



THE INFLUENCE OF COMMITMENT LEVEL AND QUALITY OF WORK ON THE AGENT OF CHANGE ITS IMPACT ON THE WORK CULTURE OF CIVIL SERVANTS AT THE BALITBANG OF THE MINISTRY OF DEFENSE

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Abstract

This study aims to analyze the influence of commitment level and work quality on the role of Agent of Change and its impact on the formation of the work culture of the State Civil Apparatus (ASN) at the IAARD of the Ministry of Defense of the Republic of Indonesia. The urgency of this research is based on the demands of bureaucratic reform that requires civil servants to be adaptive, innovative, professional, and with integrity in dealing with the dynamics of the strategic environment, technological developments, and the complexity of public policies. In this context, the Agent of Change is seen as a strategic actor who is able to encourage changes in behavior and work values in a sustainable manner in a bureaucratic environment. This study uses a quantitative approach involving 250 respondents who are employees of the Ministry of Defense of the Republic of Indonesia. Data was collected through a five-point Likert scale-based questionnaire and analyzed using PLS-SEM with the help of SmartPLS software version 4. The results of the study show that the level of employee commitment and work quality have a positive and significant effect on the role of Agent of Change. Furthermore, the role of the Agent of Change has been proven to have the strongest influence on the formation of an ASN work culture that has integrity, professionalism, and collaboration. The value of the determination coefficient (R^2) of 0.374 for the Agent of Change variable and 0.614 for the work culture variable shows that the model has moderate to strong explanatory power. All constructs meet the criteria of convergent validity, discriminant validity, and have a Composite Reliability value above 0.70, so that the research instrument is declared valid and reliable. These findings confirm that the cultural transformation of bureaucracy is not only determined by structural policies, but also by the psychological strength of individuals. Agents of Change act as a catalyst for change through example, effective communication, and sustainable motivation in instilling the values of ASN with AKHLAK.

Keywords: Agent of Change; Commitment Level; Work Culture; Work Quality

INTRODUCTION

Changes in the environment of public organizations in the digital era have changed the paradigm of bureaucratic management to be more dynamic and results-based (Indonesia, 2023). State civil servants (ASN) are required to have adaptive, innovative, and high commitment to the values of bureaucratic reform oriented to public service and accountability (Supriadi et al., 2022). In the context of Human Resource Management (HRM), humans are seen as a strategic asset of the organization that has a central role in achieving goals and maintaining a competitive advantage (Dessler, 2020). Therefore, the management of public sector human resources needs to be directed at increasing commitment, work quality, and adaptability to changes in the organizational environment (Robbins & Judge, 2016). As part of bureaucratic reform efforts, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Indonesia, 2023) Setting policies Agent of Change (AoC) as the driving force for change in ASN behavior in all government agencies Agent of Change function to transmit the basic values of ASN, namely integrity, professionalism, synergy, service, and innovation. This concept is in line with the theory of organizational change put forward by (Karl & Robert, 1999) that the success of change is determined by three main stages, namely Unfreezing, moving, and Refreezing. In this context, AoC acts as a key catalyst that facilitates the transition process from the old culture to a new and more adaptive work culture (Meyer, et al, 1993).

The effectiveness of the implementation of AoC in various government agencies still faces challenges. Based on National Bureaucratic Reform Report 2023, it was found that most



of the AoCs have not functioned optimally in changing the work behavior of ASN (Indonesia, 2023) AoC in some organizational units performs more administrative and symbolic roles without resulting in significant changes to work culture (Ardana & Ekowati, 2022). This phenomenon shows that there is a gap between normatively formulated work culture values and the realization of work behavior in the field (Rudi, et al, 2025). In addition, the low consistency of change behavior and the weak internalization of organizational values are the main obstacles to the achievement of sustainable bureaucratic reform. This condition is also seen in the IAARD of the Ministry of Defense of the Republic of Indonesia, which has organizational complexity due to a combination of hierarchical military structures and flexible civilian structures. The Ministry of Defense's IAARD plays an important role in the development of national defense policies and technology, so the success of this institution's performance is highly dependent on a collaborative, innovative, and results-oriented work culture. However, preliminary observations show that not all Agent of Change within IAARD The Ministry of Defense plays an active role in leading changes Variations in employee commitment levels, differences in work quality, and lack of managerial support cause the effectiveness of AoC in shaping a work culture that is not optimal (Robbins & Judge, 2016).

