

Determinants of Employee Commitment: The Role of Organizational Culture Adaptability and Motivation in a Digital Media Firm

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Abstract

This study examines the influence of organizational culture adaptability and motivation on employee commitment at CV Queensha Media Group, a digital media company operating in a highly dynamic and competitive environment. Despite extensive research on employee commitment, studies focusing on medium-sized digital media firms remain limited, particularly in the context of organizational adaptability and work motivation. Using a quantitative associative approach, data were collected from 120 employees through structured questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The findings reveal that organizational culture adaptability and motivation both have a positive and significant effect on employee commitment. Motivation emerged as the strongest predictor, indicating that employees' commitment is highly influenced by both intrinsic and extrinsic motivational factors. Furthermore, the model demonstrates strong explanatory power, suggesting that organizational culture adaptability and motivation jointly play an important role in shaping employee commitment. This study contributes to the human resource management literature by extending empirical evidence from the digital media industry, a sector that has received limited scholarly attention compared to manufacturing and large-scale organizations. Practically, the findings highlight the importance of fostering a flexible organizational culture and strengthening employee motivation to sustain commitment and organizational competitiveness in rapidly changing business environments.

Keywords

Digital Media Industry; Employee Commitment; Organizational Behavior; Organizational Culture Adaptability; PLS-SEM; Work Motivation.

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1. INTRODUCTION

The digital media industry is experiencing rapid transformation driven by technological innovation, changing audience preferences, and the increasing influence of digital platforms (Lusiana & Parastry, 2025). In this environment, organizations are required not only to produce high-quality content but also to continuously adapt to evolving algorithms, consumer behavior, and emerging technologies (Ungurian et al., 2025). Such conditions place human resources at the center of organizational competitiveness. Beyond technical competence, employees are expected to



demonstrate adaptability, creativity, and resilience in responding to dynamic workplace demands. Failure to manage these human resource challenges may lead to declining performance, weakened collaboration, and increased employee turnover (Fardiansyah et al., 2025).

Employee commitment is widely recognized as a critical factor influencing organizational effectiveness. It reflects employees' emotional attachment, loyalty, and willingness to contribute to organizational goals (Tahhan, 2025). In digital media companies, where innovation and responsiveness are essential, committed employees contribute to the sustainability of creative processes and service quality (Tokhtiyeva & Esenye, 2025). Conversely, low commitment can reduce productivity, increase turnover intentions, and hinder organizational growth (Abraham, 2026). Therefore, identifying the factors that strengthen employee commitment remains an important concern for both researchers and practitioners (Rajâa & Mekkaoui, 2025).

One factor frequently associated with employee commitment is organizational culture adaptability. Organizational culture adaptability refers to the ability of organizations and their members to respond effectively to changes in values, norms, technologies, and work practices (Kuhuparuw, 2025). Adaptive cultures encourage continuous learning, flexibility, and innovation, enabling organizations to remain competitive in uncertain environments. According to Person–Organization Fit Theory, alignment between employees' values and organizational culture enhances job satisfaction, organizational attachment, and commitment. However, previous studies suggest that employees differ in their capacity to adapt to organizational change, which may generate psychological stress and weaken organizational attachment (Radu & Stan, 2025).

Another important determinant is work motivation. Motivation encompasses both intrinsic factors, such as achievement and self-actualization, and extrinsic factors, including rewards, incentives, and supportive working conditions. Motivation Theory suggests that motivated employees exhibit greater persistence, effort, and goal-directed behavior, which ultimately strengthens organizational commitment. In contrast, low levels of motivation are associated with disengagement, reduced performance, and increased turnover intentions. Therefore, organizations need to develop motivational systems that align employee needs with organizational objectives.

Several empirical studies have reported a positive relationship between organizational culture adaptability, motivation, and employee commitment. Wulandary et al. (2017) found that adaptive organizational cultures contribute significantly to strengthening employee commitment and motivation. Similarly, recent studies emphasize that motivated employees tend to demonstrate stronger organizational loyalty and higher performance levels (Tahhan, 2025; Fardiansyah et al., 2025). Nevertheless, the majority of existing studies have focused on large-scale manufacturing organizations, while limited attention has been given to the digital media sector, particularly medium-

sized enterprises. Given the unique characteristics of digital media organizations, including rapid technological change, project-based work, and high creativity demands, findings from manufacturing settings may not be directly applicable.

