

REVIEW EMPLOYEE COMMITMENT TOPALEMBANG CITY WOMEN'S EMPOWERMENT AND CHILD PROTECTION SERVICE

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Abstract: Employee commitment is a crucial factor in determining the success of public sector organizations in providing services to the public. The Palembang City Women's Empowerment and Child Protection Agency (DPPPA) is required to have highly committed employees to ensure effective implementation of women's empowerment and child protection programs. This study aims to review and describe employee commitment at the Palembang City DPPPA. The study employed a descriptive method with a qualitative approach. Data were obtained through direct observation during internships and supported by secondary data in the form of documents and information related to the research object. The results indicate that employee commitment at the Palembang City DPPPA is considered good, demonstrated by the active involvement and loyalty of employees in carrying out their duties and responsibilities. Efforts made by the agency to build employee commitment include providing freedom to complete work according to their respective abilities, clearly communicating the organization's goals and vision, creating a harmonious work environment, fostering a sense of love and pride for the organization, and rewarding high-achieving employees. Furthermore, commitment is enhanced by reducing unnecessary work demands and enhancing employee capabilities through communication, teamwork, training, and development. This study concludes that strong employee commitment contributes to improving service quality and effectively supporting the achievement of organizational goals.

Keywords: Employee commitment, involvement, loyalty, public sector organizations, Women's Empowerment and Child Protection Service.

INTRODUCTION

Human resources are a strategic asset that determines the success of public sector organizations in achieving development goals and providing quality services to the public. In the era of bureaucratic reform and governance transformation, public organizations in various countries face the challenge of increasing service effectiveness, accountability, and responsiveness to public needs. One factor of concern in public sector management is employee commitment (organizational commitment), as highly committed employees tend to demonstrate loyalty, involvement, responsibility, and a desire to make the best contribution to the organization (Jung, 2024). Recent research shows that organizational commitment has a positive relationship with performance, job satisfaction, innovation, and reduces turnover intention in public organizations (Lee et al., 2024; Gan et al., 2020). Thus, employee commitment is not only seen as an individual psychological attitude but also as social capital that determines the success of bureaucratic reform and improving the quality of public services.



Globally, public sector organizations are facing a decline in employee engagement due to increasing work demands, changes in the organizational environment, the digitalization of services, and public expectations regarding the quality of public services. Bibliometric studies on organizational commitment show that research on employee commitment has increased significantly during the 2020–2025 period, particularly in the context of public organizations, digital transformation, and public services (Rumangkit, 2025). On the other hand, technological developments and changing work patterns have led to new challenges in the form of technostress, job uncertainty, and changes in the relationship between employees and the organization, which have the potential to reduce employee commitment (Hessari et al., 2023). These conditions demonstrate that public organizations require strategies capable of building and maintaining employee commitment so that organizational goals can continue to be achieved optimally.

Theoretically, research on employee commitment is rooted in the Organizational Commitment theory developed by Meyer and Allen through three main dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment relates to an individual's emotional attachment to the organization, continuance commitment relates to considering the costs and benefits of leaving the organization, while normative commitment relates to a sense of moral responsibility to remain part of the organization. The development of this theory was later strengthened by Public Service Motivation (PSM) Theory, which states that public sector employees have an intrinsic drive to provide services to the community and contribute to social welfare (Jung, 2024). Research in the Korean public sector shows that public service motivation significantly increases organizational commitment, job satisfaction, and employee engagement in carrying out public service duties (Jung, 2024; Wang et al., 2022). Thus, Organizational Commitment Theory and Public Service Motivation Theory become relevant grand theories in explaining the behavior of public sector employees.

