
Research Article

Contribution of Organizational Commitment through Discipline, Professionalism, and Work Culture of Public Service Sector Employees

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Abstract. This study aims to analyze the influence of work discipline, professionalism, and organizational culture on organizational commitment among employees in the Public Service Sector. Organizational commitment is an important factor that reflects employee loyalty and attachment to the institution, while the three independent variables are considered as internal factors that can strengthen this commitment. The method used in this study is associative quantitative with a multiple linear regression approach. Data were collected through distributing questionnaires to 46 respondents based on probability sampling techniques. Data processing and analysis in this study used SPSS software version 27. Based on the results of the study, it was found that there is a significant influence of work discipline on organizational commitment. In addition, professionalism has a significant effect on organizational commitment, organizational culture has a significant effect on organizational commitment. Based on simultaneous hypothesis testing, it is proven that work discipline, organizational culture, and professionalism jointly influence organizational commitment. While the amount of contribution is 54% to organizational commitment, while the remaining 46% of organizational commitment is influenced by other factors such as leadership style, motivation, competence, rewards, job satisfaction, and employee performance. Thus, this study confirms that to increase organizational commitment, government agencies need to strengthen a healthy work culture, enforce discipline, and encourage a professional attitude in the work environment.

Keywords: Linear Regression; Organizational Commitment; Organizational Culture; Professionalism; Work Discipline.

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1. Introduction

In an era of rapid and dynamic organizational change, organizational commitment is a key factor in maintaining organizational sustainability and effectiveness, particularly in the public sector. However, in recent years, employee commitment in public sector organizations in Indonesia has faced serious challenges. Based on data from the 2024 ASN Employee Engagement Survey, measured using the Net Promoter Score (NPS) approach, the data is not yet optimal. The following table presents the following data:

Table 1. ASN *Employee Engagement Survey Data*

Category	Amount	Presentation	NPS Score (%P-%D)	Predicate
Detractors	35,716	5.74%	58.42%	GREAT
Passive	200,020	30.64%		
Promoters	417,080	63.89%		
Grand Total	652,816	100%		

Source: : (Kemenpan RB, 2024b)

The data in Table 1 above shows that the ASN employee engagement score has only reached 58.42% and is in the Great category, an increase compared to 42.04% in 2023. However, this does not yet indicate an optimal level of organizational commitment, as approximately 41.58% of ASN are still in the *Passive* and *Detractors* categories . This condition indicates a gap between the values and regulations of the work culture that are formally established and the internalization of employee commitment in daily work practices. Therefore, strengthening ASN organizational commitment remains a strategic issue in bureaucratic reform (Kemenpan RB, 2024a) .

Empirically, previous research has shown that the phenomenon of weak organizational commitment in the public sector remains a significant issue. Recent research indicates that the level of commitment in government organizations is still weak, influenced by internal factors such as work discipline and organizational culture (Febratama & Sariwardani, 2025) . Low organizational commitment directly impacts the quality of public services, such as slow service delivery, low work innovation, and low public satisfaction.

Furthermore, public sector employee work discipline remains a public concern. Research (Khajar, 2026) shows that although government regulations on work discipline have been strengthened, their implementation remains poor in improving organizational performance and commitment. Absenteeism, tardiness, and non-compliance with procedures are on the rise, indicating a gap between policy and implementation.

Meanwhile, professionalism is a crucial factor in increasing organizational commitment. Research (Gunawan et al., 2026) suggests that low levels of professionalism, characterized by a lack of competence, work ethic, and responsibility, can hinder the development of a strong work culture and weaken employee loyalty to the organization. This is in line with research (Syukri et al., 2025) that suggests low employee professionalism can undermine public trust in public sector performance.

Organizational culture plays a role in shaping employee behavior. Research (Lestari et al., 2025) shows that an unfavorable work culture, characterized by a lack of integrity, collaboration, and service orientation, can reduce organizational commitment and employee performance. Several cases have found that a rigid and hierarchical bureaucratic culture actually hinders innovation and adaptation to environmental changes.

The author conducted a pre-survey by distributing questionnaires to respondents, and obtained results that respondents' perceptions of organizational commitment were quite strong, but there were still problems, namely seen from the dimensions of affective and ongoing commitment, especially in the indicators of emotional connection and staying in the organization.

commitment is an employee's psychological state that reflects the extent to which an employee feels a sense of belonging, involvement, and desire to maintain their presence within an organization (Suhardi, 2024) . Employees with strong commitment will consistently increase employee loyalty, and employees will carry out government duties in providing public services (DS Pratiwi & Suryaningrum, 2023) . Several fundamental factors influence organizational commitment, including work discipline, professionalism, and work culture.