This phenomenon can be observed at CV Queensha Media Group, a medium-sized digital media company operating in an increasingly competitive environment. The company faces continuous changes in content trends, audience preferences, and digital marketing strategies. Preliminary observations indicate differences in employees' adaptability to organizational changes and variations in motivation levels, which may affect employee commitment and overall organizational performance. Such conditions highlight the importance of understanding how organizational culture adaptability and motivation contribute to employee commitment within the context of the digital media industry.

Research Gap. Although previous studies have established relationships between organizational culture adaptability, motivation, and employee commitment, empirical evidence from medium-sized digital media companies remains limited. Furthermore, existing studies have predominantly examined these variables in manufacturing and large-scale organizational contexts. This gap creates a need for further investigation into whether similar relationships exist within the highly dynamic digital media industry, where organizational flexibility and employee creativity play strategic roles.

Based on the identified gap, this study aims to examine the influence of organizational culture adaptability and motivation on employee commitment at CV Queensha Media Group. Specifically, the study investigates both the partial and simultaneous effects of these variables to provide empirical evidence that contributes to the literature on human resource management and offers practical insights for managing employee commitment in digital media organizations (Kumi, 2025).

2. METHODS

This study employed a quantitative associative research design to examine the relationships between Organizational Culture Adaptability (X1), Motivation (X2), and Employee Commitment (Y) (Alford & Teater, 2025). A quantitative approach was considered appropriate because it enables the objective measurement and statistical testing of causal relationships among variables through numerical data. The study was conducted at CV Queensha Media Group, a digital media company operating in Indonesia.

The research population consisted of all employees of CV Queensha Media Group, totaling 120 individuals. Given the relatively small population size, a saturated sampling technique (census approach) was applied, allowing all employees to participate as research respondents. This approach minimizes sampling bias and provides comprehensive representation of the organization. However,

the findings should be interpreted with caution, as the use of a single-company sample may limit the generalizability of the results to other organizations or industries.

Primary data were collected through a structured questionnaire using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The measurement indicators for Organizational Culture Adaptability were adapted from previous studies on organizational adaptability and culture, while Motivation indicators were derived from established motivation theories emphasizing intrinsic and extrinsic motivation. Employee Commitment indicators were adapted from organizational commitment literature focusing on emotional attachment, loyalty, and willingness to contribute to organizational goals. Secondary data were obtained from company documents, reports, and relevant scholarly literature.

Instrument quality was assessed through validity and reliability testing. Convergent validity was evaluated using outer loading values (> 0.70) and Average Variance Extracted ($AVE > 0.50$). Reliability was assessed through Cronbach's Alpha and Composite Reliability, with minimum acceptable values of 0.70. In addition, discriminant validity was evaluated using the Fornell–Larcker Criterion and the Heterotrait–Monotrait Ratio (HTMT) to ensure that each construct was empirically distinct from other constructs within the model.

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. PLS-SEM was selected because it is suitable for predictive and exploratory research, can simultaneously assess measurement and structural models, and is robust when applied to relatively small sample sizes without requiring strict multivariate normality assumptions (Aditia et al., 2025). The analysis procedure consisted of descriptive statistics, evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and hypothesis testing through the bootstrapping procedure. Hypotheses were accepted when the t -statistic exceeded 1.96 and the p -value was below 0.05. The study was conducted in January 2026 while adhering to research ethics principles, including voluntary participation, confidentiality of respondents' information, and integrity in data collection, analysis, and reporting.

3. FINDINGS AND DISCUSSION

3.1 Organizational Culture Adaptability (X1)

Organizational culture adaptability is a key concept in modern human resource management studies that emphasizes the importance of an organization's ability to respond to environmental changes quickly, accurately, and sustainably. From a theoretical perspective, this concept is strongly influenced by Denison and Aneil, who position organizational culture as a strategic factor in determining long-term organizational success. An increasingly complex, competitive, and dynamic

business environment requires organizations not only to have strong structures but also flexible and responsive cultures (Penchev & Kenarova-Pencheva, 2025). Adaptability is no longer viewed as an option but as a fundamental necessity that determines organizational sustainability amid continuous change.

