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Article

Strategies for Internalizing Organizational Commitment and Work Motivation to Enhance Employee Performance at PT Dahsheng

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Abstract

Employee performance is a strategic aspect of sustaining operational continuity and maintaining corporate competitiveness; however, performance is determined not only by technical capabilities but also by organizational commitment and work motivation. This study aims to analyze PT Dahsheng's strategies for internalizing organizational commitment values and fostering work motivation to improve employee performance, as well as to identify the factors that support and hinder this process. A qualitative approach using a case study method was employed. Data were collected through in-depth interviews, observations, and documentation involving company leaders, human resource management personnel, division heads, and employees relevant to the research focus. The findings indicate that the internalization of organizational values is implemented through organizational communication, routine guidance, leadership role modeling, work-culture habituation, and employee development, while motivation is strengthened through support, recognition, harmonious working relationships, and a conducive work environment. These processes contribute to improvements in employee discipline, responsibility, engagement, loyalty, and work performance. The main obstacles include target pressures, work routines, job-related fatigue, and inconsistent communication. This study contributes to the human resource management literature by providing a contextual understanding of the relationship among value internalization, organizational commitment, work motivation, and employee performance in a manufacturing environment.

INTRODUCTION

Global business competition has positioned human resources as a strategic factor in sustaining organizational productivity and competitiveness, as employee performance is determined not only by technical capabilities but also by employee engagement, organizational commitment, and work motivation. Gallup (2023) reported that only 23% of employees worldwide demonstrate high levels of engagement, with the resulting global productivity loss estimated at USD 8.8 trillion annually. In Indonesia, labor productivity also continues to face challenges, particularly in the manufacturing sector (Statistik, 2023), highlighting the need for human resource management strategies that can sustainably foster employee loyalty, a sense of belonging, responsibility, and motivation.

This phenomenon is particularly relevant to PT Dahsheng, a company operating in the industrial and manufacturing sector. Preliminary interviews with the President Director, HRD Manager, and HRD

Director, together with initial observations, revealed several challenges, including a low sense of belonging among some employees, a predominant focus on fulfilling formal job obligations, limited initiative and collaboration, work fatigue arising from routine tasks and target pressures, limited recognition of employee achievements, inconsistent communication of organizational values, gaps in management–employee communication, and variations in productivity, quality, discipline, responsibility, and teamwork among employees. These conditions suggest that efforts to improve employee performance should be addressed through the internalization of organizational commitment values and the development of work motivation rather than relying solely on strengthening employees' technical competencies.

Previous studies have demonstrated that organizational commitment and work motivation are associated with improved employee performance, including through organizational citizenship behavior (Putra et al., 2024). Motivation and work commitment have also been found to be more effective when organizations provide adequate recognition and workplace support (Kristioni & Yanuar, 2024). However, other findings indicate that organizational culture does not always have a direct effect on employee performance and may require motivation and commitment to function as intervening mechanisms (Dangalla et al., 2025). Furthermore, perceived organizational support may strengthen the relationship between work motivation and employee performance by enhancing employees' self-confidence, engagement, and effectiveness (Dewi et al., 2025). These findings indicate the existence of empirical inconsistencies and a research gap concerning how strategies and processes for internalizing organizational commitment values and fostering work motivation are implemented in Indonesian manufacturing and operational contexts. This gap is particularly relevant because much of the existing research has adopted quantitative approaches, with some studies conducted in service or hospitality settings.

Addressing this gap, this study aims to analyze PT Dahsheng's strategies for internalizing organizational commitment values and fostering work motivation to improve employee performance, while also identifying the factors that facilitate and hinder these processes. The novelty of this study lies in its qualitative approach, which provides an in-depth examination of value internalization, the development of employee loyalty and a sense of belonging, the strengthening of work motivation, and their relationship with employee performance within a manufacturing context. Theoretically, this study contributes to the human resource management literature by enriching the understanding of the integration of organizational commitment internalization and work motivation in enhancing employee performance. Practically, the study provides recommendations for PT Dahsheng to strengthen organizational value communication, work culture, recognition practices, employee engagement, and sustainable employee development strategies..

