

HUMAN RESOURCE MANAGEMENT IN ENHANCING EMPLOYEE WORK COMMITMENT AT THE FACULTY OF HEALTH SCIENCES MUHAMMADIYAH UNIVERSITY OF TANGERANG

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Abstract

This study aims to analyze the implementation of human resource management in strengthening employee work commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang. A qualitative descriptive research design was employed to obtain an in-depth understanding of the phenomenon. Primary data were collected through direct observation and semi-structured interviews with faculty leadership, administrative staff, and department heads, while secondary data were derived from scholarly literature and institutional documents. The findings reveal that effective human resource management practices, including transparent recruitment, competency-based training, fair performance appraisal, and motivational leadership, contribute significantly to enhancing employees' work commitment and work enthusiasm. These elements foster a positive organizational culture that encourages employee loyalty, discipline, and proactive engagement. When employees perceive genuine concern for their professional development and well-being, their sense of belonging and dedication increases, leading to improved performance and reduced turnover intentions. Consistent communication between management and staff is also key to sustaining motivation. In conclusion, strategic human resource management plays a pivotal role in strengthening employee commitment, supporting organizational performance and long-term sustainability.

Keywords: Human Resource Management, Employee Commitment, Faculty of Health Sciences, Muhammadiyah University of Tangerang

1. Introduction

Human resources represent the most critical asset in determining organizational effectiveness and sustainability (Armstrong & Taylor, 2020). An organization is considered competitive when it possesses distinctive characteristics and advantages that differentiate it from others (Barney & Wright, 1998). In this context, effective human resource management becomes a strategic necessity. According to Handoko (2024), humans play a dual role as planners and implementers of organizational activities, making them a central determinant of organizational success. Consequently, organizations are required to develop competent and skilled employees capable of performing tasks efficiently, both individually and collectively (Dessler, 2020).

Human resource management effectiveness can be evaluated through employee productivity at both individual and team levels, which are shaped by the organizational structure and work system (Noe et al., 2021). Employee involvement in organizational activities significantly contributes to increasing awareness of assigned roles and responsibilities (Macey & Schneider, 2008). Previous empirical studies have consistently demonstrated that employees with strong organizational commitment tend to exhibit higher levels of effort, responsibility, and performance in completing their duties (Meyer

& Allen, 1997). Employees who are emotionally and psychologically committed to their organization are more likely to align their personal goals with organizational objectives, leading to improved productivity and organizational outcomes (Riketta, 2002).

Organizational commitment reflects an employee's willingness to remain a member of the organization and actively contribute to its success (Meyer & Allen, 1991). In the context of Universitas Muhammadiyah Tangerang, Faculty of Health Sciences, preliminary observations indicate that some employees experience difficulties in developing organizational commitment, particularly during the initial stages of employment following recruitment and selection processes (Saks & Gruman, 2014). These difficulties are often associated with challenges in adapting to the work environment, understanding job demands, and integrating into existing work teams (Bauer et al., 2007), which subsequently affect their ability to complete assigned workloads effectively.

Differences in organizational commitment levels among employees constitute a fundamental issue commonly encountered in organizations (Mathieu & Zajac, 1990). At various organizational levels, commitment, unity, and cooperation among individuals are closely linked to the achievement of institutional goals (Klein et al., 2012). Therefore, organizations continuously seek strategic approaches to develop, maintain, and enhance the quality of human resources as a means of improving behavioral effectiveness and performance at individual, group, and organizational levels (Wright & McMahan, 2011).

The urgency of this research is underscored by the critical role that employee commitment plays in determining organizational performance and sustainability (Guest, 2017). Without a deep understanding of the factors that influence work commitment, particularly in higher education institutions, efforts to enhance human resource management practices may remain unfocused and ineffective (Johnsrud & Rosser, 2002). The Faculty of Health Sciences at Universitas Muhammadiyah Tangerang serves as an appropriate context for this investigation, given the observed challenges in employee adaptation and commitment development during the early stages of employment (Allen & Shanock, 2013).

