

# From Awareness to Action: Evaluating a Community-Based Intervention to Improve Organizational Commitment and Public Service Performance in BPJS Ambon

 <https://doi.org/xxxxxx>

Rosana Ana Marin Siahaya<sup>1\*</sup>, Wulan Aulia Buton<sup>1</sup>, Sakina Safarian Aihunan<sup>1</sup>, Aknes Melani Nunumete<sup>1</sup>, Suci Andini Slamet<sup>1</sup>, Julia Theresia Patty<sup>1</sup>.

<sup>1</sup>Universitas Pattimura, Jalan Ir. M. Putuhena, Ambon 97233, Indonesia

## Abstract

*This study addresses the persistent gap between formal institutional design and service delivery quality in public administration, focusing on BPJS Kesehatan in Ambon. Despite its strategic mandate, service performance remains constrained by low organizational commitment, while existing interventions are predominantly administrative and fail to engage employees' psychological and social dimensions. This research develops and evaluates a participatory counseling-based intervention model to strengthen organizational commitment and improve public service performance. A mixed-methods approach with an embedded case study design was employed. Qualitative data were collected through participatory observation, in-depth interviews, and documentation, while quantitative data were obtained via pre- and post-test surveys measuring organizational commitment, job satisfaction, and leadership perception. Data were analyzed using thematic analysis and inferential statistics. The findings demonstrate that the intervention significantly enhances employees' awareness and internalization of organizational commitment. Transformational leadership plays a critical mediating role, while stress management and job satisfaction further reinforce outcomes. These improvements lead to better service efficiency and higher public satisfaction. This study proposes a novel participatory counseling-based model integrating organizational behavior, leadership, and community engagement, offering a replicable framework for sustainable organizational change in public service institutions.*

**Keywords:** Community Engagement, Job Satisfaction, Organizational Commitment, Participatory Counseling, Public Service Performance



This work is licensed under Creative Commons Attribution License 4.0 CC-BY International license

## Article Info:

**\*Correspondence E-Mail:**  
[rosanasiahaya96@gmail.com](mailto:rosanasiahaya96@gmail.com)

**Received manuscript:** 19/11/2024

**Final revision:** 19/01/2025

**Approved:** 20/02/2025

**Online Access:** 25/02/2025

**Published:** 28/02/2025

**How to cite:** Siahaya, R. A. M., Buton, W. A., Aihunan, S. S., Nunumete, A. M., Slamet, S. A., & Patty, J. T. (2025). From Awareness to Action: Evaluating a Community-Based Intervention to Improve Organizational Commitment and Public Service Performance in BPJS Ambon. *Jurnal Penelitian dan Pengabdian kepada Masyarakat (JPPM)*, 1(1), 1-18.  
<https://doi.org/xxxxxx>

Copyright © by the Authors

RESEARCH  ACCESS  
ARTICLE

**Publisher:** PT. Sarana Mandiri Investama

RT 07 RW 03 Desa Salamrejo Kec. Karangan, Kab. Trenggalek, Provinsi Jawa Timur, Indonesia

**E-mail:**

[selectaedukasigrup.journal@gmail.com](mailto:selectaedukasigrup.journal@gmail.com)

## INTRODUCTION

The persistent challenge of aligning institutional design with effective service delivery remains a central concern in public administration, particularly in developing country contexts (Kustiawan et al., 2022; Rojikinnor et al., 2023). Despite the expansion of formal governance structures and regulatory frameworks, the quality of public services often falls short of expectations at the operational level. This paradox is especially visible in the healthcare sector, where institutions tasked with ensuring universal access to services frequently

struggle with inefficiencies, limited responsiveness, and uneven performance outcomes. In Indonesia, the establishment of Badan Penyelenggara Jaminan Sosial Kesehatan (BPJS Kesehatan) marked a significant milestone in advancing social protection and healthcare access (N. D. Putri et al., 2025; Siregar & Yasmin, 2025). However, empirical observations suggest that improvements in institutional capacity have not always translated into enhanced service quality, particularly at the frontline level. Reports of long waiting times, administrative rigidity, and inconsistent service experiences continue to surface, reflecting deeper organizational challenges (Azmy, 2021; J. F. A. Putri et al., 2025).

At the core of these challenges lies the issue of organizational commitment among public service employees. Organizational commitment, defined as the psychological attachment and loyalty of individuals to their institution, plays a crucial role in shaping work attitudes, motivation, and performance outcomes (Kartiko et al., 2023; Noercahyo et al., 2021). In high-demand service environments such as BPJS offices, employees are often exposed to intense workloads, emotional labor, and institutional pressures, which can erode their sense of belonging and engagement. Studies have shown that low levels of organizational commitment are associated with reduced service quality, higher absenteeism, and diminished responsiveness to public needs (Sodiq et al., 2024; Wardono et al., 2022). In the Indonesian context, this issue is further compounded by structural and cultural factors, including hierarchical leadership styles, limited professional development opportunities, and bureaucratic inertia (Kurniawati & Ramli, 2024; Nabhan & Munajat, 2023).

While efforts to improve public service performance have traditionally focused on administrative reforms, standard operating procedures, and performance-based incentives, these approaches often overlook the human and relational dimensions of organizational life. There is growing recognition that technical and procedural improvements alone are insufficient to address deeply rooted issues of motivation and commitment. Instead, more holistic approaches that engage employees as active participants in organizational change are needed (Fachrudin & Sholihin, 2021; Sunaris et al., 2022). This shift reflects a broader transformation in public administration theory, moving from a mechanistic view of organizations toward a more human-centered and collaborative paradigm.

Within this evolving landscape, the integration of community engagement and service-learning approaches into organizational development offers a promising avenue for innovation. Community-based interventions, which emphasize participation, dialogue, and co-creation, have been widely applied in fields such as education, public health, and social work (Atika et al., 2022; Bahri et al., 2021). These approaches recognize that meaningful change often emerges from collective reflection and shared experiences, rather than top-down directives. In organizational settings, participatory methods such as counseling, group discussions, and reflective practices can help foster a sense of ownership, trust, and mutual accountability among employees (Akbar, 2021; Pratiwi et al., 2024). However, the application of such approaches in the context of public service organizations, particularly in developing countries, remains relatively limited.