Organizational culture itself is a social construct formed from shared values, norms, beliefs, and basic assumptions embraced by members of the organization. These values serve not only as guidelines for action but also shape ways of thinking, interacting, and solving problems within the organization (Susanto & Syam, 2025). A strong culture creates behavioral consistency, while an adaptive culture fosters flexibility in facing change. Therefore, organizations that can integrate strong cultural foundations with adaptive capabilities will achieve greater competitive advantage compared to rigid and static organizations.

In the context of environmental change, organizational culture adaptability reflects the ability to detect signals of change, understand market demands, and transform internal strategies effectively. This process involves all organizational elements, from top management to operational employees. Adaptability is not limited to policy changes but also includes shifts in mindset and work behavior. Adaptive organizations are capable of encouraging innovation, accelerating decision-making, and improving responsiveness to external challenges.

Empirical research shows that organizational culture adaptability has a significant relationship with various organizational performance indicators, including employee commitment. When organizations successfully adapt to change, employees tend to feel more secure, relevant, and capable of contributing. This condition strengthens employees' sense of belonging and emotional attachment to the organization. Conversely, organizations that fail to adapt tend to create uncertainty, resistance to change, and decreased work motivation (Alammar, 2025).

Operationally, organizational culture adaptability can be measured through several key dimensions. The first dimension is creating change. This dimension emphasizes the organization's role in promoting continuous innovation and renewal. Adaptive organizations do not passively wait for change but actively initiate transformation through new ideas, technological utilization, and process improvement (Haaja & Evers, 2025). This dimension highlights that innovation is not only the responsibility of top management but is embedded throughout the organization.

The second dimension is employee readiness to adapt. This dimension focuses on the individual capacity to face change. Adaptive employees are able to learn, accept change, and adjust to new demands. This readiness includes both technical and psychological aspects. Organizations must provide training, effective communication, and managerial support to ensure optimal adaptation.

The third dimension is organizational learning. This dimension indicates that organizations must learn continuously from both internal and external experiences. Organizational learning involves information gathering, data analysis, and the application of knowledge in decision-making. Organizations with strong learning cultures adapt more quickly because they can identify opportunities and threats more accurately.

In the context of CV Queensha Media Group, organizational culture adaptability becomes a critical factor due to the dynamic nature of the digital media industry. Technological changes, market trends, and consumer preferences evolve rapidly and unpredictably. Therefore, the company must develop a culture that supports innovation, flexibility, and continuous learning. Employees are required to possess multitasking abilities, creative thinking skills, and responsiveness to change. Management must also create a work environment that supports experimentation, collaboration, and idea exchange. Thus, organizational culture adaptability is not merely a theoretical concept but a practical necessity that must be consistently implemented. Effective management of adaptability determines an organization's ability to survive and grow in an increasingly competitive environment.

3.2 Motivation (X2)

Motivation is a crucial variable in organizational behavior studies that plays a significant role in determining employee performance, productivity, and commitment (Krisna & Sungkawati, 2025). Theoretically, motivation is understood as internal and external drives that influence the direction, intensity, and persistence of individual behavior in achieving specific goals (Beckmann & Heckhausen, 2025). Robbins defines motivation as the willingness of individuals to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy individual needs.

Motivation has a strategic role in organizations as it acts as the primary driving force behind employee performance. Employees with high motivation tend to demonstrate better performance, lower absenteeism, and stronger organizational commitment. In contrast, unmotivated employees often exhibit poor performance, lack of discipline, and higher turnover rates.

In organizational psychology, motivation is not viewed as a single factor but as a complex system involving both individual and environmental aspects. Luthans explains that motivation is an internal condition that drives, directs, and sustains behavior. This perspective shows that motivation functions not only as a trigger for action but also as a regulator and reinforcer of work behaviour (Suwarno, 2025).

Herzberg's two-factor theory provides deeper insight into work motivation. This theory divides motivational factors into intrinsic and extrinsic categories. Intrinsic factors relate to the nature of the job itself, such as achievement, recognition, responsibility, and opportunities for growth. These factors

are internal and strongly influence job satisfaction. Extrinsic factors, on the other hand, relate to the work environment, including salary, interpersonal relationships, company policies, and working conditions. These factors are external and primarily function to prevent dissatisfaction.