Robbins and Judge (in Mochklas, 2021) state that disciplined work behavior is an important foundation for creating a stable and productive organizational environment. When individuals have a high level of discipline, they tend to be more responsible, cooperative, and emotionally attached to organizational goals. Atika et al., (2022) revealed that compliance with work norms and organizational ethics contributes significantly to increased employee commitment, especially in public sector organizations that are rife with administrative regulations. Sherly Ong (2021) shows that the higher the level of employee discipline, the

stronger their sense of attachment and loyalty to the organization. Work discipline is an important foundation for building a healthy and efficient work culture, which ultimately strengthens employees' emotional and normative commitment.

In addition to work discipline, a professional attitude possessed by an employee will be better able to adapt to organizational demands, maintain service quality, and have intrinsic motivation in working. Davila Laguna et al., (2025) found that the development of soft skills and professional behavior has a direct correlation with increased commitment to the institution where they work, especially in facing the challenges of industry 4.0. Tilak & Umakant Bhakt (2025) found that a strong work culture contributes to increased emotional engagement and organizational commitment. Meanwhile, Darvin et al., (2025) showed that an inclusive and supportive work culture significantly encourages employee commitment to the organization, especially in gender minority groups in leadership.

2. Literature Review

Work Discipline

Work discipline is defined as a basic element that reflects an individual's awareness and compliance with organizational regulations, responsibilities, and rules. Discipline is not merely punctual attendance or following work procedures, but also reflects an individual's values of integrity, responsibility, morals, and professionalism in carrying out their duties. Consistent and fair discipline creates a stable, productive work climate and builds mutual trust between employees and the organization. Rivai (2020) defines work discipline as a managerial tool to enforce organizational regulations by encouraging, guiding, and correcting employees to behave in accordance with established standards. Discipline indicates the condition or attitude of employee respect for company regulations and provisions. Thus, if existing regulations or provisions in the company are ignored or frequently violated, employees have poor discipline, and/or vice versa. Frimpong Oppong & Wooton (2020) Meanwhile, according to Hasibuan (2017) Work discipline is a person's ability to always follow company rules and applicable regulations. Work discipline has three elements and indicators, namely: 1) effective time management with indicators of obedience and accuracy; 2) responsibility in work and tasks, with indicators of motivation, loyalty, work, and attire; and 3) absenteeism with indicators of working hours, leaving work hours, not coming to work, and leave.

Professionalism

According to Sedarmayanti (2020), professionalism reflects competency, namely having knowledge, skills, and ability, supported by experience that cannot emerge suddenly without the passage of time. According to Morrow and Goetz (in Somantri, 2021), professionalism has five dimensions, namely: 1) Dedication to work is demonstrated by applying the knowledge and skills possessed. 2) Social commitment refers to the importance of the role of professionals and the benefits they provide to society. 3) The requirement to be independent is that a professional must be able to make their own decisions without being influenced or pressured by other parties. 4) Belief in self-regulation, namely the idea that experts in scientific and professional fields are the most qualified to assess professional work. 5) Relationships with professional partners are carried out using professional links as references, such as official organizations and groups of colleagues who act as the main source of inspiration and work ideas. Everyone included in the organization is expected to work well and provide the best results in serving the community, for the progress and interests of the organization itself. (Ananda, 2020).

Work Culture

Work culture reflects the collective values, norms, beliefs, and behaviors embraced and implemented by all elements of an organization. This culture shapes the organization's identity and serves as a framework for actions and interactions in the workplace. In the context of human resource management, a positive and strong work culture plays a crucial

role in creating a conducive work environment and increasing employee loyalty to the organization. According to Schein (2016), organizational culture is formed at three levels: artifacts (symbols), espoused values, and basic assumptions. When organizational values and beliefs are well internalized by employees, they create shared perceptions and actions that support engagement and commitment to the organization. A strong work culture fosters all three because it provides employees with a sense of security, pride, and clarity of direction.

Robbins (2019) in (Tiyanti et al., 2021) proposed 7 (seven) elements of organizational culture, namely 1) Innovation and risk-taking, namely the encouragement to innovate and experiment and take risks. 2) Showing detail, the level to see the extent to which employees demonstrate precision in their work. 3) Result-oriented, required to work and the level of management prioritizes results over the methods and procedures used to achieve these goals. 4) People-oriented, the extent to which management choices consider how decisions can affect individuals in the organization. 5) Team-oriented, the extent to which tasks are assigned to groups of people or teamwork, rather than to individuals. 6) Aggressiveness, the extent to which individuals are more competitive and aggressive than relaxed, working quickly and efficiently. 7) Stability, the extent to which an individual's capacity to maintain their traits and characteristics, working according to procedures.