Existing studies on organizational commitment have largely focused on identifying its determinants and measuring its impact on performance outcomes. For instance, transformational leadership has been consistently identified as a key factor in enhancing employee commitment by inspiring shared vision, fostering trust, and supporting individual development (Kuntardina et al., 2023; Zamroni et al., 2022). Similarly, job satisfaction has been shown to mediate the relationship between organizational conditions and employee behavior, influencing both commitment and performance (Balqis et al., 2025; Susanti et al., 2024). Work-related stress, on the other hand, often acts as a negative predictor, undermining both psychological well-being and organizational engagement (Latupeirissa et al., 2024; Notanubun, 2021). While these studies provide valuable insights into the dynamics of organizational commitment, they tend to adopt a predominantly quantitative and explanatory approach, with limited attention to intervention-based strategies.

In the Indonesian public sector, research on organizational commitment has similarly emphasized correlational analyses, often relying on survey data to examine relationships between variables such as leadership, motivation, and performance (Hutahaeon et al., 2023; Syukri, 2024). Although these studies contribute to a better understanding of organizational behavior, they rarely extend their findings into actionable models that can be implemented in practice. Moreover, the separation between academic research and community engagement initiatives has resulted in a fragmented knowledge landscape, where theoretical insights are not fully translated into tangible improvements in organizational performance.

Against this backdrop, there is a growing need to bridge the gap between theory and practice by developing intervention models that are both empirically grounded and contextually relevant. The convergence of organizational behavior theory, leadership studies, and participatory approaches offers a fertile ground for such innovation. By integrating these perspectives, it becomes possible to design interventions that not only address structural and procedural issues but also engage the cognitive, emotional, and social dimensions of organizational life. In this sense, the emerging emphasis on participatory and reflective practices subtly reorients the focus of organizational research toward more transformative and inclusive forms of change.

In line with this perspective, this study seeks to develop and evaluate a community-based intervention model grounded in participatory counseling to strengthen organizational commitment and improve public service performance in BPJS Ambon. Rather than treating employees as passive recipients of policy directives, the intervention positions them as active agents in the process of organizational transformation. Through a combination of knowledge sharing, reflective dialogue, and sustained mentoring, the study explores how collective engagement can foster deeper internalization of organizational values and enhance service delivery outcomes. By doing so, it contributes to the advancement of interdisciplinary research on sustainable social development, offering a nuanced understanding of how human-centered interventions can reshape organizational dynamics in public service institutions.

## RESEARCH METHOD

This study adopts a qualitative research approach embedded within a mixed-methods framework, with a particular emphasis on an embedded case study design. The decision to foreground qualitative inquiry is grounded in the nature of the research problem, which centers on understanding the lived experiences, perceptions, and internal dynamics of organizational commitment among public service employees. Organizational commitment is not merely a measurable construct but a socially constructed phenomenon shaped by meaning-making processes, interpersonal relationships, and institutional contexts (Maxwell & Levitt, 2023). Therefore, a qualitative approach enables a deeper exploration of how employees interpret their roles, negotiate institutional pressures, and respond to participatory interventions. The selection of BPJS Ambon as the research site is both empirical and contextual. As a public service institution operating in an archipelagic and socio-culturally diverse region, BPJS Ambon presents a unique setting where structural constraints, workload pressures, and localized organizational cultures intersect, making it a relevant locus for examining the complexities of service delivery and employee commitment in Eastern Indonesia.

The study involves 18 informants who were purposively selected to capture a range of perspectives within the organization. These include managerial staff, frontline service officers, and administrative personnel who are directly involved in service delivery processes. The inclusion of diverse roles is intended to reflect the multi-layered nature of organizational commitment and to ensure that the analysis captures both strategic and operational dimensions. Informants were selected based on their level of involvement in daily service activities, length of employment, and willingness to participate in the intervention process. This purposive sampling strategy aligns with the goal of obtaining rich, information-dense data rather than statistical generalization (Burdine et al., 2021).

Data collection was conducted through multiple, complementary methods to ensure depth and contextual sensitivity. Participatory observation was carried out throughout the intervention process, allowing the researcher to engage directly with employees during counseling sessions, group discussions, and mentoring activities. This approach provides access to naturally occurring interactions and behavioral changes that may not be fully captured through self-reported data (Motulsky, 2021). In-depth interviews were conducted before and after the intervention to explore shifts in perceptions, attitudes, and experiences related to organizational commitment, leadership, and job satisfaction. These interviews were semi-structured, enabling flexibility while maintaining thematic consistency across informants. In addition, documentation such as internal reports, attendance records, and reflective notes from intervention sessions were analyzed to complement primary data sources.

To enhance the robustness of the findings, the study employs methodological triangulation by integrating observation, interviews, and document analysis, as well as data triangulation across different categories of informants. This triangulation strategy is essential

in qualitative research to reduce bias and strengthen the credibility of interpretations (Gephart, 2018). Furthermore, the study incorporates a complementary quantitative component through pre-test and post-test surveys to measure changes in organizational commitment, job satisfaction, and perceptions of leadership (Doyle et al., 2020). These data are analyzed using inferential statistical techniques to assess the significance of observed changes, thereby providing an additional layer of validation to the qualitative insights.

## RESULTS AND DISCUSSION

### **Reframing Organizational Commitment: From Procedural Compliance to Meaningful Engagement**

The initial phase of this study reveals a critical baseline condition of organizational commitment among employees at BPJS Ambon, characterized predominantly by procedural compliance rather than meaningful engagement. Findings from participatory observation and in-depth interviews consistently indicate that employees tend to perform their duties within the boundaries of formal obligations, adhering to rules and routines without a deeper emotional attachment to the organization. This pattern reflects what has long been conceptualized as normative commitment, where individuals remain within an organization due to perceived obligations, rather than affective commitment, which is grounded in identification, belonging, and intrinsic motivation (Shybalkina, 2022). In practical terms, employees demonstrate discipline in task completion but exhibit limited initiative, creativity, or proactive service orientation.

