

Affective Commitment in Public Organizations: A Systematic Literature Review

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Abstract

The present study employs the Systematic Literature Review (SLR) method to analyse the factors influencing affective commitment among public sector employees. Affective commitment is defined as an employee's emotional attachment to the organisation, reflecting a sense of belonging, loyalty, and the desire to remain due to positive identification with organisational values. Within the domain of public bureaucracy, this dimension assumes paramount importance, given its correlation with performance, service ethics, and the efficacy of reforms. The research dataset consists of 675 Scopus articles (2002–2025) filtered using the PRISMA 2020 protocol, resulting in 40 relevant articles.

A bibliometric analysis of the most recent publications indicates a significant increase since 2018, with a notable surge in 2022. The most significant contributions are derived from China, Australia, the United States, Portugal, Malaysia, and Indonesia. The present review is multidisciplinary in nature, encompassing management (27.3%), social sciences (18.7%), and psychology (15.1%). The thematic analysis identifies three main groups of factors. Firstly, at the individual level, the analysis focuses on public service motivation, meaningful work, and job satisfaction. Secondly, at the organisational level, the analysis emphasises ethical leadership, organisational culture, and justice. Thirdly, and finally, at the psychological level, the analysis highlights well-being, trust, and empowerment. The most consistent factors influencing affective commitment are public service motivation and ethical leadership. This study makes a conceptual contribution by integrating motivational, structural, and psychological aspects, with practical implications for strengthening ASN BerAKHLAK values and bureaucracy reforms based on employee well-being.

Keywords: Affective Commitment, public sector, Systematic Literature Review, ethical leadership, public service motivation

1. Introduction

Affective commitment is defined as an employee's emotional attachment to the organisation a sense of belonging, identification, and the desire to remain for internal reasons, not merely due to external compulsion or benefit (Meyer & Allen, 1997). In the context of the public sector, affective commitment is of critical relevance. This is because public employees are not merely workers, but rather agents of change, public servants and bureaucratic pillars who must demonstrate loyalty and readiness to face change (Sun, 2021). Employees demonstrating strong affective commitment have been found to be more likely to exhibit extra-role behaviours, such as organisational citizenship behaviour (OCB) (Arshad et al., 2021), to support reforms, and to

show lower resistance to structural change (Bandyopadhyay, 2024). The efficacy of performance enhancement is maximised when employees exhibit high emotional commitment and strong strategic alignment (Güven & Şahin, 2024), with affective commitment and idealism exerting a significant influence on attitudes.

A bibliometric analysis of the Scopus dataset revealed three significant indications. Firstly, there has been a surge in research interest since approximately 2018, reaching its zenith in 2022. This phenomenon corresponds with significant transformations in the world of work, precipitated by the emergence of the novel Coronavirus (SARS-CoV-2) pandemic, the adoption of remote work models, the acceleration of public service digitalisation, and the mounting demand for enhanced organisational resilience. Secondly, there is a pervasive phenomenon of global contribution, with countries such as China, Australia, the United States, Portugal, Malaysia, and Indonesia assuming an active role in the domain of public sector affective commitment research. Thirdly, the theme of affective commitment is the subject of multidisciplinary study, with the fields of Business/Management, Social Sciences and Psychology playing a dominant role. This observation indicates that this phenomenon is not only managerial but also psychological and social in nature.

Within the context of Indonesian public organisations, including central and regional agencies, as well as civil servant training institutions, the enhancement of affective commitment constitutes a pivotal element in the implementation of the core values of ASN BerAKHLAK (Service-Oriented, Accountable, Harmonious, Loyal, Adaptive, Collaborative) and the agenda for bureaucracy reform towards the provision of excellent public service. However, in reality, variations in leadership quality, workload, organisational support, and the dynamics of digital transformation can significantly influence the emotional attachment of civil servants to their organisations, simultaneously and consistently strengthening organisational justice, affective commitment, organisational citizenship behaviour, and quality of work life (Widodo et al., 2025), with affective commitment acting as a positive mediator (Essel et al., 2025).

It has been demonstrated that individual factors, such as Public Service Motivation (PSM), have a positive influence on the affective commitment of public sector employees. Research conducted in China has indicated a positive correlation between PSM and affective commitment to organisational change, with voice behaviour serving as a mediating factor (Sun et al., 2021). Furthermore, the psychological factors of meaningful work and work engagement have been demonstrated to influence affective commitment to change within Indonesian educational institutions (Faisaluddin et al., 2024).

It is evident that organisational factors also play a crucial role. For instance, studies indicate that a fair work environment (organisational justice) influences affective commitment through employees' perceptions of fair treatment and organisational support (Aldabbas et al., 2025). Furthermore, the interaction between religiosity and supervisor support has been shown to predict work engagement (Abualigah et al., 2024). A moderated-mediation model exploring the relationship between supervisor support, religiosity, work engagement, and affective commitment was first tested.

Digital transformation and changes in work patterns also introduce new challenges to affective commitment. In the contemporary era, public sector employees are now expected to demonstrate technological adaptability, work in hybrid or remote settings, and contend with pressures that differ significantly from those experienced in previous eras. This situation

suggests that affective commitment is no longer sustained solely by basic support, but requires the development of psychological well-being, meaningful work, and trust in leadership within the organisation (Adisel et al., 2024). The present study explores the impact of quiet quitting during digital transformation on job satisfaction, affective commitment, and turnover intention (Kim & Sohn, 2024).

Within this framework, a systematic research approach, such as the Systematic Literature Review (SLR), is highly relevant for mapping and evaluating the existing empirical evidence. The present study employs the SLR method as a tool to build a more robust understanding of the factors influencing the affective commitment of public sector employees. This is based on 675 articles identified in Scopus and filtered through the PRISMA selection process down to 40 most relevant articles. The present study aims not only to map the determining factors but also to sharpen the direction of future research within the context of Indonesian bureaucracy and public services.