LITERATURE REVIEW

Theoretical Foundation

This study adopts the perspective of Strategic Human Resource Management (SHRM) to conceptualize human resource management as a strategic component of organizational goal attainment. Within this framework, organizational value internalization, organizational commitment, work motivation, and employee engagement are viewed as interrelated processes that shape employees' work behavior and performance. SHRM is also associated with organizational effectiveness, employee retention, and the strengthening of talent management practices (Wassell & Bouchard, 2020).

Organizational commitment is conceptualized as a psychological state reflecting an individual's attachment to the organization, manifested through the acceptance of organizational values and goals, loyalty, and the desire to maintain organizational membership. From this perspective, commitment is not merely a formal obligation but develops through work experiences, organizational culture, internal communication, leadership, and processes of value internalization. Organizational commitment encompasses affective, normative, and continuance dimensions, with affective and normative

commitment being more closely associated with intrinsic motivation and employee performance (Nurlaila et al., 2025; Zhao et al., 2025).

Organizational value internalization refers to the process through which organizational values, norms, and cultural principles become embedded in employees' attitudes and work behaviors. This process occurs through leadership role modeling, organizational culture, internal communication, training, employee development, and everyday work experiences (Rediyono et al., 2025; Hoxha et al., 2026). Accordingly, value internalization is not viewed merely as the transmission of organizational rules but as a social process through which employee loyalty, sense of belonging, responsibility, and engagement are developed.

Work motivation refers to the forces that direct employees to perform their duties and pursue particular goals, originating either from within the individual or from the organizational environment. Intrinsic motivation is associated with responsibility, achievement, personal development, satisfaction, and the meaningfulness of work, whereas extrinsic motivation is associated with compensation, rewards, promotion, the work environment, and organizational recognition. Both forms of motivation contribute to employees' enthusiasm, engagement, and performance (Suhartini & Sary, 2025; Siphelele et al., 2025).

In this study, employee engagement is positioned as an important mechanism linking employees' psychological conditions to their work behavior. Employees with stronger motivation and organizational attachment tend to demonstrate greater enthusiasm, loyalty, and involvement in their work, whereas ineffective communication and an unsupportive work environment may undermine employee engagement (Masuku et al., 2025; Saraiva & Nogueiro, 2025).

Employee performance is understood as the outcomes achieved by individuals in carrying out their tasks and responsibilities in accordance with organizational standards, as reflected in the quality and quantity of work, timeliness, responsibility, and teamwork. In the context of PT Dahsheng, employee performance is also associated with productivity, discipline, target achievement, work quality, and employees' contributions to organizational objectives (Hasibuan et al., 2026; Lazuardi & Maulana, 2026).

In addition to SHRM, this study draws on Social Exchange Theory (SET) and the concept of Perceived Organizational Support (POS). These perspectives suggest that organizational support, recognition, care, communication, and positive workplace relationships can generate reciprocal responses in the form of stronger commitment, motivation, engagement, and productive work behaviors. Therefore, the quality of the organization employee relationship constitutes an important element in understanding the internalization of organizational values and the enhancement of employee performance.

Review of Previous Studies

The literature reviewed indicates a general pattern in which organizational commitment and work motivation are positively associated with employee performance, although the mechanisms and contextual conditions underlying these relationships vary. Putra et al. (2024) found that commitment and motivation enhance performance through stronger organizational citizenship behavior, whereas Kristioni and Yanuar (2024) emphasized the importance of recognition and organizational support in strengthening the effects of motivation and commitment on employee performance.

Conversely, Dangalla et al. (2025), demonstrated that organizational culture does not necessarily improve employee performance directly, as its effects may depend on motivation and organizational commitment. Dewi et al. (2025) further showed that perceived organizational support can strengthen the relationship between work motivation and employee performance by enhancing employee engagement and effectiveness. These findings suggest that employee performance is not determined by a single factor but emerges from the interaction of organizational values, motivation, organizational support, and employee engagement.