Work motivation is also closely related to individual needs. Each employee has different needs, so motivational approaches must be tailored accordingly. Organizations must understand these needs to design effective motivational systems. This can be achieved through reward systems, career development opportunities, and the creation of a supportive work environment. Operationally, motivation can be measured through several dimensions. The first is intrinsic factors, which reflect internal drives such as the desire to achieve, meet targets, and develop oneself. Employees with strong intrinsic motivation tend to work enthusiastically and are less dependent on external incentives.

The second dimension is extrinsic factors, which reflect environmental influences on motivation. A positive work environment, fair reward systems, and harmonious relationships enhance employee motivation. Organizations must manage these external factors effectively to support performance. The third dimension is work effort, which reflects the level of seriousness and commitment in performing tasks. Work effort can be observed through punctuality, work quality, and willingness to exert additional effort to achieve organizational goals.

In the context of CV Queensha Media Group, motivation plays a vital role due to high and dynamic job demands. Employees are expected to work creatively, innovatively, and under pressure. Therefore, the company must establish motivational systems that encourage optimal performance through rewards, career development, and a creativity-supportive environment. Strong motivation generates positive organizational energy that enhances both performance and commitment. Therefore, managing motivation should be a priority in human resource management (Indrayani, 2025).

3.3 Employee Commitment (Y)

Employee commitment is a fundamental concept in organizational behavior that describes the level of psychological attachment between individuals and the organization. It reflects the extent to which employees feel involved, loyal, and willing to remain part of the organization. Theoretically, organizational commitment is defined as a psychological state that links individuals to the organization and influences their decision to stay or leave.

Commitment plays a critical role in determining organizational stability and success. Highly committed employees tend to demonstrate loyalty, dedication, and strong performance. They are more willing to work hard, contribute maximally, and support organizational goals. Conversely, employees with low commitment tend to be disengaged, exhibit higher absenteeism, and are more likely to leave the organization (Saraiva & Nogueiro, 2025).

Organizational commitment is closely related to job satisfaction, motivation, and organizational culture. These factors interact and collectively shape employee commitment. Therefore, organizations must manage these elements in an integrated manner to strengthen commitment (Srivastava et al., 2025). Operationally, employee commitment can be measured through several dimensions. The first is emotional attachment, which reflects the emotional bond between employees and the organization. Employees with strong emotional attachment feel proud to be part of the organization and are willing to remain long-term (Lukito, 2025).

The second dimension is dedication and loyalty, which reflects employees' willingness to support organizational goals and maintain membership. Loyal employees demonstrate strong alignment with organizational values and objectives. The third dimension is behavior that benefits the organization, which reflects tangible contributions made by employees. Highly committed employees are willing to go beyond formal job requirements and provide maximum contributions.

In the context of CV Queensha Media Group, employee commitment is essential for maintaining organizational stability and achieving success. The dynamic nature of the digital media industry requires employees to maintain high levels of commitment to cope with rapid changes and work pressures. Therefore, the organization must foster a work environment that strengthens emotional attachment, loyalty, and employee contribution (Yunpeng & Rosli, 2025).

In conclusion, employee commitment results from the interaction of multiple factors, including organizational culture adaptability and work motivation. These three variables are interconnected and form a strong conceptual framework for this study. This structure provides a clear basis for analyzing relationships among variables and supports systematic and logical hypothesis development.

The evaluation of the measurement model (outer model) is conducted to validate the research instrument and ensure that each indicator accurately represents its latent variable (Kyle, 2025). The testing begins with Convergent Validity to measure the relationship of indicators within a single variable, with the condition that the outer loading value is above 0.70 and the Average Variance Extracted (AVE) exceeds 0.50. Next, Construct Reliability is tested to ensure the internal consistency of respondents' answers using the parameters of Cronbach's Alpha and Composite Reliability, which must be above the minimum standard of 0.70.