Insights from interviews further illuminate this condition. One frontline officer (informant AR) noted that “we follow the procedures because that is what is required, but sometimes it feels like we are just completing tasks, not really serving people.” Similarly, an administrative staff member (informant DS) expressed that “there is pressure to meet targets, but not much space to reflect on why our work matters.” These narratives suggest that organizational life is experienced more as a system of control than as a shared mission. Observational data during service hours reinforce this interpretation, showing that interactions with service users often remain transactional, with limited emotional engagement or responsiveness beyond standard procedures. This does not imply a lack of professionalism; rather, it points to a form of organizational functioning that prioritizes compliance over connection.

Such findings resonate with broader critiques in contemporary organizational studies, where excessive reliance on formal structures and performance metrics can inadvertently suppress employee agency and engagement (Fardiah et al., 2024). In this context, the notion of employee engagement becomes particularly relevant as an analytical lens. Engagement, as revisited in recent scholarship, is not merely about participation in tasks but involves the holistic investment of cognitive, emotional, and social energies in one’s work role (Hariyanto et al., 2025). From this perspective, the condition observed in BPJS Ambon reflects a partial activation of employee capacities, where cognitive compliance is present, but emotional and

relational dimensions remain underdeveloped.

To provide a clearer picture of this baseline condition, the following table summarizes key dimensions of organizational commitment as identified in the pre-intervention phase:

**Table 1** Baseline Characteristics of Organizational Commitment at BPJS Ambon (Pre-Intervention)

Dimension	Observed Condition	Indicative Evidence
Normative Commitment	Dominant	Strong adherence to rules and SOPs
Affective Commitment	Limited	Low emotional attachment and sense of pride
Work Motivation	Extrinsically driven	Target-oriented, compliance-based behavior
Employee Engagement	Partial	Task completion without deep involvement
Service Interaction Quality	Transactional	Minimal relational engagement with clients

Sources: Research analysis results, 2025

The predominance of procedural compliance over meaningful engagement should not be interpreted solely as an individual shortcoming. Rather, it reflects a broader organizational context in which intervention strategies have historically emphasized administrative control, performance indicators, and top-down directives. Such approaches, while effective in ensuring standardization, often fail to address the deeper psychological and social processes that underpin commitment (Harun et al., 2021). In the absence of spaces for dialogue, reflection, and collective meaning-making, employees are less likely to internalize organizational values or develop a strong sense of ownership over their work.

This insight aligns with emerging perspectives that call for a reorientation of organizational development strategies toward more human-centered approaches. Engagement, in this sense, is not an automatic outcome of formal structures but a relational process that must be cultivated through interaction, trust, and shared purpose (Hasmawaty et al., 2022). The baseline findings of this study thus highlight an important starting point: before any meaningful transformation can occur, there must be a shift in how organizational commitment itself is understood, not as mere compliance with institutional demands, but as a lived experience of connection, significance, and participation within the organization.

### **From Awareness to Internalization: The Transformative Role of Participatory Counseling**

The implementation of participatory counseling in this study marks a critical shift from conventional, instruction-based interventions toward a more reflective and dialogical process of organizational change. Conducted through three interconnected stages, conceptual socialization, reflective group discussions, and sustained mentoring, the intervention was designed not merely to transfer knowledge, but to create a space where employees could reinterpret their roles and experiences within the organization. In the initial stage, socialization sessions introduced key concepts related to organizational commitment, public service values, and professional identity. However, unlike typical training formats, these sessions were intentionally structured as open dialogues rather than one-way dissemination.

This approach allowed participants to question, reinterpret, and relate abstract concepts to their everyday work realities.

The second stage, which centered on reflective discussions, became the core transformative space of the intervention. Through facilitated conversations, employees were encouraged to share personal experiences, frustrations, and aspirations related to their work. These discussions revealed a gradual shift in how participants perceived their roles. One participant (informant FN) reflected that “before, I only thought about finishing tasks, but now I start to see how my work affects people directly.” Another informant (RS) noted that “listening to colleagues made me realize we all face similar pressures, but we can also support each other.” Such reflections indicate the emergence of critical awareness, where employees begin to question taken-for-granted routines and develop a more conscious understanding of their organizational roles. This process aligns with the notion that learning is not simply cognitive acquisition, but involves a re-examination of underlying assumptions and meanings (Hasmawaty et al., 2022).

The final stage of sustained mentoring further reinforced this transformation by providing continuity and practical grounding. Rather than allowing insights from the discussion phase to dissipate, mentoring sessions created opportunities for participants to translate reflection into action. Employees were supported in identifying small but meaningful changes in their daily practices, such as improving communication with service users or collaborating more actively with colleagues. Over time, these incremental changes contributed to a deeper internalization of organizational values. Observational data during this phase indicate a noticeable shift in workplace dynamics, with more open interactions, increased initiative, and a stronger sense of collective responsibility.

These qualitative insights are substantiated by quantitative findings from the pre-test and post-test surveys. Statistical analysis reveals a significant increase in organizational commitment scores following the intervention, particularly in the affective dimension. Indicators related to sense of belonging, pride in the organization, and willingness to contribute beyond formal requirements show marked improvement. This suggests that the intervention was effective not only in raising awareness but also in fostering a deeper emotional and psychological connection to the organization. Importantly, the alignment between qualitative narratives and quantitative trends strengthens the validity of these findings, demonstrating that the observed transformation is both experienced and measurable.