2. Literature Review

2.1 Affective Commitment

Affective commitment, as posited by Meyer and Allen (1991), constitutes a pivotal component within the Three-Component Model. This theoretical framework elucidates the emotional attachment of employees to the organisation. Within the context of the public sector, this dimension assumes a pivotal role in determining factors such as loyalty, involvement, and positive work behaviour, all of which contribute to the enhancement of bureaucratic effectiveness. In the contemporary context, characterised by the prevalence of digital transformation, bureaucratic pressures, and the imperative for adaptive public services, the issue of affective commitment assumes increasing relevance (Brunetto et al., 2022).

The present study employs the Systematic Literature Review (SLR) approach to analyse the trends, factors, and research directions regarding affective commitment among public sector employees. The analysis is based on 40 Scopus-indexed articles from the 2002–2025 period. The data were obtained through analysis of a bibliometric file (the Scopus CSV dataset), and were then systematically analysed in order to identify thematic patterns and research gaps.

2.2 Methodology: A Systematic Analysis

The methodology employed in this study adheres to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, as outlined in the 2020 version, and the following stages are involved:

1. **Identification:** A preliminary investigation was conducted on the Scopus database, encompassing a total of 675 articles. The search strategy involved the utilisation of keywords, including "affective commitment" and the Boolean operators "(public sector) OR (civil servant) OR (government employees)".
2. A total of 465 articles were excluded during the screening process. Of these, 130 were deemed to be duplicates, while 335 were considered to be irrelevant to the subject matter.
3. The eligibility of the articles was determined through a thorough review of the full texts of 82 articles; however, 42 of these were excluded on the grounds that they did not align with the stipulated methodology or lacked the essential variables.

4. Inclusion: A final selection of 40 articles was made for in-depth analysis.

The process is illustrated by the PRISMA flow diagram, which delineates the systematic selection stages based on validity, relevance, and variable completeness.

2.3 Research Trends and Distribution

2.3.1 Trends in Annual Publications

A substantial increase in publications has been observed since 2018, as evidenced by bibliometric data, with a notable peak in 2022, marking approximately 80 publications. This surge is attributed to the increased attention to employee well-being and organisational attachment issues during the pandemic (Gillett et al., 2022). Furthermore, the 2020–2024 period has been observed to indicate a shift in research focus from traditional factors, such as salary and leadership, towards psychological factors, including well-being and meaningful work.

2.3.2 Country and Affiliation Distribution

The country that has contributed the most documents is China (95 documents), followed by Australia, the United States, and Portugal. The most frequent research affiliations are ISCTE – Instituto Universitário de Lisboa and Polytechnic Institute of Leiria (Portugal), which are recognised for their active research in the public sector and organisational behaviour. Universities such as Universiti Kebangsaan Malaysia (UKM) and Tilburg University (Netherlands) also play a significant role in cross-collaboration publications.

2.4 Subject Areas and Funding Support

The subject areas with the highest number of research publications are Business, Management, and Accounting (27.3%), followed by Social Sciences (18.7%) and Psychology (15.1%). This demonstrates that affective commitment is studied not only as a managerial phenomenon, but also as a psychological and social phenomenon, with implications for organisational behaviour. With regard to the financial aspect, research is most commonly supported by the following sources:

The National Natural Science Foundation of China (NSFC), the Fundacao para a Ciencia e a Tecnologia (FCT) of Portugal and the Australian Research Council (ARC) have provided financial support for this research. This support is indicative of the commitment on the part of research institutions in Asia and Europe to examine the determinants of public sector employee behaviour from psychological and managerial perspectives.

2.5 Factors Influencing Affective Commitment

A systematic analysis of 40 articles yielded three major groups of factors influencing affective commitment among public sector employees.

2.5.1 Individual Factors

- a. Job Satisfaction: Employees who are satisfied with their working conditions and organisational rewards tend to have stronger emotional ties with their employer (Vandenberghe & Bentein, 2019).
- b. Intrinsic Motivation and Meaningful Work: The notion of meaningful work has been demonstrated to foster a stronger emotional connection between the individual and the organisation, particularly within the context of public service. The enhancement of emotional intelligence and the fortification of affective commitment have been demonstrated to engender improvements in occupational health and safety strategies (Farmanesh et al., 2025).
- c. Spirituality and Personal Values: In the context of Indonesian Civil Servants (ASN), spiritual orientation and the alignment of personal values with organisational values (ASN BerAKHLAK) are significant factors in determining affective loyalty.

2.5.2 Organizational Factors

- a. Transformational and servant leadership have been demonstrated to have a positive effect on increasing employees' emotional commitment (Duarte et al., 2021). Authentic leadership style has been identified as a key factor in this regard (Liu et al., 2025). Furthermore, servant leadership has been demonstrated to exert a significant positive influence on job engagement, affective commitment, and organizational citizenship behaviour (OCB) (Hamzad et al., 2024).
- b. Organizational Culture and Support: A supportive and inclusive work environment has been shown to increase employees' sense of attachment to the organisation (Galanaki et al., 2024). Indeed, the importance of a supportive organisational culture in creating a healthy work environment has been demonstrated.
- c. The following essay will explore the concepts of justice and work-life balance. The perception of justice and the support for work-life balance are determining factors for the psychological well-being of public employees.

2.5.3 Psychological and Social Factors

- a. Trust and Psychological Safety: Inter-employee trust and a sense of psychological safety have been shown to foster long-term affective loyalty.
- b. The present paper sets out the argument for the importance of employee well-being and empowerment in the modern workplace. Empowerment and welfare programs have been shown to increase the sense of ownership and commitment to the organization (Brunetto et al., 2022).
- c. Green Organizational Behavior: Employee involvement in sustainable activities (i.e. green behaviour) has been demonstrated to strengthen emotional identification with the public organisation's social mission.