Table 1. Results of the Convergent Validity Test

Variable	Items	Outer Loading	Status
Organizational Culture Adaptability (X ₁)	X1.1	0.777	Valid
	X1.2	0.771	Valid
	X1.5	0.782	Valid
	X1.6	0.874	Valid
	X1.7	0.711	Valid
Motivation (X ₂)	X2.1	0.720	Valid
	X2.4	0.783	Valid
	X2.5	0.744	Valid
	X2.6	0.807	Valid
	X2.7	0.720	Valid
	X2.8	0.749	Valid
Employee Commitment (Y)	Y.1	0.774	Valid
	Y.2	0.774	Valid
	Y.3	0.741	Valid
	Y.4	0.748	Valid
	Y.5	0.732	Valid
	Y.6	0.782	Valid

Source: Processed Data SmartPLS 4 (2025)

The results of the construct validity test show that all indicators on the variables of Organizational Culture Adaptability (X₁), Motivation (X₂), and Employee Commitment (Y) have outer loading values above 0.70. Specifically, the indicators on the Organizational Culture Adaptability variable have outer loading values ranging from 0.711 to 0.874, the Motivation variable ranges from 0.720 to 0.807, and the Employee Commitment variable (Y) ranges from 0.732 to 0.782. The achievement of these values confirms that all indicators have met the criteria for convergent validity, thus being declared valid in representing each measured construct.

After convergent validity is met, a robustness test is conducted to ensure that respondents' answers are internally consistent. Composite reliability and Cronbach's Alpha are the two main parameters used to evaluate this reliability. If both values are above the minimum standard of 0.70, the construct is considered reliable and consistent.

Table 2. Reliability Test Results

Variabel	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Organizational Culture Adaptability (X ₁)	0.843	0.889	0.616
Motivation (X ₂)	0.849	0.888	0.570
Employee Commitment (Y)	0.852	0.891	0.576

Source: Processed Data SmartPLS 4 (2025)

The results of the reliability test show that all research variables, namely X₁, X₂, and Y, have Cronbach's Alpha values above 0.70, specifically 0.843, 0.849, and 0.852, respectively. The composite

reliability values (rho_a and rho_c) for all variables are also above the minimum threshold of 0.70, indicating that the research instruments have good internal consistency. Next, the Average Variance Extracted (AVE) values for variable X1 are 0.616, X2 are 0.570, and Y are 0.576, all of which meet the $AVE > 0.50$ criterion. Thus, it can be concluded that all constructs in this research model are declared reliable and valid in a convergent manner.

After the measurement model is declared valid and reliable, a structural model (inner model) evaluation is conducted to assess the strength of the research model. One of the criteria used is the Coefficient of Determination (R2). The R2 value serves to see how much percentage of the variation in the dependent variable can be simultaneously explained by the independent variables present in the model.

Table 3. Coefficient of Determination (R2)

Variable	R-square	R-square adjusted
Employee Commitment (Y)	0.740	0.736

Source: Processed Data SmartPLS 4 (2025)

The results of the coefficient of determination test show an R-square value of 0.740 and an adjusted R-square of 0.736 for variable Y. This indicates that variables X1 and X2 simultaneously explain 74% of the variation in variable Y, while the remaining 26% is influenced by other variables outside the research model. The R-square value is classified as strong, so the structural model used has good explanatory power.

After all instruments are declared valid and reliable in the outer model evaluation stage, and the model has strong predictive power based on the coefficient of determination (R2) value, the next step is to conduct hypothesis testing. This test aims to examine the significance and direction of the relationship between the latent variables that have been designed in the research model.

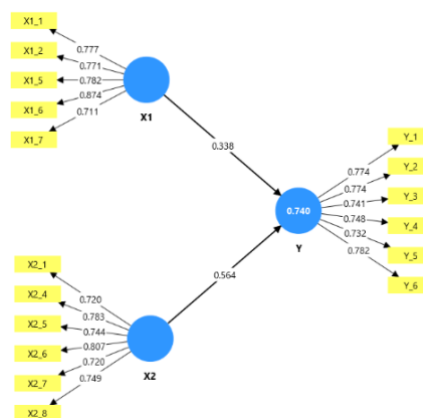


Figure 4.1 Bootstrapping Test

The analysis was conducted thru the bootstrapping procedure to obtain path coefficients, t-statistics, and p-values as the basis for decision-making. The hypothesis is accepted if it has a t-statistics value > 1.96 and a p-value < 0.05. The results of this test will demonstrate the influence of Organizational Culture Adaptability and Motivation on Employee Commitment, both partially and by identifying which variable has the most dominant effect in the model.

