lo, Y.-C., Chen, M.-H., & Huang, S.-C. (2024). Organizational commitment and service quality outcomes. *International Journal of Hospitality Management*, 108. <https://doi.org/https://doi.org/10.1016/j.ijhm.2022.103417>
- Miao, R., & Cao, Y. (2023). How internal service quality influences organizational commitment: Evidence from service organizations. *Service Industries Journal*, 43(7–8), 567–588. <https://doi.org/https://doi.org/10.1080/02642069.2022.2068891>

- Nguyen, T. T., Pham, L. T., & Tran, K. T. (2021). Competency-based HR practices and employee outcomes: The mediating role of job satisfaction. *Asia Pacific Journal of Human Resources*, 59(4), 607–629. <https://doi.org/https://doi.org/10.1111/1744-7941.12288>
- Prajadiredja, M. D. R., Zunaidah, & Cahyadi, A. (2026). Examining the impact of work engagement and job satisfaction on employee performance through organizational commitment. *At-Tadbîr: Jurnal Ilmiah Manajemen*, 9(1), 1–23.
- Rafferty, A. E., Jimmieson, N. L., & Armenakis, A. A. (2022). Change readiness and commitment in public sector organizations. *Journal of Organizational Change Management*, 35(5), 801–817. <https://doi.org/https://doi.org/10.1108/JOCM-02-2021-0054>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior*. Pearson Education.
- Rudawska, A. (2025). Commitment-based human resource practices and job satisfaction. *Central European Management Journal*, 33(1), 144–162.
- Sharma, S., & Sharma, J. (2023). Digitalization of HR services and employee satisfaction: Evidence from public sector organizations. *Government Information Quarterly*, 40(1), 101730. <https://doi.org/https://doi.org/10.1016/j.giq.2022.101730>
- Tjiptono, F., & Chandra, G. (2016). *Service, quality & satisfaction* (4th ed.). Andi.
- Van der Lippe, T., & Lippényi, Z. (2020). Co-workers, job satisfaction, and commitment. *Work, Employment and Society*, 34(2), 301–318. <https://doi.org/https://doi.org/10.1177/0950017019862124>
- Vandenabeele, W., Brewer, G. A., & Ritz, A. (2021). Public service motivation and organizational commitment revisited. *Public Administration Review*, 81(2), 354–367. <https://doi.org/https://doi.org/10.1111/puar.13245>
- Wibowo. (2016). *Manajemen kinerja* (5th ed.). Rajawali Pers.