Nevertheless, previous research still shows debate regarding the factors influencing employee commitment. Some studies suggest that public service motivation, organizational culture, and organizational climate have a positive influence on employee commitment (Abu Bakar et al., 2023; Lee et al., 2024). However, other studies have found that employee commitment is more strongly influenced by individual factors such as person-job fit, work environment, and job satisfaction than by organizational factors alone (Hikmah et al., 2024). Furthermore, several studies have shown that organizational commitment may not directly encourage employee innovative behavior if it is not supported by a conducive organizational culture (Lee et al., 2024). These differing research findings indicate that employee commitment is a multidimensional phenomenon influenced by various personal, work, and organizational factors, thus requiring further in-depth study, particularly in the context of local government organizations in Indonesia.

In the Indonesian context, bureaucratic reform requires every government organization to improve the quality of its civil servants to be professional, adaptive, and service-oriented. The Palembang City Women's Empowerment and Child Protection Agency (DPPPA) is one of the regional government organizations that plays a strategic role in addressing issues of women's empowerment, child protection, violence prevention, gender mainstreaming, and fulfilling the rights of vulnerable groups. These task characteristics mean that DPPPA requires employees not only with administrative competence, but also with high commitment, social awareness, and a strong public service orientation. Based on observations during the internship, there were still phenomena related to suboptimal employee involvement in several work programs, uneven work



initiatives, and the need to strengthen employee loyalty and participation in supporting the achievement of organizational goals. These conditions indicate that employee commitment is a very important issue for the successful implementation of women's empowerment and child protection programs in Palembang City.

Previous research on employee commitment in the public sector has largely used a quantitative approach with survey methods and Structural Equation Modeling (SEM) or Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis to examine the relationship between organizational commitment, public service motivation, job satisfaction, and employee performance (Jung, 2024; Prajadiredja et al., 2026). Other research has used a linear regression approach to examine the effect of person-job fit and public service motivation on organizational commitment (Hikmah et al., 2024). However, most of these studies have focused more on causal relationships between variables and have not examined the actual conditions of employee commitment in local government organizations with complex social service functions, such as the DPPPA. In fact, the characteristics of organizations oriented towards the protection of women and children have different social and humanitarian dimensions than public organizations in general.

Based on the literature review and empirical findings, several research gaps can be identified. First, research on employee commitment in local government organizations engaged in women's empowerment and child protection is still relatively limited. Second, most previous studies position organizational commitment as a mediating or independent variable on performance, while research specifically examining employee commitment as an organizational phenomenon is still scarce. Third, there is limited research examining employee commitment by integrating the perspectives of Organizational Commitment Theory and Public Service Motivation Theory in the context of social service organizations at the local government level.

The novelty of this research lies in its attempt to review and describe employee commitment at the Palembang City Women's Empowerment and Child Protection Service through the perspective of employee involvement and loyalty in carrying out public service duties, as well as identifying organizational efforts in building and strengthening employee commitment. This research also provides an empirical contribution to the development of public sector human resource management studies, particularly in organizations that have a major responsibility in realizing gender equality, protecting women, and fulfilling children's rights.

Based on the above description, this study aims to review and analyze the level of employee commitment at the Palembang City Women's Empowerment and Child Protection Service and identify the forms of commitment demonstrated by employees in supporting the implementation of organizational tasks and functions. The results of this study are expected to provide evaluation material for organizational leaders in formulating policies to strengthen employee commitment to improve the quality of public services and the effectiveness of achieving organizational goals.

METHOD

This research uses a qualitative descriptive approach with a case study design at the Palembang City Women's Empowerment and Child Protection Agency (DPPPA). A qualitative descriptive approach was chosen because this study aims to gain an in-depth understanding of the phenomenon of employee commitment in the context of public sector organizations, specifically related to engagement, loyalty, and organizational efforts in building employee commitment. Qualitative research allows researchers to explore the experiences, perceptions, and meanings



given by informants to the phenomenon under study in a comprehensive and contextual manner (Creswell & Poth, 2023). In public sector management studies, the case study approach is considered effective for understanding organizational dynamics and employee behavior in complex work environments influenced by various social and institutional factors (Yin, 2024).