2.6 Empirical Synthesis

The results of the bibliometric data processing indicate a pattern of interconnectedness among the main variables. A co-occurrence analysis of the keywords reveals the following as the most frequently occurring: The following factors have been identified as contributing to the phenomenon under investigation: affective commitment, job satisfaction, transformational leadership, organisational support and public service motivation. This finding confirms that affective commitment is the result of the interaction between organisational support and the

intrinsic motivation of public employees. The majority of articles utilise quantitative methodologies grounded in Structural Equation Modeling (SEM), whilst qualitative approaches remain comparatively restricted. There is a paucity of studies that incorporate aspects of spirituality or local public values, such as those that are currently being developed in Southeast Asia.

2.7 Research Gaps and Future Research Directions

A synthesis of the literature reveals the existence of several significant research gaps, which are outlined below:

- a. The dearth of longitudinal studies is a salient issue that demands attention. The majority of research remains cross-sectional, thus being unable to capture the long-term dynamics of public employees' affective commitment.
- b. Limited Multicultural Approaches: The majority of studies concentrate on Western or East Asian contexts, while research in Indonesia and Southeast Asia remains limited.
- c. The integration of ASN BerAKHLAK values is of paramount importance. To the best of the present author's knowledge, there has been only a modicum of research conducted on the relationship between ASN values (Service-Oriented, Accountable, Harmonious, Loyal, Adaptive, and Collaborative) and affective commitment.
- d. The Role of Digital Leadership and Agility: Digital transformation in public bureaucracy gives rise to new research opportunities regarding the influence of digital leadership on affective commitment and employee engagement.

3. Material and Method

3.1 Research Design

The present study employs the Systematic Literature Review (SLR) approach for the purpose of identifying, evaluating and synthesising previous research findings on affective commitment within the context of human resource management and organisational behaviour. The SLR method was selected due to its capacity to furnish a comprehensive overview of theoretical developments, publication trends, related variables, and the global research map, which is based on internationally indexed scientific data. This approach is in accordance with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) 2020 guidelines, with the main stages of the review covering the following: The following four stages must be observed when processing articles for publication: (1) identification, (2) screening, (3) eligibility, and (4) inclusion.

3.2 Data Sources

The research data sources are derived from the Scopus database, which is renowned for providing publications of international repute. The data were collated in the form of a CSV file containing article metadata (title, author, year, affiliation, country, sponsor, and field of study). In addition, bibliometric analysis was performed on the following visualisation results:

- Documents by Year, illustrating publication trends (2002–2025);
- Documents by Author, identifying the most productive authors (e.g., Ribeiro, Duarte, Vandenberghe);

- Documents by Country/Territory, determining the geographical distribution of research (China, Australia, US, Portugal, Malaysia, and Indonesia);
- Documents by Affiliation, showing the most active research institutions (ISCTE, Polytechnic Institute of Leiria, Tilburg University, etc.);
- Documents by Subject Area, classifying the disciplines (Business and Management 27.3%; Social Sciences 18.7%; Psychology 15.1%; others); and
- Documents by Funding Sponsor, revealing the dominant funding institutions (NSFC China, FCT-Portugal, ARC Australia, etc.).

3.3 Article Search Strategy

The search process was conducted in the Scopus Database using a combination of main keywords and synonyms. The search was conducted with the following filters: year 2000–2025, English language articles, document type journal article or review, and subject area. The search was conducted alongside the following criteria: affective commitment and organisational commitment, as well as employee commitment and emotional attachment. The following subjects are covered: Business, Management and Accounting, Psychology and Social Sciences. Following the export of the data, the results were coded in bibliometric software such as VOSviewer and Excel in order to identify keywords, establish inter-author connections, and identify publication trends.

3.4 Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Publication Year	2000–2025	<2000
Document Type	Journal articles and reviews	Proceedings, editorials, books
Language	English	Non English
Research Focus	Affective commitment in organizational context	Non-organizational political/social commitment
Accessibility	Full articles available (open access or Scopus-licensed)	Articles not fully accessible

3.5 Data Analysis Procedure

The data analysis procedure was conducted through two approaches, as outlined below.

- a. Quantitative Analysis (Bibliometric): The utilisation of VOSviewer and MS Excel facilitates the analysis of publication trends, author collaboration, affiliation, country, and dominant research topics.
- b. Qualitative Analysis (Thematic): The review encompassed the primary themes identified in the selected articles, including the relationship between affective commitment and leadership style, job satisfaction, turnover intention, and psychological empowerment. The subsequent content analysis was performed with the objective of identifying relational patterns between variables and researching any existing gaps in the field.

3.6 Research Stages Based on the PRISMA Flow Diagram

The article selection process for this research involved four main stages, conducted on October 22, 2025.