Table 4. *Path Coefficient*

Hypothesis	Direction Of Influence	Original sample	T statistics	P values	Decision
H1	Organizational Culture Adaptability (X1)	0.338	3.116	0.002	Accepted
H2	Motivation (X2) -> Employee Commitment (Y)	0.564	5.552	0.000	Accepted

Based on the path analysis results, the variable Organizational Culture Adaptability has been proven to have a positive and significant effect on Employee Commitment with a coefficient value of 0.338, a t-statistic value of 3.116 (> 1.96), and a p-value of 0.002 (< 0.05). Furthermore, the Motivation variable also shows a positive and significant effect on Employee Commitment with a coefficient value of 0.564, a t-statistic value of 5.552 (> 1.96), and a p-value of 0.000 (< 0.05). The comparison results indicate that Motivation has a more dominant contribution to increasing Employee Commitment compared to Organizational Culture Adaptability.

3.4 The Influence of Organizational Culture Adaptability (X1) on Employee Commitment (Y)

Based on the results of the first hypothesis test (H1), it was found that Organizational Culture Adaptability has a positive and significant influence on Employee Commitment. This is evidenced by a path coefficient value of 0.338 and a t-statistic value of 3.116, which is greater than 1.96. Additionally, a p-value of 0.002 (< 0.05) reinforces the conclusion that the first hypothesis is accepted. These results indicate that the better the organization's ability to adapt to changes in the environment and work culture, the higher the employees' commitment to the company will be.

These findings are in line with the research by Wulandary et al., (2017), which states that organizational culture adaptability has a direct positive impact on commitment; meaning, the more adaptive the culture implemented, the stronger the employee commitment in the organization will be.

3.5 The Influence of Motivation (X2) on Employee Commitment (Y)

The results of the second hypothesis test (H2) indicate that Motivation has a positive and significant effect on Employee Commitment. The path coefficient value for this variable is 0.564 with a t-statistic value reaching 5.552 and a p-value of 0.000. Because the t-statistic value is far above 1.96 and the p-value is below 0.05, the second hypothesis is accepted. Comparatively, Motivation has a more dominant influence on Employee Commitment compared to Organizational Culture Adaptability. This indicates that both internal and external drives felt by employees are key factors in strengthening their intention to remain and contribute maximally to the company (Alshebami, 2025).

This is supported by the opinion of Wulandary et al., (2017) who proved that motivation has a significant impact on commitment. The better the motivation provided, the more significantly employee commitment will increase; conversely, poor motivation will result in a decrease in employee commitment.

3.6 The Influence of Organizational Culture Adaptability (X1) and Motivation (X2) on Employee Commitment (Y)

Furthermore, the results of the third hypothesis test (H3) indicate that Motivation and Organizational Culture, when considered together (simultaneously), have a positive and significant impact on Employee Commitment. This proves that the synergy between strong work drive and a conducive organizational environment is the main foundation in building long-term loyalty within the company (J. Li & Segumpan, 2025).

This is supported by El-Khatib et al., (2025), who explains that motivation and organizational culture simultaneously have a significant impact on employee organizational commitment. This means that the higher the motivation and organizational culture, the more it will increase employees' desire to be committed to the organization, and vice versa.

4. CONCLUSION

This study shows that organizational culture adaptability and work motivation have a positive and significant influence on employee commitment at CV Queensha Media Group. Work motivation has been shown to be the most dominant factor in increasing employee loyalty, dedication, and attachment to the organization. Meanwhile, an adaptive organizational culture helps employees cope with change and strengthens their sense of belonging to the company. Together, these two variables play a strategic role in shaping employee commitment in the digital media industry. Theoretically, this study adds to the literature on the relationship between organizational culture adaptability, motivation, and employee commitment in the context of a medium-sized digital media company.

Practically, the results emphasize the importance of developing an adaptive organizational culture and an effective motivation system to increase employee commitment. This study is limited to one company and only examines two independent variables. Therefore, future research is recommended to involve a broader audience and include other variables, such as leadership style, job satisfaction, organizational support, or employee engagement, to gain a more comprehensive understanding of the factors influencing employee commitment.

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