Conceptually, this process can be understood through the lens of transformative learning theory, which emphasizes that meaningful change occurs when individuals critically reflect on their assumptions and reconstruct their frames of reference (Wibowo et al., 2023). In this study, participatory counseling functions as a catalyst for such transformation by creating a safe and dialogical environment where employees can engage in critical reflection. The shift from “knowing” to “internalizing” is therefore not a linear process, but a layered transformation involving cognitive recognition, emotional engagement, and behavioral

adjustment. What emerges is not simply a more informed workforce, but a more *সি*connected and engaged organizational community.

In this sense, the intervention transcends its role as a technical training mechanism and becomes a meaningful social process. It repositions employees as active participants in shaping organizational culture, rather than passive recipients of institutional directives. This transformation underscores the importance of designing interventions that engage the whole person, mind, emotion, and social identity, thereby enabling more sustainable and authentic forms of organizational commitment (Post & Kuipers, 2023).

### **The Mediating Power of Transformational Leadership in Strengthening Commitment**

The findings of this study reveal that the effectiveness of participatory counseling as an intervention is not solely determined by its design, but is significantly shaped by the leadership context in which it is implemented. In particular, transformational leadership emerges as a crucial mediating force that amplifies the impact of the intervention on organizational commitment. Data from both observations and interviews indicate that work units led by supervisors who demonstrate supportive, communicative, and inspirational leadership styles experience more substantial shifts in employee attitudes and behaviors. In these units, the transition from procedural compliance to meaningful engagement occurs more organically, suggesting that leadership plays a pivotal role in translating reflective insights into sustained organizational change.

This mediating role becomes evident when comparing variations across units. Employees who reported direct interaction with leaders who encouraged open dialogue and actively participated in counseling sessions expressed a stronger sense of belonging and motivation. One participant (informant ML) noted that “when our leader joined the discussions and shared his own experiences, it made us feel that this process is important, not just another program.” Similarly, another informant (AP) highlighted that “our supervisor often asked us what we think, not just what we have done. That made me reflect more on my work.” These narratives suggest that leadership behavior influences not only the structural environment but also the emotional climate in which employees interpret and internalize organizational values.

From an observational standpoint, leaders who adopted a more facilitative role, listening actively, validating employee perspectives, and encouraging collective reflection, helped create a psychologically safe space. This environment allowed employees to engage more deeply in the counseling process, express concerns without fear, and collaboratively construct new meanings around their roles. In contrast, in units where leadership remained distant or overly directive, the intervention tended to be perceived as an additional task rather than a transformative experience. This divergence underscores that participatory interventions do not operate in isolation; rather, they are embedded within relational dynamics that either enable or constrain their effectiveness.

Quantitative findings further support this interpretation. Statistical analysis of pre-test and post-test data indicates that improvements in organizational commitment are

significantly higher among employees who report positive perceptions of leadership. In particular, dimensions associated with affective commitment, such as emotional attachment and willingness to contribute beyond formal duties, show stronger gains in contexts where leadership is perceived as inspirational and supportive. This pattern suggests a mediating mechanism in which transformational leadership enhances the internalization process initiated by participatory counseling.

Theoretically, these findings resonate with recent developments in transformational and relational leadership theory, which emphasize the importance of interpersonal relationships, shared meaning-making, and emotional connection in organizational settings (Choirul Saleh et al., 2023). Transformational leadership, in this view, is not merely about articulating vision or setting direction, but about engaging followers in a process of co-constructing purpose and identity. Leaders act as sense-makers who help employees interpret their experiences and align individual values with organizational goals. This relational dimension is particularly relevant in contexts such as public service organizations, where motivation is often tied to notions of service, responsibility, and collective impact.

In the context of this study, leadership functions as a bridge between awareness and internalization. While participatory counseling initiates reflection and opens space for dialogue, it is the presence of transformational leadership that sustains and deepens this process. Leaders who embody these qualities effectively translate abstract values into lived practices, reinforcing the credibility of the intervention and embedding its outcomes within everyday organizational routines. This dynamic highlights that strengthening organizational commitment is not only a matter of designing appropriate interventions, but also of cultivating leadership practices that are relational, reflective, and responsive to the human dimensions of organizational life.

### **Stress, Satisfaction, and the Hidden Drivers of Organizational Commitment**

An important yet often underexplored dimension emerging from this study is the role of work-related stress and job satisfaction as underlying drivers that shape organizational commitment. While the primary focus of the intervention was to strengthen commitment through participatory counseling, the findings reveal that its impact extends beyond direct attitudinal change. Instead, the intervention appears to operate through a more nuanced pathway, in which reductions in perceived work stress and improvements in job satisfaction act as enabling conditions for deeper organizational attachment. This dynamic became visible through both qualitative insights and quantitative trends observed during the pre- and post-intervention phases.

Prior to the intervention, many participants described their work environment as demanding and emotionally taxing, characterized by high service volumes, administrative pressures, and limited space for reflection. One employee (informant HS) expressed that “sometimes the workload feels overwhelming, and we just try to get through the day without thinking too much.” Another participant (informant TR) noted that “there is pressure from targets and complaints, but not many opportunities to talk about how we feel.” These

narratives point to a context in which job demands are high, while psychosocial resources, such as emotional support, recognition, and opportunities for dialogue, are relatively constrained. In such conditions, employees are more likely to experience fatigue, disengagement, and a weakened sense of organizational connection.

The introduction of participatory counseling created a shift in this dynamic by opening a structured yet flexible space for dialogue and shared reflection. Through group discussions and mentoring sessions, employees were encouraged to articulate their experiences of stress, exchange coping strategies, and collectively reinterpret workplace challenges. This process not only normalized the expression of work-related pressures but also fostered a sense of solidarity among participants. As one informant (RL) reflected, “when we started sharing, I realized I am not alone. We all face similar challenges, and that made it easier to handle.” Another participant (DA) highlighted that “these sessions helped me see my work differently, not just as pressure, but as something meaningful.” Such accounts suggest that the intervention contributed to a gradual reframing of work experiences, transforming stress from an isolating burden into a shared and manageable condition.