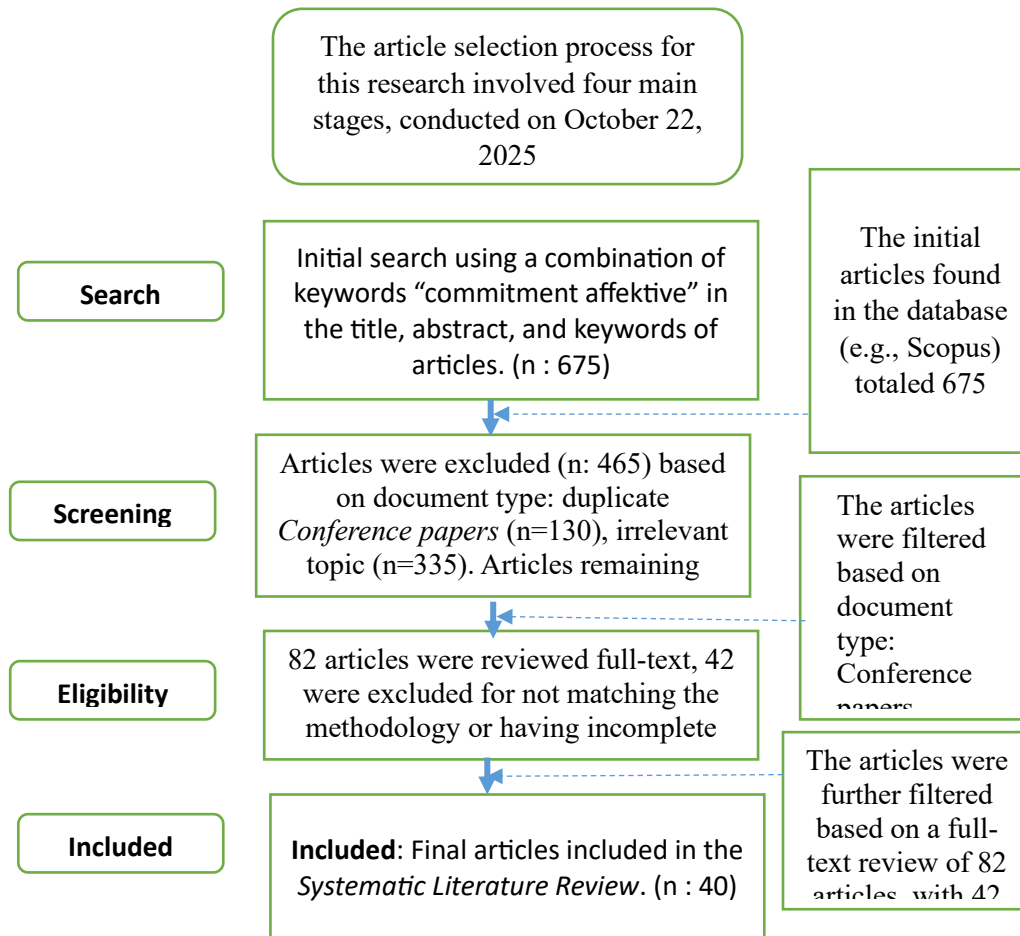


Figure 1: PRISMA Diagram

3.7 Data Validity and Reliability

In order to ensure the reliability of the results, it was imperative that each review step was conducted iteratively and verified by two independent researchers. The coding consistency and content relevance were evaluated using the inter-rater reliability (Cohen's Kappa) approach. A value of ≥ 0.80 was established as the threshold for high agreement.

3.8 Synthesis of Results

The results from the 40 selected articles will be categorised based on the following:

The following trends are identified in the current literature:

- a. Conceptual trends: theories and models of affective commitment are employed;
- b. Methodological trends: quantitative and qualitative approaches are utilised;
- c. Geographical trends: the distribution of countries and institutions is considered;
- d. Thematic trends: the relationship between affective commitment and leadership, job satisfaction, empowerment, and sustainability is examined.

4. Result

4.1. The Relationship between Affective Commitment and Associated Variables

As demonstrated in Figure 2, the conceptual relationship map between affective commitment and numerous variables frequently observed in human resource management and organisational behaviour research is illustrated. The central focus is affective commitment, which describes the level of emotional attachment individuals have to the organisation (Meyer & Allen, 1997). Individuals demonstrating high affective commitment exhibit characteristics such as loyalty, a sense of ownership, and a voluntary desire to contribute to the success of the organisation (Meyer, Becker, & Vandenberghe, 2004).

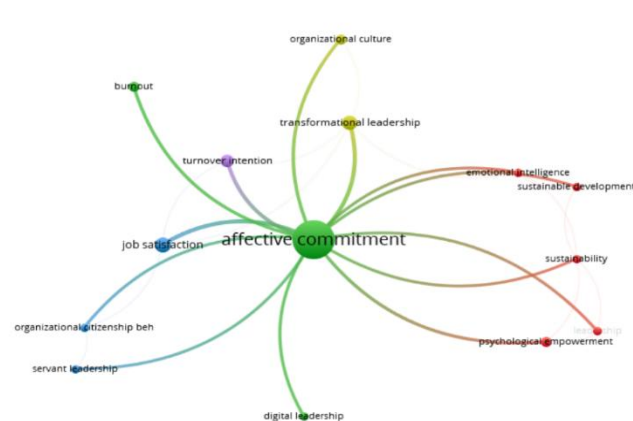


Figure 2: The Relationship Between Affective Commitment and Related Variables

1. The relationship between leadership and relationships

Research indicates that a transformational leadership style significantly influences the increase in affective commitment by fostering inspiration, trust, and employees' emotional identification with the organisational vision (Bass & Riggio, 2006; Breevaart et al., 2014). Furthermore, servant leadership focuses on serving and empowering employees, thereby fostering a sense of value and enhancing emotional loyalty (Eva et al., 2019). In the digital era, the notion of digital leadership has emerged as a significant concept. The ability of a leader to effectively manage technology-based change has been shown to positively impact employee commitment, thereby fostering an adaptive and collaborative work environment (Zeike et al., 2019).

2. The Relationship between Organizational Culture and Behaviour

The establishment of a positive organisational culture, founded upon collaborative values and ethics, serves as the cornerstone for the formation of profound emotional commitment (Lok & Crawford, 2004). Conversely, individuals characterised by high affective commitment have been observed to engage in OCBs, defined as voluntary actions that extend beyond formal obligations to support the organisation (Podsakoff et al., 2014).