Based on these conditions, organizations are required to play an active and strategic role in managing human resources effectively (Ulrich & Dulebohn, 2015). This includes implementing continuous training and development programs (Aguinis & Kraiger, 2009), conducting systematic performance evaluations (Murphy & Cleveland, 1995), ensuring clarity of responsibilities (Kahn, 1990), and fostering strong teamwork (Kozlowski & Ilgen, 2006). Such efforts are essential for retaining potential human resources and ensuring optimal performance (Hausknecht et al., 2009).

Therefore, this study aims to provide a deeper understanding of employee work commitment within higher education institutions, particularly in the Faculty of Health Sciences at Universitas Muhammadiyah Tangerang (Rosser, 2004). The research seeks to analyze the implementation of human resource management in strengthening employee work commitment and to identify the factors that influence commitment development (Kehoe & Wright, 2013). By achieving these objectives, the study hopes to contribute both theoretically and practically to the literature on human resource management and organizational behavior, while offering actionable recommendations for institutional leaders seeking to enhance employee commitment and organizational performance (Purcell et al., 2003).

The findings of this research are expected to provide empirical evidence that will inform policy development, guide faculty leadership in more effective human resource

management practices, and offer a foundational reference for future academic inquiries into employee commitment in higher education settings (Kezar & Eckel, 2002). Ultimately, this study aims to ensure that the importance of organizational commitment can be comprehensively understood and utilized to enhance both employee well-being and institutional excellence (Bakker & Schaufeli, 2008).

2. Theoretical Background

2.1 Human Resource Management

Human resources are widely recognized as the most critical asset within an organization, as they contribute essential competencies, expertise, knowledge, and experience necessary to accomplish organizational goals. Employees play a strategic role in determining organizational effectiveness and long-term sustainability (Armstrong & Taylor, 2023). Organizational success in achieving its objectives and responding to internal and external challenges is largely dependent on how effectively human resources are managed (Noe et al., 2023).

Human Resource Management (HRM) refers to a systematic process that includes recruitment, development, performance evaluation, and compensation management, while simultaneously ensuring employee well-being, workplace safety, and fairness within the organization (Dessler, 2020; updated perspective in Dessler, 2023). HRM emphasizes managing people not merely as operational inputs, but as strategic partners who contribute to organizational competitiveness and innovation.

In essence, HRM focuses on accomplishing organizational objectives through the effective coordination and utilization of human capabilities. This approach highlights that organizational performance is achieved by empowering individuals and aligning employee contributions with institutional goals (Brewster et al., 2022). HRM therefore integrates managerial and operational functions to ensure that human resources are optimally utilized in achieving sustainable organizational performance.

The scope of HRM encompasses managerial functions such as planning, organizing, directing, and controlling, as well as operational functions including recruitment, training, development, performance appraisal, and compensation management. These functions are implemented in an integrated manner to ensure that employees remain both satisfied and productive, thereby contributing positively to organizational outcomes (Boxall, Purcell, & Wright, 2021).

Employee involvement in HRM practices is considered crucial, as it enhances engagement, motivation, and organizational commitment. Managers are expected to harmonize employee interests with organizational goals in order to foster mutual commitment and long-term cooperation (Kaufman, 2022). This integration supports the creation of a productive work environment that benefits both employees and the organization.

Three fundamental principles underpin effective human resource management. First, HRM should be service-oriented by addressing employee needs and expectations, as satisfied employees are more likely to deliver high-quality performance and customer satisfaction. Second, organizations should provide opportunities for employees to actively participate in decision-making processes, which can enhance motivation, morale, and job performance. Third, HRM should encourage the development of an entrepreneurial mindset among employees to promote innovation and adaptability within the organization (Storey et al., 2022).

Human resource management differs significantly from traditional personnel administration. While personnel management primarily focuses on administrative activities such as payroll processing, employee records, and industrial relations, HRM adopts a strategic perspective that emphasizes employee development, capability building, and long-term organizational effectiveness. Consequently, improving employee commitment can be achieved through continuous training, professional development, and motivational strategies that align employee performance with the organization's vision and mission (Ulrich et al., 2021).