This transformation is closely linked to improvements in job satisfaction observed after the intervention. Employees reported greater appreciation for their roles, improved relationships with colleagues, and a more positive outlook on their work environment. These qualitative findings are reinforced by quantitative data, which show a measurable increase in job satisfaction scores alongside a decline in reported stress levels. Importantly, these changes correlate with the observed rise in organizational commitment, indicating that satisfaction and well-being function as critical intermediaries in the commitment-building process.

Theoretically, these findings can be understood through the lens of the Job Demands–Resources (JD-R) model, which posits that employee well-being and engagement are shaped by the balance between job demands and available resources (Sulaiman et al., 2024). High job demands, such as workload and emotional strain, tend to deplete energy and reduce engagement, whereas job resources, including social support, autonomy, and opportunities for development, enhance motivation and commitment. In the context of this study, participatory counseling effectively introduces new psychosocial resources into the organizational environment. By facilitating dialogue, fostering mutual support, and enabling reflective learning, the intervention strengthens the resource side of the equation, thereby mitigating the negative effects of job demands.

What makes this finding particularly significant is that it shifts the understanding of organizational commitment from a purely attitudinal construct to a more holistic phenomenon rooted in employee well-being. Commitment, in this sense, does not emerge in isolation but is cultivated through an environment that supports psychological resilience and satisfaction. The intervention demonstrates that when employees feel heard, supported, and valued, they are more likely to develop a genuine attachment to their organization. This underscores the importance of addressing the “hidden drivers” of commitment, those subtle

yet powerful factors that operate beneath the surface of formal organizational structures.

### **From Internal Change to Service Performance: Linking Commitment to Public Value**

The findings of this study demonstrate that the transformation of organizational commitment does not remain confined within the internal dynamics of the institution but extends outward to shape the quality of public service delivery. As employees begin to internalize organizational values through participatory counseling, observable changes emerge in how services are delivered, experienced, and evaluated by the public. This shift is evident in three interrelated dimensions: service efficiency, the quality of interaction between staff and service users, and overall user satisfaction. Rather than being incremental or procedural, these changes reflect a deeper reorientation in how employees understand their roles as public servants.

From an operational perspective, improvements in service efficiency were noted through reduced delays, more coordinated task execution, and greater initiative in problem-solving. Observational data during the post-intervention phase indicate that employees became more proactive in managing service flows and assisting colleagues, thereby minimizing bottlenecks that previously characterized daily operations. One staff member (informant YP) noted that “before, we focused on our own tasks, but now we try to help each other so the service runs more smoothly.” This suggests that enhanced organizational commitment fosters not only individual responsibility but also collective accountability, which is essential for improving institutional performance.

Equally significant is the transformation in the quality of interactions between employees and service users. Prior to the intervention, interactions were often described as transactional, with limited emotional engagement. Following the intervention, however, both observational and interview data reveal a shift toward more empathetic and responsive communication. Employees reported being more attentive to the needs and concerns of service users, as well as more patient in handling complaints or confusion related to administrative procedures. One participant (informant LN) reflected that “now I try to really listen to what people are saying, not just give quick answers.” Another (informant AK) added that “we realize that for us this is routine, but for them it can be stressful, so we try to be more understanding.” These changes indicate that organizational commitment, when internalized, reshapes not only what employees do but how they relate to the public.

These qualitative insights are supported by the broader perception of increased user satisfaction, as reflected in informal feedback collected during the observation period and internal documentation. While the study does not rely on large-scale external satisfaction surveys, consistent patterns in user responses, such as reduced complaints and more positive interactions, suggest an improvement in the overall service experience. Importantly, these outcomes are not the direct result of new procedures or technological changes, but rather emerge from shifts in employee attitudes and behaviors. This reinforces the argument that the human dimension of public service is central to performance outcomes.

Conceptually, these findings align with contemporary developments in public value theory, which emphasize that the value of public services is co-created through the interaction between organizational capacity and the engagement of internal actors (Ashikali et al., 2021). In this framework, organizational commitment functions as a critical enabling mechanism that connects internal transformation with external impact. Employees who feel a stronger sense of belonging and purpose are more likely to enact behaviors that generate value for service users, whether through improved responsiveness, clearer communication, or more adaptive problem-solving.

What emerges from this analysis is a reframing of organizational commitment as a means rather than an end. It is not simply a desirable internal condition, but a strategic pathway through which public institutions can enhance their societal relevance and effectiveness. The case of BPJS Ambon illustrates that when commitment is cultivated through participatory and human-centered approaches, it can translate into tangible improvements in service delivery. This underscores the importance of viewing organizational change not as a purely structural or procedural endeavor, but as a relational and value-driven process that ultimately shapes how public institutions serve their communities.

### **Toward a Participatory Counseling-Based Organizational Model for Public Sector Transformation**

The synthesis of findings from this study points toward the emergence of a contextually grounded model of organizational transformation, one that is rooted in participatory counseling, strengthened by transformational leadership, and sustained through the management of psychosocial dynamics within the workplace. Rather than treating organizational commitment as an isolated variable, this model conceptualizes it as the outcome of an ongoing, relational process in which employees actively engage in constructing meaning, negotiating challenges, and aligning personal values with institutional goals. The intervention implemented at BPJS Ambon demonstrates that when these elements are integrated, organizational change becomes more adaptive, internally driven, and sustainable.

At the core of this model lies participatory counseling as a methodological and relational foundation. Unlike conventional administrative interventions that emphasize compliance and procedural adherence, participatory counseling creates a dialogical space where employees are invited to reflect on their experiences, express concerns, and collaboratively explore solutions. This process facilitates what can be understood as a shift from passive acceptance to active ownership. As one participant (informant SN) noted, “this was the first time we were asked not only what we do, but how we feel about our work.” Such reflections illustrate how the intervention enabled employees to reconnect with the meaning of their roles, thereby fostering deeper internalization of organizational values. This aligns with the broader perspective that meaningful organizational change requires not only structural adjustments but also the transformation of shared understanding and identity (Sihotang et al., 2025).