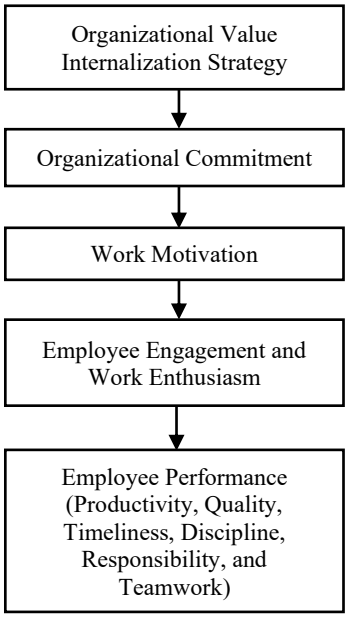
Other studies further highlight the importance of value internalization, leadership, communication, and organizational culture. Zhao et al. (2025) associated the internalization of organizational commitment with intrinsic motivation and employee performance, while Rediyono et al.

(2025) demonstrated the role of values-based leadership in fostering employee loyalty and commitment. Hoxha et al. (2026) emphasized organizational communication as a means of strengthening employees' understanding of organizational values, motivation, and commitment. However, these studies provide limited integrated insight into how value-internalization strategies are implemented in everyday organizational practices, what factors facilitate or hinder these processes, and how such processes unfold within manufacturing companies in Indonesia.

Accordingly, the research gap addressed by this study concerns both the methodological and contextual limitations of previous research. Most existing studies have employed quantitative approaches and focused primarily on relationships among variables, whereas qualitative research that explores the processes of internalizing organizational commitment values, fostering work motivation and employee engagement, and identifying the supporting and inhibiting factors within the context of Indonesian manufacturing companies remains limited.

Conceptual Framework

Based on the synthesis of relevant theories and previous studies, this research conceptualizes organizational value-internalization strategies as the starting point for developing organizational commitment, strengthened through leadership, organizational culture, communication, training, and employee development. These processes interact with work motivation, organizational support, and employee engagement to contribute to improved employee performance. At the same time, ineffective communication, work-related fatigue, high job demands, employee resistance, and inconsistent leadership may hinder these processes.



Supporting Factors

Supportive leadership ─ effective communication ─ positive work culture ─ recognition ─ organizational support

Hindering Factors:

Weak communication ─ work-related fatigue ─ high work pressure ─ employee resistance ─ inconsistent leadership

Figure 1. Conceptual Framework of the Study

Source: Adapted from conceptual models derived from various sources (2026).

The framework is not intended to represent a statistically causal model but rather serves as a qualitative analytical framework for examining the processes, strategies, experiences, and

organizational conditions that shape the internalization of organizational commitment values and work motivation at PT Dahsheng.

Research Propositions

Based on the conceptual framework, this study proposes five propositions:

1. Organizational value-internalization strategies strengthen the internalization of organizational values among employees.
2. Increased work motivation enhances employee enthusiasm and engagement.
3. The enthusiasm and engagement developed through value internalization contribute to improved employee performance.
4. Weak communication, work-related fatigue, high work pressure, employee resistance, and inconsistent leadership hinder value internalization and may adversely affect employee performance.
5. Consistent and sustainable strategies for internalizing organizational commitment values and fostering work motivation can improve employee performance at PT Dahsheng.

Accordingly, this literature review positions the present study within a more specific research domain by shifting the focus from merely examining whether organizational commitment and work motivation are associated with employee performance toward understanding how value internalization, organizational support, leadership, communication, and motivation collectively shape employee work behavior within a manufacturing context.

METHODOLOGY

Research Design

This study employs a qualitative approach using a case study method to obtain an in-depth understanding of the process of internalizing organizational commitment values and fostering work motivation to improve employee performance at PT Dahsheng. A case study was selected because the research focuses on a single organization and explores the phenomenon within its real-life context, particularly the company's strategies, employee experiences, workplace interaction dynamics, and the factors that facilitate or hinder the internalization of organizational values.