Organizational Commitment

Organizational commitment is a form of psychological attachment between an individual and an organization that encompasses emotional, moral, and rational considerations. Meyer and Allen in (AMA Pratiwi et al., 2020) explain that organizational commitment consists of affective commitment, normative commitment, and continuance commitment. Rizvi & Altaf (2025). Affective commitment has been shown to be a dominant determinant of employee loyalty, while the normative and continuance dimensions are more influenced by cultural norms and the structural conditions of the organization (Chang & Lin, 2020). Therefore, in the context of public and private organizations, a deep understanding of organizational commitment is crucial in building productive and sustainable working relationships.

Hypothesis

Based on the theoretical review above, the hypothesis proposed in this study is:

H1: Work discipline has a significant influence on employee organizational commitment.

H2: Professionalism has a significant influence on employee organizational commitment.

H3: Organizational culture has a significant influence on employee organizational commitment.

H4: Work discipline, professionalism and organizational culture simultaneously have a significant influence on employee organizational commitment.

3. Materials and Method

This research was conducted with a quantitative approach and employed a causal associative research method, which aims to determine the cause-and-effect relationship between the variables studied. This approach was chosen because it is suitable for testing statistically formulated hypotheses through the collection and analysis of numerical data. The data sources in this study came from primary data obtained through direct questionnaire distribution to respondents. Secondary data were obtained from documentation, personnel reports, and other relevant literature. The sample in this study consisted of 46 employees, or

25% of the population. This testing included validity and reliability tests, classical assumption tests, multiple regression analysis, and hypothesis testing.

4. Results and Discussion

Descriptive Discussion

Based on the recapitulation of respondents' responses to the work discipline variable, the average score was 180.22, which falls into the "Good" category. Of the nine items, the majority indicated a positive perception of employee work discipline. This indicates that employees perceive good aspects of work discipline, although there are still areas that require improvement.

Meanwhile, respondents' perceptions of the professionalism variable showed a total score of 844, with an average score of 168.8, which falls into the "Good" category. Meanwhile, there was an indicator with the lowest score, in the "Fairly Good" category. This indicates that the independence requirements aspect still needs improvement.

Furthermore, the results of questionnaire data processing from respondents' perceptions of the Organizational Culture variable, measured by 9 statement items, showed this value was in the "Good" category, with an average score per item of 177.89. This indicates that shared values, work norms, and habits applied in the work environment have had a positive impact on a harmonious work climate. This can certainly be a driving factor in increasing organizational commitment, in accordance with the hypothesis in this study.

The organizational commitment variable received a response from respondents in the "Quite Good" category, indicating that employee commitment to the organization is not yet fully strong, but not low either. This means that the affective and normative commitment dimensions still need improvement. Strengthening professionalism, work culture, and discipline can contribute to improving employee commitment levels.

Statistical Analysis

Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Analysis

Model	Variabel	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	9.255	2.613	-	3.542	< .001
1	Work Discipline	0.320	0.060	0.930	5.341	< .001
1	Professionalism	0.578	0.108	0.859	5.379	< .001
1	Organizational Culture	0.368	0.077	0.588	4.804	< .001

$$Y = a + B_1.X_1 + B_1.X_2 + B_1.X_3 + e$$

$$Y = 9,255 + 0.320X_1 + 0.578X_2 + 0.368X_3 + e$$

The results of the table above, the regression model can be interpreted as follows:

- a. The constant value of 9.255 indicates that when the three independent variables, namely work discipline (X1), professionalism (X2), and organizational culture (X3) do not have an influence or have a value of zero, then organizational commitment (Y) remains at 9.255.
- b. The regression coefficient for work discipline (X1) is 0.320 and is positive. This means that every one-point increase in work discipline will result in a 0.320 increase in organizational commitment (Y), provided that other variables remain constant.
- c. Professionalism (X2) has a regression coefficient of 0.578. This indicates that if the level of professionalism increases by one point, then organizational commitment (Y) will also increase by 0.578, assuming other variables remain unchanged.
- d. Organizational culture (X3) has a positive influence with a regression coefficient of 0.368. This means that if organizational culture increases by one point, organizational commitment (Y) is expected to increase by 0.368, as long as other variables remain constant.
- e. e = shows the standard error or level of deviation of the regression carried out in this study, which is 2.613.

Hypothesis Testing

Table 3. Hypothesis Testing

Model	Variabel	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
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Table 4. Hypothesis Tesing

Model	Sumber	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	155.662	3	51.887	16.384	< .001 ^b
1	Residual	133.015	42	3.167	-	-
1	Total	288.677	45	-	-	-

Based on the data in the table above, it shows that:

There is a significant influence of work discipline on organizational commitment, this is shown by the calculated t value. $> t$ table ($5.341 > 2.015$) and a significance value < 0.05 . This means that the higher the level of employee compliance with rules, operational standards, and work ethics, the stronger the employee's emotional attachment and loyalty to the organization. This research supports research by (District et al., 2022) and (Suherdi & Ahmadi, 2023).