Dimensions of Human Resource Management can be assessed through the following dimensions:

1) Recruitment and Selection

Recruitment is a strategic decision-making process within human resource planning that determines the number of employees required, the timing of workforce acquisition, and the qualifications needed by the organization. Effective recruitment and selection practices enable organizations to attract individuals whose competencies, values, and skills align with institutional goals and job requirements, thereby improving organizational performance and workforce quality (Dessler, 2022; Armstrong & Taylor, 2023).

2) Training and Development

Training and development refer to structured and systematic learning processes aimed at enhancing employees' technical knowledge, skills, and professional competencies. Training focuses on short-term skill improvement, while development emphasizes long-term capacity building to support organizational sustainability. Continuous training programs contribute to increased productivity, discipline, work attitudes, and adaptability in dynamic organizational environments (Noe et al., 2021; Torrington et al., 2022).

3) Employee Placement Policy

Employee placement is a core function of human resource management that involves assigning employees to positions that best match their qualifications, competencies, and potential. Proper placement enhances employee effectiveness, job satisfaction, and organizational efficiency by ensuring alignment between individual capabilities and job demands (Bratton & Gold, 2023; Boxall et al., 2021).

4) Performance Appraisal and Promotion

Performance appraisal is a systematic process of evaluating employee performance based on predetermined standards and objectives. Promotion is an outcome of performance appraisal that involves transferring employees to higher positions accompanied by increased authority, responsibilities, and career advancement opportunities. Transparent and objective appraisal and promotion systems motivate employees, foster fairness, and strengthen organizational commitment (Armstrong & Taylor, 2023; Dessler, 2022).

5) Compensation and Sanctions

Compensation refers to all financial and non-financial rewards provided to employees in exchange for their contributions to organizational goals. A fair and competitive compensation system serves as a motivational instrument that enhances employee commitment, performance, and retention. In addition, the application of appropriate sanctions is essential to maintain discipline, ensure compliance with organizational rules, and support a culture of accountability (Torrington et al., 2022; Bratton & Gold, 2023).

Human resource management effectiveness can be measured using the following indicators:

- 1) Job Performance – the level of achievement demonstrated by employees in completing tasks according to established quality and quantity standards (Dessler, 2022).
- 2) Level of Cooperation – employees' ability to collaborate effectively with colleagues and contribute positively to teamwork and organizational harmony (Boxall et al., 2021).
- 3) Work Discipline – the degree to which employees comply with organizational rules, procedures, and professional ethics (Armstrong & Taylor, 2023).
- 4) Incentive Wage Level – the adequacy and fairness of incentive-based compensation relative to employee performance and contributions (Bratton & Gold, 2023).
- 5) Rate of Damage to Production Equipment and Machinery – the extent to which employees maintain and utilize organizational assets responsibly, reflecting operational efficiency and work discipline (Torrington et al., 2022).

2.2 Organizational Commitment

Organizational commitment refers to an employee's psychological attachment to the organization, reflected in a strong sense of identification, involvement, and willingness to contribute toward organizational goals. Recent studies emphasize that committed employees perceive themselves as integral members of the organization and demonstrate proactive participation in achieving strategic objectives (Meyer et al., 2021). This commitment is manifested through alignment with organizational values, acceptance of organizational goals, and a sustained intention to remain within the organization (Kim & Beehr, 2021).

Furthermore, organizational commitment is characterized by employees' supportive attitudes toward organizational policies and their desire to maintain long-term membership. Employees with high levels of commitment tend to show loyalty, persistence, and readiness to exert extra effort for organizational success, which ultimately enhances organizational effectiveness (Goh et al., 2022; Nguyen et al., 2023).

Work commitment plays a crucial role in determining organizational success. Employees who possess strong commitment tend to demonstrate higher levels of responsibility, loyalty, and willingness to exert extra effort for organizational interests (Goh et al., 2022). Organizational commitment also reflects employees' acceptance of organizational values, readiness to contribute optimally, and intention to remain within the organization (Kim & Beehr, 2021). Highly committed employees generally develop strong emotional bonds with their institutions and show low turnover intentions.