However, the effectiveness of participatory counseling is closely intertwined with the presence of transformational leadership. Leaders who are open to dialogue, capable of facilitating reflection, and committed to supporting their teams play a crucial role in embedding the outcomes of the intervention into everyday organizational practices. In this study, units with such leadership characteristics exhibited stronger and more consistent changes, suggesting that leadership acts as both an enabler and stabilizer of transformation. This dynamic resonates with contemporary developments in relational leadership theory, which emphasize the co-construction of meaning and the importance of trust-based interactions in shaping organizational outcomes (Santoso et al., 2024). Leadership, in this sense, is not merely positional but relational, functioning as a bridge between individual reflection and collective change.

Equally important is the role of psychosocial factors, particularly stress management and job satisfaction, which operate as underlying mechanisms that sustain or hinder commitment. The intervention's emphasis on open dialogue and shared reflection contributed to a reduction in perceived stress and an increase in job satisfaction, thereby creating a more supportive organizational climate. This reinforces the argument advanced in the Job Demands–Resources model that employee engagement and commitment are contingent upon the balance between demands and available resources (Hasan, 2025). By enhancing psychosocial resources, such as peer support, recognition, and opportunities for expression, the model ensures that changes in commitment are not only initiated but maintained over time.

Taken together, these elements form what can be described as a Participatory Counseling-Based Organizational Commitment Model, characterized by three interdependent principles: co-creation, collective reflection, and continuity. Co-creation emphasizes the active involvement of employees in shaping organizational processes, moving beyond top-down directives toward shared ownership. Collective reflection serves as the mechanism through which experiences are interpreted and transformed into learning, while continuity ensures that these processes are embedded within organizational routines rather than treated as one-off interventions. This integrated approach represents a departure from dominant administrative models, offering instead a more human-centered and process-oriented pathway to organizational development.

Importantly, while the model is empirically grounded in the context of BPJS Ambon, its conceptual structure suggests broader applicability. Many public service institutions in developing countries face similar challenges, including the disconnect between policy design and implementation, limited employee engagement, and high levels of work-related stress. The model proposed in this study offers a flexible framework that can be adapted to different institutional settings, provided that there is a commitment to fostering participatory spaces and relational leadership practices. In this way, the study contributes not only a localized intervention but also a transferable approach to bridging the enduring gap between institutional intention and service reality.

## CONCLUSION

This study demonstrates that strengthening organizational commitment in public service institutions requires a shift from administrative, top-down interventions toward participatory and human-centered approaches that engage the psychological and social dimensions of employees. By developing and implementing a participatory counseling-based intervention in BPJS Ambon, the research confirms that organizational commitment can be effectively enhanced when employees are positioned as active agents in reflective and dialogical processes, rather than passive recipients of institutional directives. The findings indicate that such engagement not only deepens the internalization of organizational values but also translates into improved service performance, mediated by the presence of transformational leadership and supported by improved job satisfaction and reduced work-related stress. In this way, the study offers a conceptual and practical contribution through an integrative model that connects organizational behavior, leadership, and community engagement within a service-learning framework. This model provides a grounded pathway for bridging the persistent gap between institutional design and service delivery, while remaining adaptable to similar public sector contexts in developing regions.

## ETHICAL STATEMENT AND DISCLOSURE

This study was conducted in accordance with established ethical principles, including informed consent, protection of informants' confidentiality, and respect for local cultural values. Special consideration was given to participants from vulnerable groups to ensure their safety, comfort, and equal rights to participate. No external funding was received, and the authors declare no conflict of interest. All data and information presented were collected through valid research methods and have been verified to ensure their accuracy and reliability. The use of artificial intelligence (AI) was limited to technical assistance for writing and language editing, without influencing the scientific substance of the work. The authors express their gratitude to the informants for their valuable insights, and to the anonymous reviewers for their constructive feedback on an earlier version of this manuscript. The authors take full responsibility for the content and conclusions of this article.

## REFERENCES

- Akbar, A. (2021). *Collaborative spatial learning for improving public participation practice in Indonesia* [University of Twente]. <https://doi.org/10.3990/1.9789036552226>
- Ashikali, T., Groeneveld, S., & Kuipers, B. (2021). The Role of Inclusive Leadership in Supporting an Inclusive Climate in Diverse Public Sector Teams. *Review of Public Personnel Administration*, 41(3), 497–519. <https://doi.org/10.1177/0734371X19899722>
- Atika, O., Junaedi, A. T., Purwati, A. A., & Mustafa, Z. (2022). Work Discipline, Leadership, and Job Satisfaction on Organizational Commitment and Teacher Performance of State Junior High School in Bangko District, Rokan Hilir Regency. *Journal of Applied Business and Technology*, 3(3), 251–262. <https://doi.org/10.35145/jabt.v3i3.109>
- Azmy, A. (2021). Implications of Job Satisfaction, Organizational Commitment, and Organizational Culture on Organizational Citizenship Behavior in Electrical Professional