3. The Relationship between Job Satisfaction and Turnover Intention

The nodes of job satisfaction and turnover intention illustrate a classic relationship that has been extensively researched in the domain of organisational behaviour studies. Job satisfaction has been shown to be a primary predictor of affective commitment (Rao & Benchikh, 2025). Furthermore, the impact of employee perceptions of Corporate Social Responsibility (CSR) components on organisational affective commitment has been demonstrated. Employees who are satisfied with their work are more likely to have an emotional bond with the organization.

Conversely, low affective commitment has been demonstrated to be positively related to turnover intention, defined as the intent to leave the organisation (Tett & Meyer, 1993).

4. The relationship between burnout and psychological well-being

Research indicates that employees who demonstrate a high level of emotional commitment to the organisation are more resilient to work stress and less likely to experience burnout (Tian, 2025).

5. The relationship between Empowerment and Emotional Intelligence

The psychological empowerment and emotional intelligence nodes affirm the intrapersonal aspect of affective commitment. Employees who feel empowered and have autonomy in their work tend to show higher levels of emotional engagement. Affective commitment has been shown to serve as an emotional pathway that empowers employees to engage in creative behaviour (Hasanein & Elrayah, 2025).

6. The Relationship between Sustainability and Sustainable Development

As demonstrated in Figure 2, there is a demonstrable relationship between affective commitment to sustainability and sustainable development. In contemporary organisational settings, particularly within the public sector and environmentally focused enterprises, affective commitment has been demonstrated to be associated with employee engagement in sustainability initiatives (Jin et al., 2025).

4.2 Affective Commitment: An Analysis of Publication Trends by Year

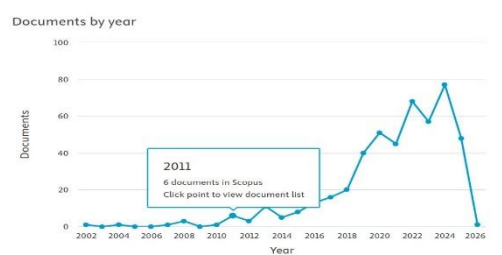


Figure 3: Trend of Affective Commitment Publications by Year

The data indicates a substantial increase in the number of scientific publications pertaining to affective commitment from 2002 to 2026 (prediction).

- 2002–2010: The publication volume was found to be low, with a figure of less than five documents per year, which is indicative of the initial phase of introducing the affective commitment concept (Meyer & Allen, 1991).
- From 2015 to 2019, there was a steady increase in the focus of the research, indicating the maturation of the topic. The research demonstrated a particular emphasis on quantitative methodologies (e.g. Structural Equation Modelling (SEM)) and the influence of organisational culture, justice, and ethical leadership.
- 2020–2024: The most prolific period (peaking at approximately 80 publications), driven by the impact of the pandemic on employee engagement, remote working, and organisational resilience.

- d. A precipitous decline is evident from 2025 to 2026, presumably attributable to delayed Scopus data indexing rather than a waning of research interest.

4.3. Publication Trend of Affective Commitment by Year

From 2013 to 2017, all sources demonstrated a consistent publication level of ≤ 1 document per year. This low output is indicative of an exploratory phase of the topic, for example in the areas of affective commitment and organisational behaviour, as evidenced by the respective outlets.

A shift was observed in 2018–2019: one source (light blue line) began publishing three articles (2019), and another source (red) rapidly escalated to five articles (2019). Evidence suggests that the topic in question was transitioning into a consistent research theme within several core journals.

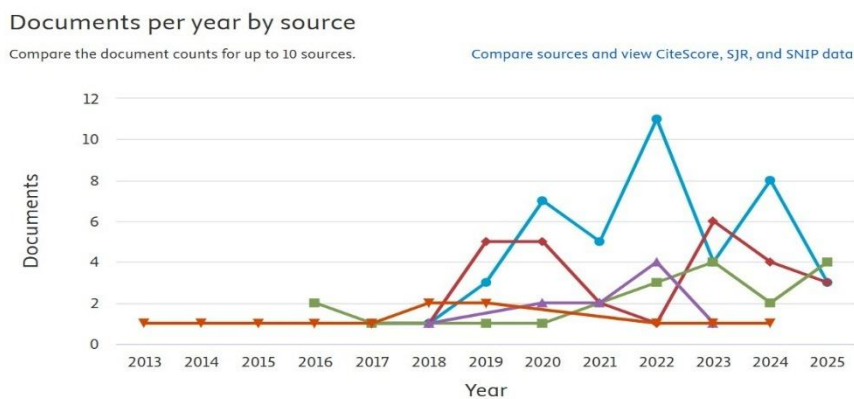


Figure 4. Publication Trend of Affective Commitment by Year

In 2020, there was a notable increase in research activity, as evidenced by a rise in publications from 7 articles in the blue source to 5 articles in the red source. This surge may be indicative of a contextual stimulus, such as the ongoing effects of the pandemic. Concurrently, the purple and green sources began to contribute (1–2 articles), illustrating a thematic dissemination into a more diverse range of journals.

The year 2022 was characterised by a surge in publication activity, with the blue source attaining 11 articles, the purple source achieving 4, and the green source reaching 3. This culmination is indicative of the theme's maturation phase, whereby it has become theoretically and methodologically established and has garnered interest across various fields (HRM, leadership, work behavior, and the public/education sectors). It is noteworthy that the orange source maintained a consistent output, with a steady publication rate of one article per year, a feature that is indicative of a niche outlet.

A redistribution was observed in 2023: the blue source declined (4), while the red (6) and green (4) sources increased, suggesting a rotation in editorial focus among the journals. In 2024, the blue source demonstrated a rebound (8), while the red source exhibited a decrease (4) and the green source experienced a slight decline (2). The data for 2025 illustrate a generalized reduction (blue 3, red 3, green 4, purple 3, orange 1), which is likely attributable to indexing lag rather than a true decline in research interest.