Conversely, low levels of organizational commitment may arise when employees experience monotonous job designs, limited career development, or insufficient compensation. Such conditions can reduce emotional attachment and foster perceptions that work merely serves as a routine obligation rather than a meaningful contribution (Rahayu & Prasetyo, 2021). Furthermore, inadequate reward systems often motivate employees to seek alternative employment opportunities perceived as more beneficial, leading to increased turnover intentions (Putra & Sari, 2022).

Empirical studies indicate that weak organizational commitment is associated with decreased job performance, low compliance with leadership policies, and diminished motivation to remain within the organization (Nguyen et al., 2023). Therefore, fostering

strong organizational commitment is essential, as it indirectly enhances work enthusiasm, strengthens job involvement, and ultimately improves employee performance.

Based on the above discussion, it can be concluded that organizational commitment represents a strong psychological bond between employees and their organization, encompassing shared values, emotional attachment, and reciprocal relationships. High organizational commitment encourages employees to remain loyal, perform optimally, and actively contribute to the achievement of organizational goals. According to Ricard (as cited in Lubis, 2021), individuals who demonstrate strong work commitment tend to exhibit several key attitudinal indicators. These include a high level of trust in and support for organizational values, a strong willingness to exert serious effort on behalf of the organization, and a desire to maintain organizational membership. In addition, committed individuals show a firm intention to remain part of the organization and display readiness to perform optimally for the organization's interests. Such individuals also possess a strong belief in the organization's values and objectives.

Employees with a high level of work commitment generally experience greater job satisfaction. A positive emotional attachment to one's job encourages individuals to remain longer in their roles and to achieve expected performance outcomes. In the educational context, teachers with strong work commitment tend to demonstrate higher job satisfaction, which in turn contributes to improved performance and professional achievement (Luthans, as discussed in Lubis, 2021).

The most widely accepted conceptualization of work commitment is the three-component model, originally introduced by John P. Meyer and Natalie J. Allen, which emphasizes the psychological bond between individuals and organizations. This model consists of affective commitment, continuance commitment, and normative commitment. Recent empirical studies continue to validate the relevance of this framework in modern organizational settings (Meyer et al., 2022; Klein et al., 2023).

1) Affective Commitment

Affective commitment refers to an employee's positive emotional attachment to, identification with, and involvement in the organization. Individuals with strong affective commitment remain in the organization because they *want to*. This form of commitment is closely associated with shared values, meaningful work, and positive organizational experiences. Recent studies indicate that affective commitment is a significant predictor of job satisfaction, organizational citizenship behavior, and performance, although demographic factors such as age, tenure, gender, and educational background tend to show weak and inconsistent effects (Meyer et al., 2022; Jang & Kandampully, 2023).

2) Continuance Commitment

Continuance commitment is based on an individual's assessment of the costs and benefits associated with leaving or staying in an organization. Employees with strong continuance commitment remain because they *need to*, considering potential economic losses, limited job alternatives, or accumulated investments such as experience, benefits, and career stability. Contemporary research highlights that continuance commitment is more strongly associated with retention than with discretionary performance outcomes (Klein et al., 2023; Park & Min, 2022).

3) Normative Commitment

Normative commitment reflects a sense of moral obligation or responsibility to remain with the organization. Employees with strong normative commitment stay because they feel they *ought to*. This sense of obligation may develop through

organizational socialization, cultural norms, professional ethics, or perceived organizational support. Recent findings suggest that normative commitment plays a crucial role in professions with strong ethical and social responsibilities, including education and healthcare sectors (Meyer et al., 2022; Al-Mansour & Alharthy, 2024).

Expanding on the three-component model, recent organizational behavior literature emphasizes commitment as a dynamic and contextual construct influenced by leadership style, organizational justice, employee well-being, and meaningful work. Meyer et al. (2022) argue that modern work commitment should be understood as a multidimensional psychological bond that evolves over time and interacts with organizational practices and individual values. This contemporary perspective replaces earlier static classifications and aligns commitment theory with current organizational challenges, including workforce flexibility and digital transformation.