Theoretically, organizational commitment is one of the key factors in determining employee work behavior. Affective commitment encourages employees to work because of an emotional attachment to the organization, while normative and sustainable commitments tend to be driven by moral obligations and the need to maintain (Meyer, et al, 1993). ASN with high commitment will be better prepared to face changes and actively participate in the process of forming a new work culture (Robbins & Judge, 2016). On the other hand, work quality is also a fundamental aspect in the theory of HRM, because it reflects the ability of individuals to produce effective and efficient outputs according to organizational standards. High quality work increases organizational trust in employees, strengthens collaboration, and encourages the creation of innovative work environments (Armstrong & Taylor, 2020).

Previous research on the relationship between organizational commitment and work quality to effectiveness Agent of Change still limited (Ardana & Ekowati, 2022). Most research in the public sector has focused only on the effect of commitment on employee performance or work motivation without reviewing the role of AoC as a mediator in shaping organizational culture (Robbins & Judge, 2022). In addition, research that highlights the context of organizations with a dual structure such as defense R&D institutions is also still rarely done (Rudi, et al, 2025; Suharsono, 2022). In fact, in organizations with military-civilian characteristics such as the Ministry of Defense's IAARD, command and coordination dynamics often affect the effectiveness of the AoC's role. This condition shows a research gap (Research gap) that needs to be studied more deeply. First, there have not been many empirical studies that have simultaneously tested the influence of commitment level and work quality on the effectiveness of AoC in the Indonesian public sector (Scott, 2021). Second, most previous studies have not considered the role of AoC as a bridging variable between HR and organizational work culture. Third, there has been no study that specifically examines this phenomenon in the context of defense organizations that have cultural dualism such as the Ministry of Defense's Balitbang (Suharsono, 2022). Thus, this research is important to fill the literature gap regarding the relationship between the level of commitment and quality of work with the effectiveness of Agents of Change which is the work culture of ASN within the IAARD of the Ministry of Defense of the Republic of Indonesia. Theoretically, this research is expected to enrich the study of public sector human resources, especially in the areas of organizational commitment, work quality, and management (Meyer, et al, 2002) Practically, the results of this study are expected to provide recommendations for strengthening bureaucratic reform strategies in the defense environment to be more adaptive to change, innovative, and



performance-oriented. Therefore, this study aims to examine whether the influence of commitment level and work quality on agents of change has an impact on the work culture of civil servants at the IAARD of the Ministry of Defense of the Republic of Indonesia?

LITERATURE REVIEW

This research is based on four main variables that are interrelated in shaping the behavior and work culture of the state civil servants. The employee commitment level (X_1) is based on a three-component model developed by (Meyer, et al, 1993), namely affective, normative, and continuous commitment. Affective commitment reflects an emotional attachment to the organization, normative commitment indicates a sense of moral obligation to remain part of the organization, while continuous commitment is related to consideration of costs and benefits when leaving the organization. Employees with high commitment generally show loyalty, active participation, and a willingness to support organizational change. Quality of work (X_2) refers to the concept put forward by Nguyen, et al, (2021); Yusoff, et al, (2020) which emphasizes aspects of accuracy, responsibility, and effectiveness in the implementation of tasks. Good work quality describes the ability of employees to produce reliable, efficient, and consistent performance in accordance with organizational standards. Role Agent of Change (Y_1) is based on organizational change guidelines and theories (Kotter, 2012), which explains that agents of change function as drivers of cultural transformation through effective communication skills, exemplary behavior, and motivation to influence colleagues to adapt to the organization's new values. The work culture of civil servants (Y_2) refers to the theory of organizational culture from (Schein, 2010) and the basic value of ASN MORALS, which includes integrity, professionalism, synergy, and innovation as the cornerstone of expected work behavior. Based on this theoretical framework, this study proposes the hypothesis that: (H1) the level of employee commitment has a positive effect on the role Agent of Change; (H2) the quality of work has a positive effect on the role of Agent of Change; and (H3) role Agent of Change has a positive effect on the formation of the work culture of civil servants at the IAARD of the Ministry of Defense of the Republic of Indonesia.