4.4 Distribution of Author Productivity in Scientific Publications

Ribeiro (n = 11) is the most prolific author, followed by Duarte (n = 8) and Santiago-Torner and Vandenberghe (n = 6). Recent studies in the field of affective commitment have seen a significant consolidation within the academic community, with future research directions demonstrating clear signs of evolution. These future directions are likely to encompass the following areas: digital transformation, employee resilience, and sustainability-oriented commitment.

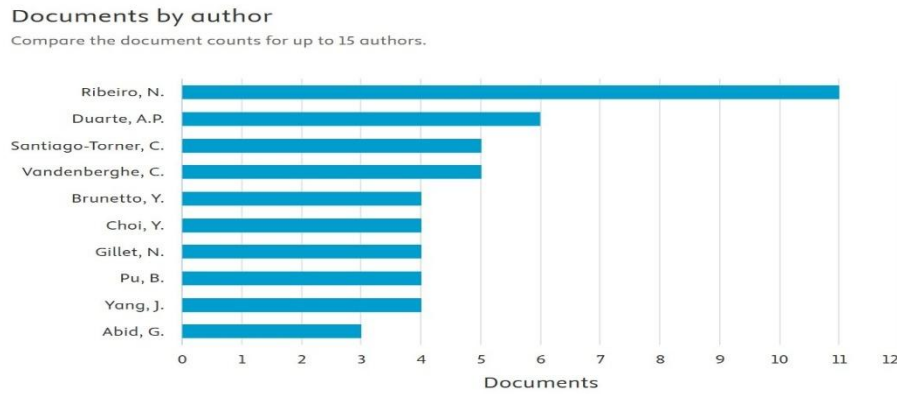


Figure 4: Distribution of Author Productivity in Scientific Publications

4.5 The Distribution of Scientific

Publications by institutional affiliation is a key aspect of the research, which is supported by cross-national and inter-university collaboration. The ISCTE – Instituto Universitário de Lisboa and the Polytechnic Institute of Leiria (Portugal) emerged as the top two institutions, each with 13 documents. Other active contributors include Tilburg University, Universidade de Lisboa, and Universiti Kebangsaan Malaysia.

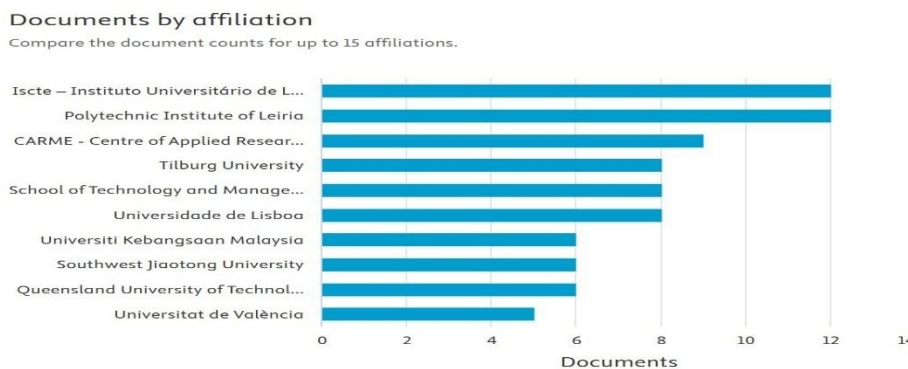


Figure 5: The Distribution of Scientific

4.6 Distribution of Scientific Publications by Country

The topic has attracted global attention:

- a. China occupies the preeminent position, having published approximately 95 works.
- b. Australia is in second position, with approximately 40 publications. The country has been identified as a leading contributor to the field, particularly in relation to the association between affective commitment and job satisfaction, as well as OCB.

- c. The United States is in third position, with approximately 35 publications. It is the primary source of theories such as the Three-Component Model.
- d. Portugal is positioned in fourth place, with approximately 30 publications.
- e. It is evident that Indonesia is beginning to distinguish itself with approximately 25 publications, indicating a growing interest in the context of public bureaucracy and the reinforcement of ASN BerAKHLAK values.

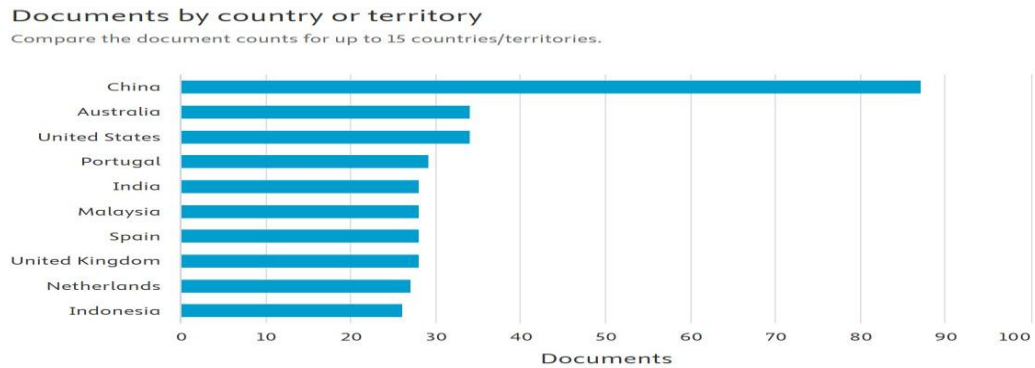


Figure 6: The Distribution of Scientific

4.7 Documents by Subject Area

Affective commitment research is multidisciplinary:

- a. Business, Management, and Accounting dominates with 27.3%.
- b. Social Sciences ranks second (18.7%), highlighting socio-cultural dimensions.
- c. Psychology is in the third position (15.1%), emphasizing psychological aspects like motivation and emotional intelligence.
- d. Fields like Decision Sciences (5.5%), Environmental Sciences (5.2%), and Economics (4.9%) indicate expansion to issues of sustainability and green affective commitment.