2.3 Relationship Between Human Resource Management and Organizational Commitment

The relationship between human resource management practices and organizational commitment has been extensively documented in the literature. Effective HRM practices, including fair recruitment and selection, continuous training and development, transparent performance appraisal, and equitable compensation systems, have been shown to positively influence employees' affective, continuance, and normative commitment (Boxall et al., 2021; Meyer et al., 2022).

When employees perceive that their organization invests in their professional development through training programs, recognizes their contributions through fair performance evaluations, and compensates them equitably, they are more likely to develop strong emotional attachment to the organization (Klein et al., 2023). Similarly, transparent career advancement opportunities and supportive placement policies enhance employees' sense of belonging and willingness to remain with the organization (Armstrong & Taylor, 2023).

Conversely, poor HRM practices, such as unfair recruitment processes, inadequate training opportunities, biased performance appraisals, and inequitable compensation systems, can diminish organizational commitment and increase turnover intentions (Nguyen et al., 2023). Employees who perceive that their organization does not value their contributions or provide adequate career development opportunities are more likely to develop weak affective commitment and actively seek alternative employment (Kim & Beehr, 2021).

2.4 Hypotheses Development

Based on the theoretical framework and empirical evidence discussed above, the following hypotheses are proposed for this study:

- H1: Recruitment and selection practices have a positive and significant effect on employee organizational commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang.
- H2: Training and development programs have a positive and significant effect on employee organizational commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang.
- H3: Employee placement policy has a positive and significant effect on employee organizational commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang.

H4: Performance appraisal and promotion systems have a positive and significant effect on employee organizational commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang.

H5: Compensation and sanctions have a positive and significant effect on employee organizational commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang.

H6: Human resource management practices simultaneously have a positive and significant effect on employee organizational commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang.

3. Methods

3.1 Research Design

This study employed a qualitative descriptive research design to address the research objectives. The qualitative descriptive approach is grounded in a naturalistic paradigm, aiming to explore and understand social phenomena within their real-life context without experimental manipulation. This design allows the researcher to capture participants' perspectives and social realities comprehensively.

The research was conducted at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang, focusing on human resource management practices and their influence on employee work commitment. Rather than testing hypotheses, this study emphasized describing and interpreting empirical realities as they existed at the time of data collection.

3.2 Research Scope and Sampling Technique

In qualitative research, the concept of population is replaced by what Spradley defines as a social situation, which consists of place, actors, and activities interacting dynamically within a specific context (Sugiyono, 2022). In this study, the social situation included:

- 1) Place: Faculty of Health Sciences, Universitas Muhammadiyah Tangerang
- 2) Actors: Faculty employees and academic support staff
- 3) Activities: Human resource management practices and daily work processes

This study applied purposive sampling, whereby participants were selected based on specific criteria, including relevant experience, knowledge, and involvement in faculty operations. Purposive sampling enables researchers to obtain rich and meaningful insights from informants who are capable of providing in-depth information (Creswell & Poth, 2021; Sugiyono, 2022).

The selected informants were:

- 1) M. Hafiz
- 2) Siti Jubaedah

3.3 Research Instrument

In qualitative research, the primary instrument is the researcher (human instrument). Therefore, the researcher ensured methodological readiness, theoretical understanding of human resource management and employee commitment, and logistical preparation before entering the field.

Data were collected through semi-structured interviews and direct observation. The interviews were conducted on Monday, January 5, 2026 (14:00–15:00) at the Faculty of Health Sciences.

3.4 Data Sources

This study utilized both primary and secondary data sources:

- 1) Primary Data
Obtained through in-depth interviews and direct observations within the Faculty of Health Sciences. These data provided contextual insights into HR practices and employee commitment.
- 2) Secondary Data
Collected from scholarly publications, peer-reviewed journal articles, textbooks, and institutional documents relevant to human resource management and work commitment. Secondary data strengthened the theoretical framework and supported interpretation of findings (Creswell & Poth, 2021; Saunders et al., 2023).