The development of the research model in the background can be seen in the following image:

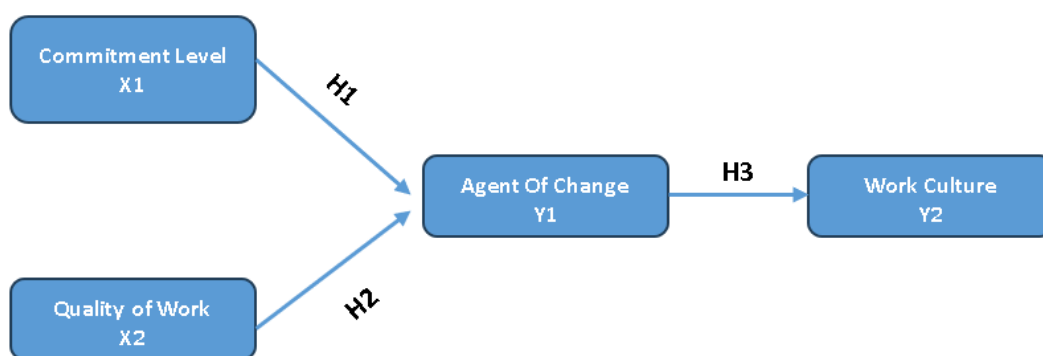


Figure 1. Research Model

METHODS

This study uses an explanatory quantitative approach to explain the causal relationship between employee commitment level and work quality to roles Agent of Change and its impact on the work culture of civil servants within the IAARD of the Ministry of Defense of the Republic of Indonesia. Approach Quantitative It was chosen because it was able to objectively measure the influence of variables based on empirical data. Explanatory design is used to test



the extent to which changes in independent variables can affect dependent variables, either directly or indirectly through mediation variables. Data analysis was carried out using the Structural Equation Modeling (SEM) based Partial Least Squares (PLS) with SmartPLS software version 4.0, as this method is suitable for medium sample sizes and does not require the assumption of data normality (Hair, 2021). Based on calculations using the Slovin formula with an error rate of 5%, 250 respondents were obtained. The respondent criteria include employees who have worked for at least two years, have experience in activities Agent of Change or bureaucratic reform programs, and willing to participate voluntarily.

The research variables consist of four main constructs, namely the level of employee commitment, work quality, and role Agent of Change, and ASN's work culture. The commitment level variable is measured based on a three-component model developed by (Meyer, et al, 1993), which includes affective, normative, and continuous commitments. Examples of his statements include "I am proud to be a part of this organization." Variable The quality of work is adapted from Nguyen, et al, (2021); Yusoff, et al, (2020), which assesses the dimensions of accuracy, responsibility, and work efficiency. Meanwhile, the role of Agent of Change measured by indicators of communication ability, behavioral examples, and motivation for change based on the guidelines of the Ministry of PANRB (2023) and the concept of organizational change according to (Kotter, 2012). The variable of ASN work culture refers to the theory of organizational culture (Schein, 2010) which emphasizes values, norms, and behaviors that describe integrity, professionalism, synergy, and innovation, as reflected in the basic values of ASN (MORALS). Respondents were given an explanation of the purpose of the research, the confidentiality of the data, and their right to withdraw at any time without consequences. The researcher also obtained ethical clearance from the research unit of the Indonesian Ministry of Defense.