The case study design was chosen based on the characteristics of the Palembang City DPPPA as a regional government organization with strategic responsibilities in women's empowerment and child protection, thus requiring a high level of employee commitment in carrying out public service functions. Previous research has shown that case studies are a widely used method in organizational commitment research in the public sector because they can describe organizational behavior phenomena in depth and contextually (Jung, 2024; Lee et al., 2024). Furthermore, qualitative approaches are also widely applied in research on public service motivation and organizational commitment to explain the relationship between public service values, employee engagement, and organizational loyalty (Austen & Zacny, 2022).

The research subjects in this study were employees of the Palembang City Women's Empowerment and Child Protection Agency who were directly involved in the implementation of the organization's programs and activities. Informants were selected using a purposive sampling technique, selecting informants based on certain considerations, such as length of service, involvement in organizational programs, and understanding of employee commitment within the Palembang City Women's Empowerment and Child Protection Agency (DPPPA). Purposive sampling is widely used in qualitative research because it allows researchers to obtain in-depth information from individuals deemed to best understand the phenomenon being studied (Campbell et al., 2020). Research informants included leadership elements, technical employees, and employees involved in direct services to the community, thus obtaining a comprehensive perspective on employee commitment within the organization.

The research data sources consisted of primary and secondary data. Primary data were obtained through direct observation during internships and work practices at the Palembang City DPPPA, as well as through in-depth interviews with research informants. Observations were conducted in a participatory manner to understand employee behavior, interactions, and engagement in carrying out their duties and responsibilities. According to Busetto et al. (2020), participant observation and in-depth interviews are the main techniques in qualitative research because they can produce rich data and provide a deep understanding of informants' experiences and perceptions. Secondary data were obtained from organizational documents, activity reports, organizational structures, related regulations, and various scientific literature relevant to the topic of employee commitment and public sector human resource management. The use of multiple data sources aims to increase the validity and credibility of the research results through data triangulation (Moon et al., 2022).

Data collection was conducted through three main techniques: observation, interviews, and documentation. Observation was used to identify employee engagement, discipline, and loyalty in carrying out daily tasks. In-depth interviews were conducted semi-structured using interview guidelines based on the dimensions of organizational commitment proposed by Meyer and Allen: affective commitment, continuance commitment, and normative commitment. Documentation was



conducted by reviewing various documents related to the organizational profile, work programs, activity reports, and internal policies related to human resource management. The combination of these three techniques is considered capable of producing more comprehensive data and improving the accuracy of interpretation of research results (Korstjens & Moser, 2020).

The data analysis in this study used an interactive analysis model developed by Miles, Huberman, and Saldaña, which consists of three stages: data condensation, data display, and conclusion drawing and verification. The data condensation stage was carried out by selecting, simplifying, and grouping data obtained from observations, interviews, and documentation. Next, the reduced data was presented in descriptive narrative form to facilitate researchers in identifying patterns, relationships, and meanings of the employee commitment phenomenon. The final stage was carried out through an iterative process of interpretation and verification to obtain valid and scientifically accountable conclusions (Miles et al., 2020).

To ensure data validity, this study employed source and method triangulation techniques. Source triangulation was conducted by comparing information obtained from various informants, while method triangulation was conducted by comparing the results of observations, interviews, and documentation. The application of triangulation in qualitative research has been proven to increase the credibility, dependability, and confirmability of research findings, thus providing a more objective picture of employee commitment at the Palembang City Women's Empowerment and Child Protection Office (Moon et al., 2022; Stahl & King, 2020). With this methodological approach, this study is expected to produce an in-depth description of the level of employee commitment, forms of employee involvement and loyalty, and various organizational efforts in building commitment that support improving the quality of public services at the Palembang City Women's Empowerment and Child Protection Office (DPPPA).

DISCUSSION

This research was conducted at the Palembang City Women's Empowerment and Child Protection Agency (DPPPA), located at Jalan Demang Lebar Daun No. 3, Ilir Barat I District, Palembang City, South Sumatra. DPPPA is a Regional Apparatus Organization (OPD) whose main task is to organize government affairs in the field of women's empowerment and child protection, including policy formulation, program implementation, evaluation, and public services related to the protection of women and children.