3.5 Data Collection Techniques

Data were collected using the following techniques (Sugiyono, 2021):

- 1) Observation
Observation was conducted systematically to examine organizational activities, staff interactions, and work processes. This method enabled the researcher to capture factual behavioral and contextual data within the faculty environment.
- 2) Semi-Structured Interviews
Interviews were conducted to explore participants' experiences, perceptions, and interpretations related to HR management and work commitment. This approach allowed flexibility while maintaining alignment with research objectives (Moleong, 2022).

An interview guide consisting of 19 questions was used to ensure consistency and depth of data collection.

3.6 Data Validity

To ensure credibility and trustworthiness, data validity was maintained through:

- 1) Triangulation of sources (interviews, observation, documents)
 - 2) Continuous cross-checking of information
 - 3) Systematic verification of emerging themes
- These procedures align with qualitative validity standards (Creswell & Poth, 2023; Braun & Clarke, 2021).

3.7 Data Analysis Techniques

Data analysis followed the interactive model of Miles and Huberman (Miles et al., 2021; Sugiyono, 2021), consisting of:

- 1) Data Collection
Gathering raw field data through interviews and observation.
- 2) Data Reduction
Selecting, coding, summarizing, and categorizing relevant information to identify themes and patterns.
- 3) Data Display
Presenting reduced data in narrative form, matrices, and tables to facilitate interpretation.
- 4) Conclusion Drawing and Verification
Interpreting findings and verifying them through triangulation to ensure analytical rigor and consistency.

4. Results and Discussion

4.1 Human Resource Management at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang

The Faculty of Health Sciences at Universitas Muhammadiyah Tangerang employs a total of 35 staff members who work eight hours per day, starting from 08:00 a.m. to 04:00 p.m. Work responsibilities are distributed into several functional roles, including one head of faculty administration, one finance officer, one academic administration staff member, two academic service officers, one laboratory assistant, and one staff member responsible for student affairs and learning facilities. The same staffing structure applies to the afternoon shift. Differences in working hours occur during weekends, during which working time is extended due to increased academic and administrative activities.

The stages of human resource management at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang begin with the dissemination of recruitment announcements through publicly accessible information boards and institutional communication channels, clearly stating qualification requirements and contact information. This is followed by a direct interview process conducted by faculty management. Applicants who meet the institutional criteria and demonstrate suitability are immediately accepted and proceed to an orientation phase. This orientation aims to introduce new employees to the organizational structure, work environment, and institutional culture, which is facilitated by senior staff members to ensure effective adaptation. Employees who fail to comply with institutional regulations are subject to termination.

Table 2. Stages of Human Resource Management at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang

Stage	Activity	Description
1	Recruitment Announcement	Information disseminated through public boards and institutional channels stating qualifications and contact details
2	Interview Process	Direct interviews conducted by faculty management to assess applicant suitability
3	Orientation Phase	Introduction to organizational structure, work environment, and institutional culture facilitated by senior staff
4	Employment Agreement	Three-month initial adjustment period with formal resignation notice requirements
5	Disciplinary Measures	Enforcement of regulations including salary deductions and termination for violations

Source: Field Data (2026)

The employment agreement applied at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang includes a three-month initial adjustment period for newly recruited employees. During this period, employees are expected to adapt to their assigned duties and responsibilities. Employees are permitted to resign after completing the initial three-month period, provided that they submit a formal notice at least one month prior to resignation. The institution enforces disciplinary measures for violations of institutional regulations, including salary deductions and involuntary termination.

To support effective human resource management, the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang provides several facilities for its employees, such as internet access, work uniforms, and employee meals. In addition, a reward system is implemented to enhance employee motivation and strengthen commitment to assigned

duties, thereby supporting institutional performance and sustainability (Armstrong & Taylor, 2023; Dessler, 2022).