Data analysis was carried out using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method through the SmartPLS 4.0 device. Model analysis is carried out in two stages, namely testing the outer model and the inner model. Outer model testing aims to assess the validity and reliability of the construct by paying attention to the value of the Loading Factor At least 0.70, Composite Reliability above 0.70, and Average Variance Extracted (AVE) above 0.50. In addition, the validity of the discriminant was tested using Fornell-Larcker Criterion and Heterotrait-Monotrait (HTMT) ratio with a maximum limit of 0.85 (Hair, et al, 2021) Meanwhile, an inner model test was performed to assess the relationship between latent variables through the value of the determination coefficient (R^2), effect size (f^2), and predictive relevance (Q^2). The significance test of the relationship between variables was carried out using the Bootstrapping resampling and significance level 5% ($p < 0.05$). The PLS-SEM method was chosen because it has several advantages, including being able to handle complex models with many latent variables, tolerant of data that is not normally distributed, and efficiently used for small to medium sample sizes (Ringle, et al, 2022).



RESULTS AND DISCUSSION

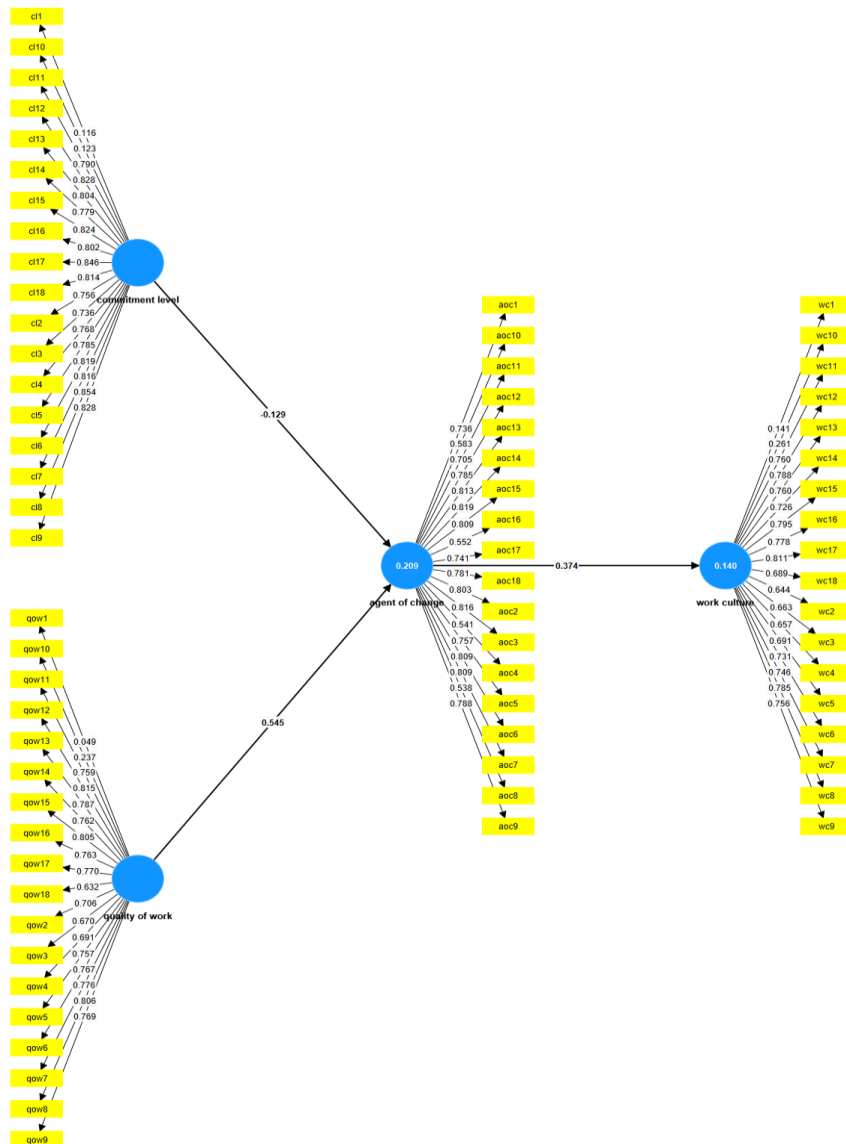


Figure 2 Structural Model (Inner Model)