- Organizations in Indonesia. *International Journal of Applied Business Research*, 3(2), 63–80. <https://doi.org/10.35313/ijabr.v3i2.152>
- Bahri, S., Ramly, M., Gani, A., & Sukmawati, S. (2021). Organizational Commitment and Civil Servants Performance: The Contribution of Intelligence, Local Wisdom and Organizational Culture. *European Journal of Business and Management Research*, 6(1), 128–134. <https://doi.org/10.24018/ejbmr.2021.6.1.720>
- Balqis, S. N., Usman, N., & Ismail. (2025). Partnership in Participative Leadership and Organizational Communications: Factors Shaping Junior High School Teacher Performance. *Tafkir: Interdisciplinary Journal of Islamic Education*, 6(1), 213–225. <https://doi.org/10.31538/tijie.v6i1.1372>
- Burdine, J. T., Thorne, S., & Sandhu, G. (2021). Interpretive description: A flexible qualitative methodology for medical education research. *Medical Education*, 55(3), 336–343. <https://doi.org/10.1111/medu.14380>
- Choirul Saleh, Ibad, S., Mindarty, L. I., & Hariyono, B. S. (2023). Public service innovation process of smart kampung program at Banyuwangi. *Jurnal Studi Komunikasi (Indonesian Journal of Communications Studies)*, 7(1), 229–248. <https://doi.org/10.25139/jsk.v7i1.5854>
- Doyle, L., McCabe, C., Keogh, B., Brady, A., & McCann, M. (2020). An overview of the qualitative descriptive design within nursing research. *Journal of Research in Nursing*, 25(5), 443–455. <https://doi.org/10.1177/1744987119880234>
- Fachrudin, K. A., & Sholihin, M. (2021). Examining the mediating effect of job satisfaction on the relationship between budgetary participation and organizational citizenship behavior in Indonesian higher education institutions. *Cogent Business & Management*, 8(1), e1968990. <https://doi.org/10.1080/23311975.2021.1968990>
- Fardiah, D., Darmawan, F., Rinawati, R., Supaat, V. E. M., & Hadnansyah, E. (2024). Digital transformation through electronic-based government system performance as public relations strategy. *PRofesi Humas*, 9(1), 23–48. <https://doi.org/10.24198/prh.v9i1.56095>
- Gephart, R. P. (2018). Qualitative Research as Interpretive Social Science. In *The SAGE Handbook of Qualitative Business and Management Research Methods: History and Traditions* (pp. 33–53). SAGE Publications Ltd. <https://doi.org/10.4135/9781526430212.n3>
- Hariyanto, H., Yeyeng, A. T., Kapugu, B. A., Arowosaiye, Y. I., & Tajuddin, M. S. (2025). Democratization of Village Autonomy in the Construction of Indonesian Administrative Law: Is It Possible? *Jurnal Media Hukum*, 32(2), 190–209. <https://doi.org/10.18196/jmh.v32i2.25216>
- Harun, H., Graham, P., Kamase, H. P., & Mir, M. (2021). A Critical Analysis of the Impacts of Financial Literacy and NPM on Village Funds Initiative in Indonesia. *International Journal of Public Administration*, 44(4), 336–345. <https://doi.org/10.1080/01900692.2020.1722165>
- Hasan, M. F. (2025). Educational authority and regulatory legitimacy: comparing normative systems in pesantren and public schools in Indonesia. *Legal Pluralism and Critical Social Analysis*, 57(2–3), 182–206. <https://doi.org/10.1080/27706869.2025.2556586>
- Hasmawaty, H., Utami, Y. T., & Antoni, D. (2022). Building Green Smart City Capabilities in South Sumatra, Indonesia. *Sustainability*, 14(13), 7695. <https://doi.org/10.3390/su14137695>
- Hutahaean, M., Eunike, I. J., & Silalahi, A. D. K. (2023). Do Social Media, Good Governance,

- and Public Trust Increase Citizens' e-Government Participation? Dual Approach of PLS-SEM and fsQCA. *Human Behavior and Emerging Technologies*, 23(1), 1–19. <https://doi.org/10.1155/2023/9988602>
- Kartiko, A., Wibowo, G. A., Gobel, L. Van, Wijayanto, A., & Saputra, N. (2023). Improving Teacher Job Satisfaction Through Organizational Commitment and Organizational Citizenship Behavior in The Digitalization Era. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 8(2), 315–327. <https://doi.org/10.31538/ndh.v8i2.3960>
- Kuntardina, A., Safi'i, A. A., & Anom, L. (2023). Analisis pengaruh self efficacy, personal networking, public service motivation, dan job participation, sebagai upaya meningkatkan work performance para pengelola desa wisata. *BBM (Buletin Bisnis & Manajemen)*, 9(01), 38–51. <https://doi.org/10.47686/bbm.v9i01.567>
- Kurniawati, E., & Ramli, A. H. (2024). The Influence of Procedural Justice, Organizational Trust, and Organizational Commitment on Work Engagement. *Jurnal Ilmiah Manajemen Kesatuan*, 12(3), 755–772. <https://doi.org/10.37641/jimkes.v12i3.2336>
- Kustiawan, U., Marpaung, P., Lestari, U. D., & Andiyana, E. (2022). The Effect of Affective Organizational Commitment, Job Satisfaction, and Employee Engagement on Job Happiness and Job Performance on Manufacturing Company in Indonesia. *WSEAS Transactions On Business And Economics*, 19(2), 573–591. <https://doi.org/10.37394/23207.2022.19.52>
- Latupeirissa, J. J. P., Dewi, N. L. Y., Prayana, I. K. R., Srikandi, M. B., Ramadiansyah, S. A., & Pramana, I. B. G. A. Y. (2024). Transforming Public Service Delivery: A Comprehensive Review of Digitization Initiatives. *Sustainability*, 16(7), 2818. <https://doi.org/10.3390/su16072818>
- Maxwell, J. A., & Levitt, H. M. (2023). How qualitative methods advance the study of causation in psychotherapy research. *Psychotherapy Research*, 33(8), 1019–1030. <https://doi.org/10.1080/10503307.2023.2181112>
- Motulsky, S. L. (2021). Is member checking the gold standard of quality in qualitative research? *Qualitative Psychology*, 8(3), 389–406. <https://doi.org/10.1037/qup0000215>
- Nabhan, F., & Munajat, M. (2023). The role of work engagement and organizational commitment in improving job performance. *Cogent Business & Management*, 10(2), e2235819. <https://doi.org/10.1080/23311975.2023.2235819>
- Noercahyo, U. S., Maarif, M. S., & Sumertajaya, I. M. (2021). The Role of Employee Engagement on Job Satisfaction and Its Effect on Organizational Performance. *Jurnal Aplikasi Manajemen*, 19(2), 296–309. <https://doi.org/10.21776/ub.jam.2021.019.02.06>
- Notanubun, Z. (2021). The Effect of Organizational Citizenship Behavior and Leadership Effectiveness on Public Sectors Organizational Performance: Study in the Department of Education, Youth and Sports in Maluku Province, Indonesia. *Public Organization Review*, 21(1), 1–18. <https://doi.org/10.1007/s11115-020-00475-4>
- Post, A. E., & Kuipers, N. (2023). City Size and Public Service Access: Evidence from Brazil and Indonesia. *Perspectives on Politics*, 21(3), 811–830. <https://doi.org/10.1017/S1537592722003176>
- Pratiwi, P., Amalia, S., Wahyuadianto, A., Masrully, M., & Setya Nugroho, C. (2024). Continuities of Public Service Innovations (PSIs) in Indonesia's Local Governments' Health Services: Whose Initiative Has a Higher Success Rate? *Jurnal Ilmu Sosial Dan Ilmu Politik*, 27(3), 243. <https://doi.org/10.22146/jsp.78742>
- Putri, J. F. A., Yendra, Y., & Marihi, L. O. (2025). Organizational Commitment on Member