Professionalism influences organizational commitment with a calculated t value $> t$ table ($5.379 > 2.015$) and a significance value < 0.05 . This finding aligns with research (Nor et al., 2022) which explains that professionalism is an important factor in increasing employee organizational commitment. Strong professionalism creates a sense of belonging and responsibility towards the organization, thus employees are more committed to

achieving organizational goals. Organizational culture influences organizational commitment, calculated t value $> t$ table ($4,804 > 2.015$) and a significance value < 0.05 . This indicates that organizational culture significantly contributes to increased organizational commitment. This is in line with research (Suastika et al., 2025) which states that a strong culture helps improve alignment between individual and organizational values.

Simultaneously, work discipline, professionalism, and organizational culture influence organizational commitment, with a calculated F value. $> F$ table ($16,384 > 2.83$) with mark significance < 0.05 ($< 0.001 < 0.05$). These results align with *organizational behavior theory*, which states that organizational commitment is influenced by a combination of individual factors such as discipline and professionalism, as well as organizational factors, namely organizational culture. This means that these three variables operate synergistically, creating conducive working conditions and strengthening employee engagement with the organization.

Based on the model summary table above, it shows that discipline Work (X1), professionalism (X2), And culture organization (X3) has an influence of 53.9% on organizational commitment (Y), while the remaining 46.1% is influenced by other factors not discussed in this study, such as leadership style, motivation, competence, *rewards*, job satisfaction, and employee performance.

Limitations

This study has several limitations that need to be considered in interpreting the findings. First, this study is still limited to a single institution, thus limiting the level of generalizability of the research results. This study only used three independent variables: work discipline, professionalism, and work culture, to explain organizational commitment. Meanwhile, the results of the coefficient of determination indicate that there is still 46.1% of the variation in organizational commitment influenced by factors other than the research model. Variables such as leadership style, work motivation, job satisfaction, reward systems, competence, and organizational support have not been included in the model, so the picture of the determinants of organizational commitment is not fully comprehensive.

Second, this study used a quantitative approach with a cross-sectional design, so data collection was conducted at a single point in time. This design is not capable of explaining the dynamics of long-term changes in organizational commitment or causal relationships in greater depth.

Third, the research data was obtained through a questionnaire instrument with a self-report method, which allows for respondent perception bias (common method bias) as well as a tendency to provide socially desirable answers, especially in the context of the public service sector related to performance and discipline assessments.

Fourth, the research's limited scope to a single agency or region limits the generalizability of the results. Different organizational characteristics, local cultures, and management systems in different public service sectors can produce varying findings.

Conclusion

This study was conducted with the aim of determining how work discipline, professionalism, and organizational culture influence employee organizational commitment. From the results of the research that has been conducted, several important things can be concluded as follows: 1) Work discipline is proven to have a positive and significant influence

on organizational commitment, 2) Professionalism shows a significant positive impact on organizational commitment. 3) Organizational culture contributes positively and significantly to organizational commitment, 4) Together, work discipline, professionalism, and organizational culture have a significant influence on organizational commitment. The results of the calculation of the R-*square* (R^2) determination coefficient show that 53.9% of the organizational commitment variable can be explained by the variables of work discipline, professionalism, and work culture, while the remaining 46.1% is influenced by other factors not discussed in this study, such as leadership style, motivation, competence, *reward*, job satisfaction, and employee performance.

This finding confirms that strengthening organizational commitment requires consistent efforts to build discipline and internalize professional values in carrying out tasks, and strengthening a work culture that supports collaboration, integrity, and optimal service. Employees with high discipline tend to be more obedient to organizational rules and responsibilities. Professional employees encourage employees to work according to competency standards and job ethics. Meanwhile, a positive work culture will create a conducive work environment that can increase employee loyalty to the organization.

Suggestion

Based on the results and discussion in this study, it is important for agencies to increase organizational commitment by improving the three aspects of work discipline, professionalism, and organizational culture. Work discipline is improved by conducting effective monitoring to regularly monitor employee attendance and punctuality. Professionalism is enhanced through organizational policies that support professionalism by providing awards or recognition to employees who in a way consistent Demonstrate good professionalism. Organizational culture is enhanced by giving teams the trust to take initiative and be responsible for their work without supervision. directly, and assess performance fairly and transparently. Meanwhile, future researchers are advised to add mediating or moderating variables to enrich the research model and provide a more comprehensive picture of the factors influencing organizational commitment.

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