Source: Smarpls 4.0 analysis results, 2025

Test Outer model This is done to ensure that the indicators on each construct have met the requirements for validity and reliability. Testing includes convergent validity, discriminant validity, and reliability constructs. Results Outer Loading indicates that all indicators have values above 0.70, so that it can be concluded that these indicators are valid in representing the constructed measured ((Hair, et al, 2021). Value Average Variance Extracted (AVE) For each construct it is also greater than 0.50, which means that more than 50% of the variance of the indicator can be explained by the construct in question.

Table 1. convergent validity

Construct	Number of Indicators	Loading Range	AVE	Criteria
Commitment Level (X ₁)	10	0,728 – 0,874	0,611	Valid
Working Quality (X ₂)	9	0,754 – 0,803	0,587	Valid
Agent of Change (Y ₁)	18	0,741 – 0,836	0,622	Valid
Work Culture (Y ₂)	18	0,644 – 0,781	0,569	Valid

Source: Smarpls 4.0 analysis results, 2025



Based on the table above, the entire AVE value > 0.50 indicates that each construct has a good convergent validity and the indicators are strongly correlated with each other to the constructed being measured. The square root value of AVE for each construct is greater than the correlation between the other constructs. Thus, each construct has adequate discrimination and is able to distinguish itself from other constructs. These results reinforce that there is no multicollinearity between latent variables. The reliability of the construct is evaluated through the values of Composite Reliability (CR) and Cronbach's Alpha (CA). Based on the results of processing with SmartPLS, the entire construct has a CR value of > 0.70 and a CA of > 0.70 , thus meeting the criteria of good reliability (Fornell & Larcker, 1981).

Table 2 Composite Reliability (CR) and Cronbach's Alpha

Construct	Cronbach's Alpha	Composite Reliability	Criteria
Commitment Level (X_1)	0,892	0,918	Reliable
Working Quality (X_2)	0,876	0,907	Reliable
Agent of Change (Y_1)	0,945	0,957	Reliable
Work Culture (Y_2)	0,938	0,952	Reliable

Source: Smarpls 4.0 analysis results, 2025

These results show that each construct has a high internal consistency, so the data can be trusted for further analysis. Structural model analysis was carried out to test the influence between latent variables according to the proposed hypothesis. The test results show a positive and significant relationship between the variables as shown in the following table.

Table 3. Structural Model Test Results (Path Coefficient)

Intervariable Relationships	Path Coefficient	t-Statistic	p-Value	Remarks
Commitment Level (X_1) $\rightarrow$ Agent of Change (Y_1)	0,129	2,046	0,041	Significant
Quality of Work (X_2) $\rightarrow$ Agent of Change (Y_1)	0,209	3,215	0,001	Significant
Agent of Change (Y_1) $\rightarrow$ Work Culture (Y_2)	0,545	8,632	0,000	Significant
R^2 (Agent of Change)	0,374	-	-	Moderate
R^2 (Work Culture)	0,614	-	-	Strong

Source: SmartPLS 4.0 (2025)

An R^2 value of 0.374 indicates that 37.4% variation Agent of Change is explained by commitment and quality of work, while an R^2 of 0.614 indicates that Agent of Change able to explain 61.4% of the variation in work culture. Based on interpretation (Hair, et al, 2021) The value is included in the category moderate to strong explanatory power.

Discussion

The results of this study confirm that the Level of Commitment and Quality of Work have a significant influence on the role of the Agent of Change, and this role has a direct impact on strengthening the Work Culture of Civil Servants at the IAARD of the Ministry of Defense of the Republic of Indonesia.