The findings reveal that the faculty's human resource management practices follow a systematic approach, beginning with transparent recruitment and selection processes. This aligns with contemporary HRM literature, which emphasizes that effective recruitment and selection enable organizations to attract individuals whose competencies and values align with institutional goals (Dessler, 2022; Armstrong & Taylor, 2023). The orientation phase, facilitated by senior staff members, reflects the importance of organizational socialization in facilitating newcomer adjustment and building initial commitment (Bauer et al., 2021).

The three-month probationary period serves as a mutual evaluation phase, allowing both the institution and new employees to assess fit and alignment. This practice is consistent with recommendations in HRM literature that probationary periods provide opportunities for performance assessment and cultural integration before permanent employment confirmation (Noe et al., 2023). The requirement for one-month advance resignation notice reflects institutional efforts to ensure workforce stability and continuity, which is particularly important in educational settings where staff turnover can disrupt academic and administrative services (Boxall et al., 2021).

The provision of facilities such as internet access, work uniforms, and meal allowances, combined with a reward system, demonstrates the faculty's commitment to employee welfare and motivation. These practices align with Herzberg's two-factor theory, which distinguishes between hygiene factors (facilities and working conditions) and motivators (recognition and rewards) that collectively influence employee satisfaction and performance (Herzberg, 1966, as cited in Torrington et al., 2022). When employees perceive that their organization cares about their well-being, they are more likely to develop positive attitudes and stronger organizational commitment (Kim & Beehr, 2023).

4.2 Work Commitment of Employees at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang

Based on the results of observations and in-depth interviews conducted with several employees at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang, it can be concluded that human resource management practices have a significant influence on employee work commitment. This conclusion is supported by interviews with one staff member who has served at the faculty for more than ten years, indicating long-term organizational attachment and loyalty.

The Faculty of Health Sciences implements clear regulations related to employee attendance and punctuality as part of its effort to maintain work commitment. Employees are granted a tolerance of up to 15 minutes for lateness, while absence is limited to a maximum of two occasions per month. These regulations contribute to the development of discipline and responsibility among employees, which in turn strengthens their commitment to the institution (Meyer et al., 2022).

Interview findings revealed that employees who have served for extended periods demonstrate strong affective commitment, characterized by emotional attachment and identification with the organization. As one long-serving employee stated:

"I have been working at the Faculty of Health Sciences for approximately 10 years... My job responsibilities align with my interests, and the supportive work environment makes the faculty feel like a second family." (R1, Interview, January 5, 2026)

This statement reflects the core elements of affective commitment, where employees remain with the organization because they want to, driven by positive emotional experiences and alignment with organizational values (Meyer et al., 2022; Jang & Kandampully, 2023). The perception of the workplace as a "second family" indicates strong social bonds and emotional connections that transcend transactional employment relationships.

Furthermore, employees reported high levels of productivity due to the clear division of job responsibilities aligned with their individual interests and competencies. A supportive work environment and positive interpersonal relationships among colleagues also play a crucial role in enhancing employee comfort, with many employees describing the workplace atmosphere as familial. Such conditions foster affective commitment and increase employees' willingness to remain with the organization even during periods of institutional or financial challenges (Kim & Beehr, 2023).

One employee with shorter tenure expressed satisfaction with the work environment and commitment to continued employment:

"I am quite satisfied during my one year of service and hope to contribute more to the faculty... A comfortable work environment and cooperative colleagues significantly contribute to my commitment." (R2, Interview, January 5, 2026)

This response demonstrates that even relatively new employees can develop positive organizational commitment when they experience supportive working conditions and collaborative relationships. This finding aligns with research suggesting that perceived organizational support and positive social exchanges are critical antecedents of commitment development, particularly during early employment stages (Eisenberger et al., 2020).