The qualitative approach was adopted because the study does not seek to statistically test relationships among variables but rather to understand the social processes, behaviors, experiences, and meanings that emerge within the organizational environment. This methodological choice also addresses limitations in previous research, which has been predominantly quantitative and has relied on regression analysis, Structural Equation Modeling (SEM), and path analysis, approaches that provide limited insight into the processes of value internalization, employees' sense of belonging, and sustainable strategies for fostering work motivation.

Research Setting, Object, and Participants

The study was conducted at PT Dahsheng, located at Graha Balaraja Industrial Estate, Jl. Raya Serang Km 27 Blok Kav. D8, Tobat, Balaraja District, Tangerang Regency, Banten, Indonesia. The company operates in the industrial and manufacturing sector. The research focuses on strategies for internalizing organizational commitment values and fostering work motivation to improve employee performance, particularly strategies for value internalization, motivation development, supporting and inhibiting factors, and their implications for employee performance.

Participants were selected using purposive sampling, whereby informants were chosen based on their direct involvement in and understanding of the phenomenon under investigation. The informants comprised the President Director, HRD Manager/Director, division heads or operational supervisors, and employees from operational and administrative units, thereby incorporating perspectives from strategic, managerial, operational supervisory, and employee levels.

The selection of informants was based on their ability to provide relevant information concerning organizational policies, human resource management, work culture implementation, motivation, discipline, and employees' experiences of organizational value internalization. Accordingly, participant

selection was intended to obtain rich and relevant information aligned with the research objectives rather than to achieve statistical representation of the population.

Types and Sources of Data

The study utilizes descriptive qualitative data obtained through interviews, observations, and documentation concerning organizational commitment value internalization, work motivation, employee engagement, supporting and inhibiting factors, and employee performance. The data sources consisted of primary and secondary data. Primary data were obtained directly from informants through in-depth interviews and field observations, while secondary data comprised organizational documents relevant to the research focus.

Secondary data included the organizational structure, company vision and mission, organizational regulations and work culture, employee performance appraisal records, documentation of company activities, and relevant scholarly articles addressing organizational commitment, work motivation, employee engagement, organizational culture, and employee performance.

Data Collection Techniques

Data were collected using three primary techniques. First, in-depth interviews were conducted through semi-structured interviews with the selected informants to explore the company's strategies for strengthening organizational commitment, enhancing employee motivation, communicating organizational values, and identifying supporting and inhibiting factors and their implications for employee performance.

Second, non-participant observation was conducted by observing the workplace environment, employee interactions, employee engagement, and the implementation of organizational values in daily work activities without directly participating in organizational activities. Third, document analysis involved collecting company documents, activity photographs, organizational records, internal reports, and other relevant materials to corroborate information obtained from interviews and observations.

Research Instrument

Given the qualitative nature of the study, the researcher served as the primary research instrument, supported by a semi-structured interview guide to maintain consistency and direction throughout the data collection process. The interview guide addressed organizational commitment-building strategies, motivation enhancement, communication and dissemination of organizational values, supporting and inhibiting factors, and the effects of organizational strategies on employee performance.

Interview data were subsequently transcribed and managed together with observation and documentary data for thematic analysis using NVivo software, enabling systematic coding, categorization, and organization of the qualitative data.

Data Analysis Techniques

Data analysis was conducted interactively and continuously from the beginning of data collection through the completion of the study. The analytical process comprised data collection, data reduction, data display, and conclusion drawing and verification. Interview, observation, and documentary data were first collected and transcribed, followed by data reduction through the selection and categorization of information according to the research focus, including organizational value internalization, work motivation, supporting and inhibiting factors, and employee performance.

The data were subsequently coded in NVivo using codes/nodes corresponding to the research themes and presented through narratives, matrices, tables, thematic relationship models, and visualizations such as word-frequency analyses, hierarchy charts, and thematic maps. The final stage involved identifying patterns, themes, relationships among categories, and underlying meanings, accompanied by continuous verification to ensure that interpretations remained grounded in the empirical evidence.