The Effect of Commitment Level on Agents of Change

Employees with high commitment tend to have a greater willingness to support organizational change because They feel emotionally and morally attached to the agency. These findings are in line with the theory (Meyer, et al, 1993). which states that affective commitment is a major predictor of positive behavior in organizations. Research Hadju & Aulia, (2022) also shows that organizational commitment is closely related to Change Readiness in the public sector.



The Effect of Work Quality on Agents of Change

The high quality of work reflects the level of responsibility, accuracy, and effectiveness of employees in completing tasks. Employees with superior performance have greater credibility and social influence, so they are more effective in carrying out their role as agents of change. These results support the research of Nguyen, et al, (2021) who found a positive relationship between work quality and proactive behavior towards organizational change.

The Influence of Agents of Change on Work Culture

The biggest influence in this model is the role Agent of Change on work culture ($\beta = 0.545$, $p < 0.001$). These findings show that the success of ASN work culture transformation is highly determined by the effectiveness of change agents in transmitting organizational values. These results are in line with the theory of change (Kotter, 2012) and organizational culture models (Schein, 2010), which emphasizes the importance of role models and value communication in building an adaptive organizational culture.

Theoretically, the results of this study reinforce the concept that individual behavior and personal values play an important role in changing organizational culture, especially in the regulated public sector. Practically, this result implies the need for a program to strengthen organizational commitment and improve employee work competencies so that they can function effectively as Agents of Change. The results of this study provide important managerial implications for the development of human resources within the IAARD of the Ministry of Defense of the Republic of Indonesia. The findings that the level of employee commitment has a positive effect on the role of Agent of Change shows that efforts to strengthen organizational culture need to start from the formation of emotional, normative, and continuous commitment among employees. This indicates that the organization must focus not only on performance monitoring, but also on forming a sense of belonging and meaningful work. Management can strengthen this through performance-based reward mechanisms, employee empowerment in decision-making, and transparent and participatory organizational communication. This strategy will foster loyalty and a sense of moral responsibility for employees for the success of organizational change.

The significant influence of work quality on the effectiveness of Agents of Change indicates that professional competence, accuracy, and responsibility are important cornerstones in encouraging employees to act as credible agents of change. Therefore, the development of work quality must be directed at improving technical competence, adaptive behavior, and change leadership skills. Management can implement competency-based capacity building, change leadership training, and impact-based performance evaluation systems. In addition, providing constructive feedback and career development opportunities will increase an individual's sense of responsibility for work outcomes and reinforce innovative behaviors in the workplace.

The results of the study also confirm that the role of Agent of Change has a strong influence on the work culture of civil servants. This shows that the formation of a positive work culture cannot be achieved through top-down policies alone, but rather requires an approach bottom-up change which focuses on the active participation of employees. The Ministry of Defense of the Republic of Indonesia needs to build an ecosystem of change that supports collaboration and cross-unit learning through the communication forum of change agents, Innovation Circles, or Change Labs that facilitates the sharing of best practices and the strengthening of organizational values. Leadership support is essential to maintain the sustainability of this program, because transformational leadership can strengthen trust and foster a spirit of innovation among employees ((Bass & Riggio, 2006; Kotter, 2012).

In terms of policy, this study recommends several concrete steps. First, there needs to be a program to internalize sustainable organizational values, such as Employee Engagement



Forum, Town Hall Meeting, and Value Alignment Workshop, in order to strengthen the affective commitment and loyalty of employees to the organization (Meyer, et al, 1993). Second, the development of a competency-based training system must be directed at improving professionalism and work responsibility, accompanied by a performance appraisal system that assesses the results and impact of work as a whole. Third, network formation Agent of Change cross-field needs to be facilitated in order to form a community of learners who are able to be a catalyst for change in the IAARD environment. Fourth, the basic values of ASN MORALS (Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) needs to be integrated into individual performance indicators so that consistency of work behavior can be achieved (Schein, 2010).