In addition, employees acknowledged continuous skill development throughout their employment, particularly in areas such as communication with students and stakeholders, service excellence, persuasive interaction, and emotional regulation when facing difficult situations. These opportunities for personal and professional growth further reinforce organizational commitment (Afsar et al., 2021). One employee noted:

"I have learned many new skills, including effective communication with students and academic promotion strategies... the positive experiences here have significantly improved my skills and professional growth." (R2, Interview, January 5, 2026)

This finding supports the literature on normative commitment, which suggests that employees who perceive their organization as investing in their development feel a sense of moral obligation to reciprocate through loyalty and continued contribution (Meyer et al., 2022; Al-Mansour & Alharthy, 2024). The acquisition of new competencies also enhances employees' self-efficacy and job satisfaction, further strengthening their attachment to the organization.

To prevent work-related boredom, employees engage in various proactive activities, including monitoring academic and administrative resources, organizing facilities after use, and demonstrating flexibility by exchanging tasks when colleagues are unable to attend work. This collaborative behavior reflects a high level of normative commitment and mutual support within the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang.

The proactive behaviors observed among employees indicate the presence of organizational citizenship behavior, where employees voluntarily engage in activities that benefit the organization beyond their formal job requirements (Organ, 1988, as cited in Podsakoff et al., 2021). Such behaviors are typically associated with high levels of

affective and normative commitment, as committed employees are more willing to exert extra effort for organizational success (Goh et al., 2022).

Regarding continuance commitment, employees acknowledged the role of institutional stability and accumulated benefits in their decision to remain. One long-serving employee stated:

"I would remain working here because I feel comfortable and loyal after many years of service." (R1, Interview, January 5, 2026)

This response reflects the calculative aspect of continuance commitment, where employees consider the costs and benefits associated with leaving, including accumulated experience, stable employment, and established relationships (Klein et al., 2023; Park & Min, 2022). The reference to "loyalty" also suggests the presence of normative commitment, indicating that multiple commitment bases coexist and interact in shaping employees' overall attachment to the organization.

The integration of findings from both long-serving and newer employees reveals that the Faculty of Health Sciences has successfully created an environment that fosters multiple forms of organizational commitment. Clear regulations and disciplinary measures establish expectations and promote continuance commitment through consistent enforcement. Supportive work environments and positive interpersonal relationships nurture affective commitment through emotional connections. Opportunities for skill development and professional growth reinforce normative commitment through reciprocal obligations. Together, these elements contribute to a committed workforce that supports institutional performance and sustainability (Meyer et al., 2022).

The findings align with contemporary perspectives on organizational commitment, which emphasize that commitment is a multidimensional psychological bond that evolves over time and interacts with organizational practices and individual values (Meyer et al., 2022; Klein et al., 2023). The faculty's human resource management practices, including transparent recruitment, fair treatment, supportive working conditions, and development opportunities, collectively contribute to strengthening employee commitment across all three dimensions.

In conclusion, the results demonstrate that effective human resource management practices significantly influence employee work commitment at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang. The systematic implementation of recruitment, orientation, performance management, and employee welfare programs has created conditions that foster affective, continuance, and normative commitment among employees. These findings contribute to the growing body of evidence linking HRM practices to organizational commitment and provide practical insights for institutional leaders seeking to enhance workforce stability and performance in higher education settings.

5. Conclusion

Based on the research findings, it can be concluded that human resource management practices implemented at the Faculty of Health Sciences, Universitas Muhammadiyah Tangerang, significantly influence employees' work commitment. The effective management of human resources particularly through structured recruitment procedures and the enforcement of clear organizational regulations contributes positively to strengthening employees' sense of responsibility, loyalty, and willingness to remain engaged in achieving institutional objectives. These practices create a supportive

organizational environment that encourages sustained commitment and active participation among employees.

Drawing from these conclusions, this study recommends that future research expand the scope of investigation by examining additional factors that may influence human resource management beyond employee work commitment. Since human resource practices operate across diverse organizational contexts and levels, more comprehensive studies are required to identify other potential determinants affecting their effectiveness. Such factors may include training and development programs, work motivation, work environment, work discipline, and reward and punishment systems. Exploring these variables is expected to provide a broader and more integrative understanding of human resource management effectiveness within organizational settings.

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