Institutionally, the Palembang City DPPPA has an organizational structure consisting of the Head of Service, Secretariat, Women's Quality of Life Improvement Division, Women's Protection Division, Children's Rights Fulfillment Division, Special Child Protection Division, Regional Technical Implementation Unit for Women and Children Protection (UPTD PPA), and Functional Position Groups. A clear organizational structure provides a clear division of tasks, responsibilities, and coordinated work, thus supporting employee commitment in carrying out public service functions.



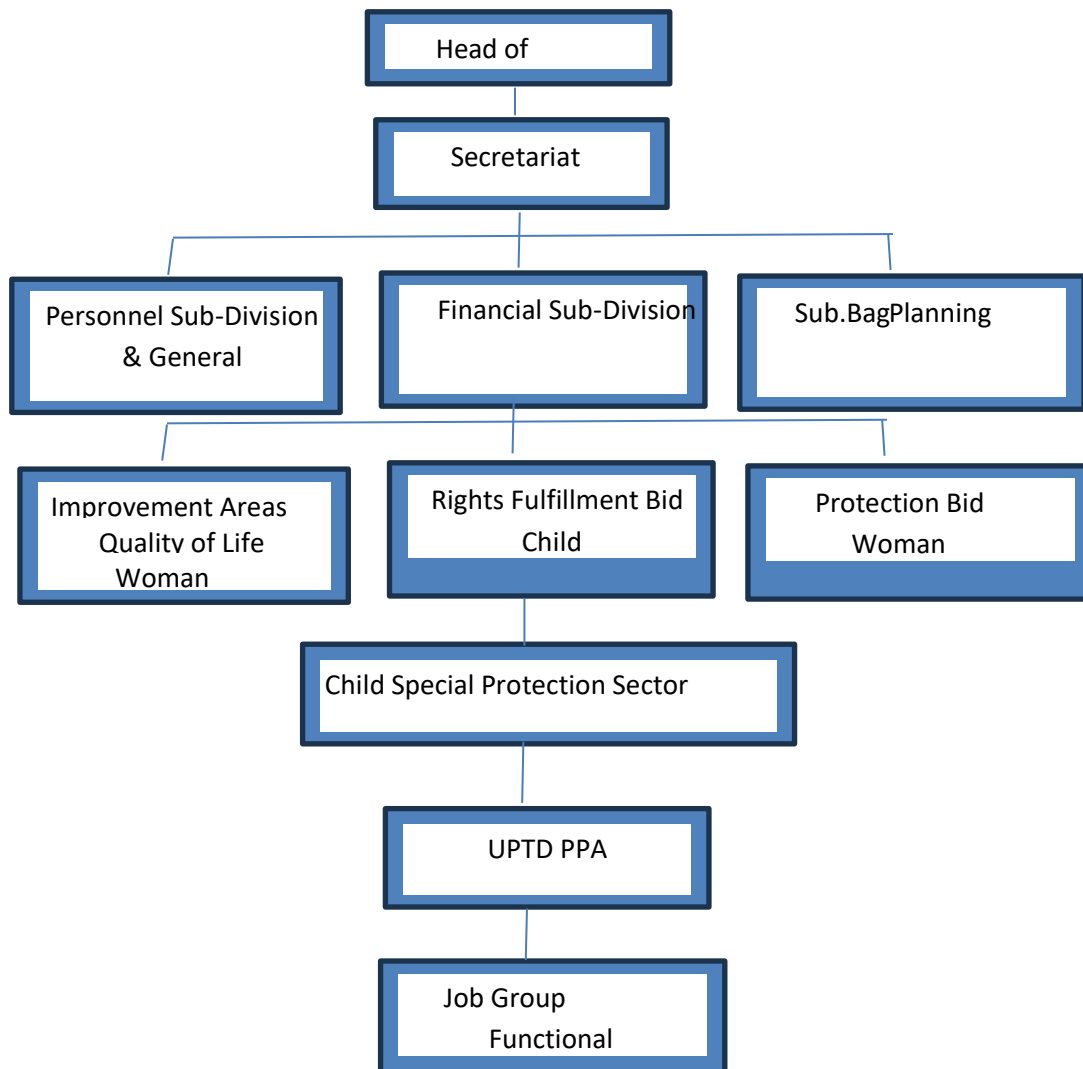


Figure 1 Organizational Structure of the Palembang City Women's Empowerment and Child Protection Service
(Source: DPPPA Palembang City, 2026)