- Performance Through Job Satisfaction. *Advances in Human Resource Management Research*, 3(3), 151–166. <https://doi.org/10.60079/ahrmr.v3i3.329>
- Putri, N. D., Tanuwijaya, J., & Putra, A. W. G. (2025). The Effect Of Corporate Social Responsibility, Job Crafting, Employee Motivation, Employee Engagement And Job Satisfaction On Organizational Commitment. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis*, 13(1). <https://doi.org/10.37676/ekombis.v13i1.6831>
- Rojikinnor, Gani, A. J. A., Saleh, C., & Amin, F. (2023). Organizational Commitment and Expertise in Determining Community Satisfaction Through Good Governance, Quality of Community Services, and Community Empowerment. *Journal of the Knowledge Economy*, 14(2), 966–981. <https://doi.org/10.1007/s13132-022-00943-w>
- Santoso, G., Cahyani, R. A., & Heryanto, Y. (2024). Digital Identity Card: Between Public Services And Community Needs (Case Study: Disdukcapil Of Cirebon Regency). *Edunity Kajian Ilmu Sosial Dan Pendidikan*, 3(9), 893–904. <https://doi.org/10.57096/edunity.v3i9.307>
- Shybalkina, I. (2022). Toward a positive theory of public participation in government: Variations in New York City’s participatory budgeting. *Public Administration*, 100(4), 841–858. <https://doi.org/10.1111/padm.12754>
- Sihotang, D. M., Hidayanto, A. N., & Kurnia, S. (2025). The e-government adoption ecosystem from the perspective of stakeholder theory: A case study on the village information systems in Indonesia. *Information Development*, 41(4), 1342–1355. <https://doi.org/10.1177/02666669231192879>
- Siregar, N. A., & Yasmin, D. (2025). The Influence of Job Involvement and Organizational Commitment on Job Satisfaction of Civil Servants at the UPTD Public Health Center of Sungai Ambawang. *Electronic Journal of Education, Social Economics and Technology*, 6(2), 783. <https://doi.org/10.33122/ejeset.v6i2.783>
- Sodiq, A., Tri Ratnasari, R., & Mawardi, I. (2024). Analysis of the effect of Islamic Leadership and Job Satisfaction on sharia engagement and employee performance of Islamic Banks in Indonesia. *Cogent Business & Management*, 11(1), 62772. <https://doi.org/10.1080/23311975.2024.2362772>
- Sulaiman, A. I., Rosyadi, S., Handoko, W., Masrukin, M., Putri, D. D., Wijayanti, I. K. E., & Faozanudin, M. (2024). The Importance of Participatory Communication in Development Planning Deliberations for Agritourism Village Enhancement. *Journal of Intercultural Communication*, 24(1), 144–160. <https://doi.org/10.36923/jicc.v24i1.246>
- Sunaris, D., Wahyoedi, S., & Tecoalu, M. (2022). Effects Of Organizational Commitment And Organizational Justice On Organizational Citizenship Behavior With Job Satisfaction As A Mediation. *International Journal of Science, Technology & Management*, 3(3), 630–640. <https://doi.org/10.46729/ijstm.v3i3.511>
- Susanti, H., Brooks, H., Yulia, I., Windarwati, H. D., Yuliasuti, E., Hasniah, H., & Keliat, B. A. (2024). An exploration of the Indonesian lay mental health workers’ (cadres) experiences in performing their roles in community mental health services: a qualitative study. *International Journal of Mental Health Systems*, 18(1), 3. <https://doi.org/10.1186/s13033-024-00622-0>
- Syukri, M. (2024). Indonesia’s New Developmental State: Interrogating Participatory Village Governance. *Journal of Contemporary Asia*, 54(1), 2–23. <https://doi.org/10.1080/00472336.2022.2089904>
- Wardono, G., Moeins, A., & Sunaryo, W. (2022). The Influence of Organizational Climate on

- OCB and Employee Engagement with Job Satisfaction as an Intervening Variable. *Journal of Entrepreneurship*, 1(3), 37–45. <https://doi.org/10.56943/joe.v1i3.117>
- Wibowo, A., Muhammad, D. R. A., Lestari, E., Karsidi, R., & Giri, A. K. (2023). Assessing Citizenship Participation and Religious Ethics in Ecotourism Development near an Islamic Boarding School in Indonesia. *International Journal of Sustainable Development and Planning*, 18(10), 43–66. <https://doi.org/10.18280/ijsdp.181026>
- Zamroni, E., Hanurawan, F., Muslihati, Hambali, I., & Hidayah, N. (2022). Trends and Research Implications of Guidance and Counseling Services in Indonesia From 2010 to 2020: A Bibliometric Analysis. *Sage Open*, 12(2), 091261. <https://doi.org/10.1177/21582440221091261>