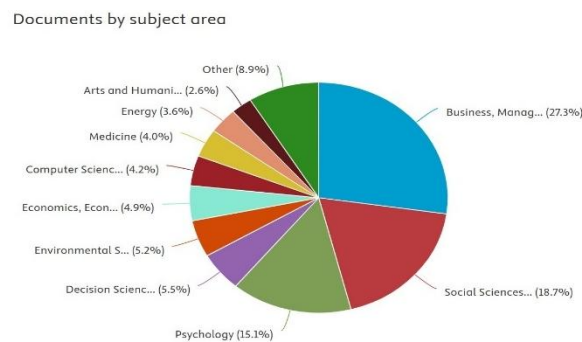


Figure 7: Documents by Subject Area

The field of Psychology occupies third place in the ranking (15.1%), with a focus on psychological aspects such as motivation, emotional intelligence, and psychological empowerment. These aspects are anchored in foundational theories including the Self-Determination Theory and the Job Demands-Resources Model. The disciplines of Decision Sciences (5.5%), Environmental Sciences (5.2%), and Economics (4.9%) demonstrate a

substantial augmentation of research endeavours into the domains of decision-making, economic behaviour, and organisational sustainability. This includes the emergence of concepts such as green affective commitment within sustainable HRM practices (Tran & Le-Anh, 2025) (Oraibi et al., 2024). Concurrently, Computer Science (4.2%) and Medicine (4.0%) illustrate the application of this commitment concept in the technology and health sectors, examining the influence of digital leadership and AI adoption on commitment, as well as the loyalty of medical staff towards healthcare institutions. A range of other disciplines, including Energy (3.6%), Arts and Humanities (2.6%), and the remaining category (8.9%), demonstrate the thematic expansion of affective commitment research into non-traditional sectors. This encompasses green energy transition and sustainable leadership (Tran & Le-Anh, 2025).

4.8 Documents by Funding Sponsor

As illustrated in Figure 9, the principal funding sponsors that have contributed to scholarly publications focusing on affective commitment are as follows: The graph reveals that research related to affective commitment is supported not only by academic institutions but also by governmental bodies and national research councils across various countries. This pattern underscores the intensifying global attention toward issues of organisational behaviour, employee well-being, and institutional sustainability within the workplace.

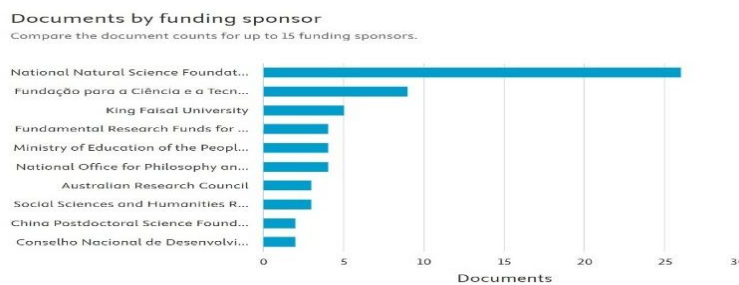


Figure 8: Documents by Funding Sponsor

The preponderance of institutions from China and Europe signifies that affective commitment is a global research priority, particularly in the context of digital transformation, job welfare, and organisational sustainability. These fields benefit from broad and multidisciplinary funding support.

The most significant contributions are derived from the National Natural Science Foundation of China (NSFC), which has provided financial support for approximately 30 publications. This underscores the pivotal role of affective commitment in the context of China's organisational transformation and the evolution of its Human Resource Management (HRM) practices. A substantial number of studies that have been supported by the NSFC have emphasised the correlation between affective commitment, digital leadership, employee engagement and organisational agility, particularly within the industrial and higher education sectors (Zhang et al., 2024). King Faisal University (Saudi Arabia) is placed third (with approximately six publications), emphasising the role of Islamic ethical and spiritual values in reinforcing affective commitment within the education and public sectors. The primary focus of their funding is on studies that integrate Islamic ethical values with modern organisational behaviour, including the dimensions of spirituality and morality in strengthening employees' affective commitment (Alghamdi, 2024).

5. Discussion

The findings of this Systematic Literature Review (SLR) demonstrate that the affective commitment of public sector employees is a multidimensional construct, shaped by the mutually reinforcing interaction of individual, organisational and psychological factors. This section provides a critical interpretation of the research findings, linking the established theoretical framework, current methodological trends, and practical implications for enhancing public sector workforce engagement.

6. Conclusion, Implication, and Recommendation

6.1 Conclusion

A systematic review of 40 articles was conducted using PRISMA selection from 675 initial articles within the Scopus database from the 2002 to 2025 period. The review concluded that public sector employees' affective commitment is a multidimensional construct formed by the mutually reinforcing interaction of individual, organisational and psychological factors.

- a. From the Individual Perspective: The principal factors most consistently influencing affective commitment are Public Service Motivation (PSM), meaningful work, and job satisfaction. Employees who possess a profound sense of public service commitment have been observed to cultivate a more profound emotional connection to the organisation, as they perceive their work as a means of societal contribution (Sun et al., 2021). Conversely, meaningful work and a healthy work-life balance have been shown to enhance an employee's sense of pride and commitment to remaining within the organisation (Faisaluddin, 2024). In addition, the literature suggests that competence and affective commitment play a role in influencing job performance (Katebi et al., 2025).
- b. From the Organizational Perspective: Ethical and transformative leadership has been shown to have a significant impact on the formation of affective commitment (Aldabbas, 2025). Leaders who provide moral role modelling, fairness, and support for the well-being of their subordinates are capable of fostering trust and emotional loyalty. Furthermore, a collaborative work culture, equitable reward systems, and inclusive Human Resource Management (HRM) practices have been shown to reinforce employees' positive perceptions of the organization (Smith, 2023). As Darke et al. (2024) demonstrate, when employees feel both practically and emotionally supported by their colleagues, they report higher levels of satisfaction and are ultimately more emotionally committed to the organisation.
- c. From a psychological standpoint, well-being, trust, and psychological empowerment function as catalysts for the establishment of affective commitment. Employees who feel valued, psychologically safe, and possess autonomy in their work demonstrate higher levels of emotional attachment (Morin et al., 2025).
- d. A bibliometric analysis was conducted to ascertain the trends in research output pertaining to affective commitment in the public sector. The analysis revealed a marked increase in research productivity since 2018, which reached its zenith in 2022. This upward trend is primarily driven by contemporary issues related to digital