Based on observations during the internship, it was found that employee commitment to the Palembang City DPPPA was demonstrated through active employee involvement in the implementation of work programs, loyalty to the organization, and a willingness to carry out duties and responsibilities optimally. Employees demonstrated a willingness to provide services to the community, especially women and children, and strived to complete work according to the targets set by the organization.

Research findings indicate that the Palembang City Employee Relations Office (DPPPA) implements several strategies to build employee commitment. These strategies include providing employees with the freedom to complete work according to their individual abilities and work styles, communicating shared goals through the organization's vision and mission, creating a

harmonious work environment, fostering a sense of pride in the organization, and providing rewards to employees who demonstrate good performance.

Table 1
Organizational Efforts to Increase Employee Commitment

NO	Organizational Efforts	Implementation Form
1	Granting freedom to work	Employees are given space to complete work according to their respective competencies and work methods.
2	Communicate common goals	Socialization of the organization's vision, mission and targets to all employees
3	Harmonious work environment	Creating conducive and mutually supportive working relationships
4	Growing a sense of pride	Placement of employees according to competency and strengthening of organizational identity
5	Awarding ceremony	Rewards for employees who excel and perform well

Source: Researcher Observation Results, 2026

Furthermore, the study found that employee engagement is a key indicator of organizational commitment. This engagement is demonstrated through employee participation in decision-making, organizational activities, and inter-section and inter-disciplinary collaboration in implementing DPPPA programs. This engagement fosters a sense of belonging to the organization and increases employee responsibility for achieving organizational goals.

Loyalty is also evident in employees' willingness to maintain their membership in the organization and provide ongoing service. Employees demonstrate concern for the organization's success and a sense of responsibility in carrying out their duties. Employee loyalty is influenced by various factors, such as a conducive work environment, good interpersonal relationships, organizational recognition, and opportunities for personal development.

Other findings indicate that the Palembang City DPPPA is striving to increase employee commitment by reducing unproductive work demands and improving employee capabilities. Demand reduction is achieved through prioritizing work, focusing programs, and streamlining work processes. Meanwhile, employee capabilities are enhanced through delegation of authority, open communication, teamwork, training and development, and the use of technology to support task implementation.

Table 2
Strategy for Strengthening Employee Commitment at the DPPPA of Palembang City

No	Strategy	Implementation
1	Determining work priorities	Arrangement of activities based on priority scale
2	Program focus	Implementation of programs that are relevant to organizational goals



3	Simplification of work processes	Cutting down on less effective service procedures
4	Granting of authority	Delegation of tasks according to employee competency
5	Training and development	Competency improvement through education and training
6	Open communication	Transparent delivery of information
7	Teamwork	Strengthening collaboration between employees
8	Utilization of technology	Use of information technology in public services

Source: Researcher Observation Results, 2026

In general, the research results indicate that the level of employee commitment at the Palembang City DPPP is in the good category. This is demonstrated by active involvement, employee loyalty, a sense of belonging to the organization, and the organization's efforts to create a work environment that supports increased employee commitment.

Research findings indicate that employee commitment to the Palembang City DPPP is demonstrated through employee involvement and loyalty in carrying out organizational tasks. These results support Meyer and Allen's theory, which states that organizational commitment consists of affective commitment, normative commitment, and continuance commitment. Employee involvement in decision-making and program implementation indicates affective commitment, which is an employee's emotional attachment to the organization (Meyer et al., 2022).