Strategically, the implementation of these policies and managerial approaches is expected to increase employee attachment to the organization, strengthen the performance and professionalism of ASN, and foster a culture of innovation and collaboration across fields. With the support of leaders who act as role models and direction changemakers, ASN's work culture based on the values of integrity, professionalism, and synergy can be realized consistently. The Agent of Change-based approach supported by the commitment and quality of individual work has proven to be an effective strategy in strengthening an adaptive and sustainable work culture, while accelerating the realization of the vision of the World Class Bureaucracy of the Ministry of Defense of the Republic of Indonesia.

CONCLUSION

The results of this study provide an empirical understanding that the improvement of the work culture of the State Civil Apparatus (ASN) within the IAARD of the Ministry of Defense of the Republic of Indonesia is greatly influenced by individual strength in terms of commitment and quality of work, which is mediated through the effectiveness of the role of the Agent of Change. The findings of this study show that the higher the level of employee commitment both affectively, normatively, and continuously, the greater their tendency to be actively involved in the organizational change process. This commitment acts as a psychological foundation that encourages employees to participate in building an innovative work environment with integrity. In addition, high quality of work reflects reliability, responsibility, and accuracy in the execution of tasks, which directly increases the employee's credibility as a driver of change and an example for other colleagues.

The strongest finding in this study is the significant influence of the role of Agents of Change on the formation of ASN work culture. This confirms that the Agent of Change not only serves as a symbol of change, but also as a social mechanism that connects organizational values with daily work behavior. Through high communication skills, examples, and motivation for change, Agent of Change is able to instill the basic values of ASN, namely BerAKHLAK (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative), into concrete work practices. Thus, changes in bureaucratic culture within the Ministry of Defense Research and Development of the Republic of Indonesia can take place more quickly, measurably, and sustainably. Theoretically, this study strengthens the Job Demands Resources (JD-R) model and Social Exchange Theory, which emphasizes the importance of a balance between work demands and personal resources in shaping positive organizational behavior. Organizational commitment and work quality can be seen as psychological resources that enable employees to face the dynamics of change without lowering performance. Meanwhile, the Agent of Change acts as a behavioral bridge between individual factors and organizational outcomes, especially in the context of public work culture. These findings enrich the literature on change management in the public sector, especially in defense institutions that have hierarchical, formal, and highly disciplinary characteristics.



From a practical perspective, the results of this research make a real contribution to policymakers and organizational leaders. Efforts to strengthen the work culture of ASN should be carried out through strategies to develop commitment and improve the quality of individual work. Competency-based training programs, rewards for proactive behavior, and value-based evaluation systems can strengthen the role of Agents of Change as a motor for organizational change. In addition, transformational leadership support is key in ensuring that the internalization of work culture values runs consistently at all levels of the bureaucracy. Although this study provides significant results, there are some limitations that can be a reference for future research. First, the design of this study is cross-sectional, so it has not been able to capture the dynamics of changes in employee behavior over time. Future research is suggested using longitudinal design to test the stability of relationships between variables in the long term. Second, this study focuses on one government institution, so the generalization of the results is still limited. Advanced studies can extend the research context to other agencies in the public sector or military institutions with different characteristics to gain a more comprehensive understanding. Third, subsequent research can consider additional variables such as organizational support, leadership style, or psychological empowerment that have the potential to strengthen the role of Agents of Change in work culture transformation. Overall, this study concludes that building an adaptive, professional, and integrity work culture of civil servants is not only a matter of bureaucratic policy, but also a transformation of individual behavior driven by commitment, work quality, and change leadership. By strengthening the role of Agents of Change and creating a work ecosystem that supports innovation and collaboration, the Indonesian Ministry of Defense's IAARD can become a model of a competitive and performance-oriented public organization in the face of modern bureaucratic challenges.

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