transformation, the global pandemic, and bureaucratic reform. The most significant research contributions are emanating from China, Australia, the United States, Portugal and Malaysia. The most prolific fields investigating this topic include Business and Management (27.3%), Social Sciences (18.7%), and Psychology (15.1%), indicating an inherently interdisciplinary approach.

- e. In the Indonesian context, the strategic importance of strengthening the affective commitment of the civil apparatus (aparatur) lies in its direct correlation with the core ASN BerAKHLAK values and the objectives of bureaucratic reform. Employees characterised by high affective commitment have been shown to exhibit a greater propensity towards service-orientation, collaboration, and adaptability in the face of change. However, challenges inherent in the real world, including varied leadership styles, high workloads, and the need for digital transformation, necessitate a more adaptive and evidence-based Human Resource Management (HRM) approach.
- f. Methodologically, the majority of prior studies are characterised by cross-sectional designs, with the primary utilisation of quantitative methods (Structural Equation Modeling (SEM) and Partial Least Squares (PLS)). The dearth of longitudinal and multi-method research has resulted in an inadequate understanding of long-term affective commitment dynamics. Moreover, the integration of local cultural context and values, particularly within Southeast Asia, has yet to be extensively explored.

6.2 Theoretical Implications

- a. The present study aims to provide a robust theoretical framework for understanding the multifaceted nature of affective commitment.
The SLR results confirm the necessity of integrating motivational, structural, and psychological factors into a single, cohesive theoretical framework. This three-dimensional model serves to enrich the established Meyer & Allen (1997) theory by incorporating contemporary variables such as well-being, digital leadership, and sustainability orientation.
- b. This text makes a contribution to the field of PSM and Well-Being Theory.
The finding that Public Service Motivation (PSM) and psychological well-being interact in the formation of affective commitment indicates a robust link between altruistic motivation and positive emotions. This linkage has the potential to broaden the application of Self-Determination Theory (Ryan & Deci, 2020) and the Job Demands-Resources Model within the public sector context.
- c. The ASN BerAKHLAK Values are contextualised.
The integration of ASN BerAKHLAK values into the affective commitment framework provides a novel contribution to public value theory, emphasising that commitment originates not only from organisational structure but also from the congruence between an employee's values and the significance ascribed to their work.

6.3 Practical Implications

- a. Transformational and Ethical Leadership.

It is incumbent upon leaders of public institutions to cultivate leadership competencies that engender trust, transparency, and a profound appreciation for employees. Ethics-based leadership training has been demonstrated to effectively strengthen the emotional loyalty of the workforce. Inclusive leadership, for instance, has been demonstrated to exert a favourable influence on employee vocal behaviour (Fatoki, 2024).

b. Meaningful and Flexible Job Design.

It is incumbent upon public organisations to implement work systems that enable employees to find meaning and autonomy in their tasks. Flexible work arrangements and job enrichment strategies have been proven to enhance affective commitment. Employee perceptions of HR practices that enhance motivation have been found to mediate the relationship between a supervisor's perception of those practices and the employee's affective commitment (Suhail et al., 2025).

c. Organizational Support and Well-being.

The implementation of employee well-being programs, the cultivation of a positive work environment, and the utilisation of performance/public value-based reward mechanisms have been identified as key factors that can collectively reinforce employees' sense of belonging to the organisation. The advancement of knowledge concerning the interplay between organisational culture, trust, and affective commitment assumes particular significance within the context of Islamic and Arab culture in Saudi Arabia (Elamin, 2024).

d. Bureaucratic Digitalization.

Digital transformation initiatives must be balanced with adequate training and emotional support to ensure employees do not experience a loss of work meaning. The adoption of a human-centric digital transformation approach is imperative to avert a decline in commitment occasioned by technological change (Adisel et al., 2024).

6.4 Recommendations

The following recommendations are put forth to strengthen the affective commitment of public sector employees, based on the findings of this Systematic Literature Review (SLR):

a. Enhancement of Ethical and Transformational Leadership

It is imperative to cultivate ethical and transformational leadership competencies to foster trust and enhance the emotional commitment of employees.

b. Strengthening organisational culture

It is imperative that public institutions cultivate an inclusive and collaborative organisational culture, thereby enhancing employees' emotional attachment to the organisation.

c. Focus on Employee Well-being and Work-Life Balance

The implementation of employee well-being programs and comprehensive work-life balance policies is of paramount importance in the context of enhancing the affective commitment of public sector personnel.

d. Integration of ASN BerAKHLAK Values

The integration of ASN BerAKHLAK values into management practices is recommended to strengthen employees' identification and value congruence with the organisation.

e. Human-Centric Approach in Digital Transformation

It is imperative that public organisations adopt a human-centric approach to digital transformation. This is imperative for maintaining employee engagement and motivation, thereby mitigating potential declines in commitment due to technological change.

6.6 Prospective Research Directions

It is imperative that future scholarly work incorporates longitudinal research designs and mixed-methods approaches. This is necessary to fully capture the long-term dynamics of affective commitment and to systematically explore the influence of local cultural contexts, particularly within the Southeast Asian administrative environment.

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