The results of this study align with Jung's (2024) study, which found that public sector employee commitment is influenced by public service motivation, sense of belonging to the organization, and involvement in task performance. Employees who perceive their work as having social meaning tend to have higher levels of commitment. This is evident in the Palembang City DPPP employees who are service-oriented toward vulnerable groups, particularly women and children.

A harmonious work environment and open communication are also important factors in building employee commitment. According to Lee et al. (2024), a supportive organizational culture and effective communication can increase employee commitment by enhancing a sense of security, trust, and job satisfaction. This finding aligns with conditions at the Palembang City Employment and Child Protection Agency (DPPP), where harmonious working relationships encourage employees to work collaboratively and demonstrate loyalty to the organization.

Providing rewards to high-performing employees also contributes to increased organizational commitment. Research by Vermeeren et al. (2021) shows that organizational recognition of employee contributions increases job satisfaction and strengthens employee engagement with the organization. Awards at the Palembang City Employment and Employment Agency (DPPP) are a form of appreciation that encourages employees to maintain their performance and increase their dedication to the organization.

Research findings also indicate that employee training and development are effective strategies for increasing organizational commitment. According to Karatepe et al. (2022), career development opportunities and competency enhancement provide a positive signal that the organization values employees, thereby increasing loyalty and long-term commitment. In the context of the Palembang City DPPP, training and development not only increase employee



capacity but also strengthen the organization's readiness to address the complexities of public services in the areas of women's empowerment and child protection.

The practical implications of this research indicate that increasing employee commitment can be a strategy for improving the quality of public services. Highly committed employees tend to demonstrate positive work behavior, discipline, responsibility, and a desire to provide the best service to the public. Therefore, DPPPA leaders need to continue developing policies that support employee engagement, reward systems, competency development, and effective organizational communication.

This study has limitations because it was conducted in only one government agency, so the results cannot be generalized to all public sector organizations. Furthermore, this study used a qualitative descriptive approach, so it did not quantitatively measure employee commitment levels based on the dimensions of affective, normative, and ongoing commitment.

Further research is recommended to use a mixed methods approach or quantitative methods using the Organizational Commitment Questionnaire (OCQ) or Meyer and Allen's Three Component Model (TCM) to obtain a more comprehensive measurement of employee commitment levels and the factors that influence them. The research can also be expanded to various public sector organizations to obtain a more comprehensive picture of employee commitment in local government.

CONCLUSION

This study aims to determine and review the level of employee commitment at the Palembang City Women's Empowerment and Child Protection Agency (DPPPA). The results indicate that employee commitment at the Palembang City DPPPA is in the good category, as demonstrated by active employee involvement in various organizational activities, loyalty to the agency, and willingness to optimally carry out duties and responsibilities in providing services to the community. This commitment is also reflected in a sense of belonging to the organization and employee desire to support the achievement of the Palembang City DPPPA's vision and mission.

In addition, the study found that efforts to increase employee commitment were carried out through providing freedom to complete work according to their respective abilities, clearly communicating organizational goals, creating a harmonious work environment, fostering a sense of pride in the organization, providing awards to high-achieving employees, and increasing competence through communication, teamwork, training, and development. Thus, strong employee commitment has important implications for improving the quality of public services and the effectiveness of the implementation of women's empowerment and child protection programs in Palembang City.

The Palembang City Women's Empowerment and Child Protection Office is expected to continue maintaining and enhancing employee commitment by strengthening organizational communication, providing ongoing appreciation, creating a more conducive work environment, and implementing ongoing training and competency development programs. Furthermore, leadership needs to increase employee involvement in decision-making processes to foster a stronger sense of ownership and responsibility for the organization.



For further researchers, it is recommended to develop research on employee commitment using a quantitative or mixed methods approach and examine other factors that influence organizational commitment, such as leadership, organizational culture, job satisfaction, and public service motivation so that a more comprehensive understanding of employee commitment in public sector organizations can be obtained.

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