Data Trustworthiness

The trustworthiness of the data was ensured through source triangulation, methodological triangulation, time triangulation, member checking, and the use of adequate references and documentation. Source triangulation involved comparing information obtained from the President Director, HRD management, supervisors, and employees. Methodological triangulation was conducted by comparing findings from interviews, observations, and documentary evidence, while time triangulation was used to assess the consistency of information collected at different points in time.

Member checking was conducted by reconfirming interview findings and interpretations with the respective informants. The adequacy of supporting references and documentation was strengthened through interview transcripts, field notes, supporting organizational documents, and relevant scholarly references. These procedures were systematically documented to enhance the credibility, consistency, transparency, and traceability of the research findings.

Research Period

The study was conducted over a five-month period, from February to June 2026. This period encompassed the various stages of the research conducted at PT Dahsheng in accordance with the qualitative case study design.

Ethical Considerations

The study adhered to ethical principles throughout the collection, processing, and presentation of informant data. Information provided by participants was used solely for research purposes and presented within the appropriate analytical context. Ethical procedures are reported based on the procedures actually implemented during the study. Information regarding ethics committee approval, an ethics approval number, and informed consent procedures is not reported because such documentation was not available.

Overall, this methodological design was developed to address the two principal research questions: (1) how PT Dahsheng internalizes organizational commitment values and fosters work motivation to improve employee performance; and (2) what factors facilitate or hinder these processes.

RESULTS

The findings were obtained through in-depth interviews, observations, and document analysis involving the President Director, HRD Manager, Operations Supervisor, and employees from the operational and administrative units of PT Dahsheng. The data were subsequently analyzed thematically using NVivo and verified through source triangulation, methodological triangulation, time triangulation, and member checking.

Strategies for Internalizing Organizational Commitment Values and Fostering Work Motivation

Triangulated findings indicate that organizational values were internalized through routine briefings and work instructions, the reinforcement of work culture, leadership role modeling, operational supervision, and direct employee coaching. The values most frequently emphasized were discipline, responsibility, teamwork, and target achievement.

Strategies for fostering work motivation included the provision of bonuses, appreciation and recognition, training, organizational support, attention to occupational safety, and harmonious interpersonal relationships. Triangulated evidence indicates that these forms of support were associated with employees' workplace comfort and loyalty.

Table 1. Key Findings on Strategies for Internalizing Organizational Values and Fostering Work Motivation

Research Focus	Empirical Findings
Organizational value internalization	Routine briefings, work instructions, reinforcement of work culture, onboarding assistance for new employees, and leadership role modeling
Internalized values	Discipline, responsibility, teamwork, and target achievement

Work motivation	Bonuses, appreciation, recognition, training, organizational support, and interpersonal relationships
Organizational support	Attention to basic employee needs, workplace facilities, and occupational safety
Employee performance	Discipline, loyalty, teamwork, engagement, productivity, and work quality

Source: Authors' analysis based on interviews, observations, and documentation at PT Dahsheng in 2026.

Thematic Coding Results

Thematic coding of the interview data generated several major themes, namely organizational value-internalization strategies, work-motivation strategies, perceived organizational support, and supporting and inhibiting factors. The themes were categorized based on similarities in meaning, informants' experiences, and their relevance to the research focus.

Visualization of Interview Findings

The word-cloud analysis indicates that the most frequently occurring terms included "kerja", "karyawan", "perusahaan", "motivasi", "prestasi", "komitmen", "komunikasi", "atasan", and "briefing." Terms such as "hambatan", "kejenuhan", and "tekanan" also emerged, reflecting challenges reported in the informants' experiences.



Figure 1. Word Cloud of Interview Data from PT Dahsheng

Source: Authors' analysis based on interview coding using NVivo, 2026.

The treemap visualization indicates that "kerja" was the most dominant theme, followed by "karyawan," while "komunikasi," "motivasi," "komitmen," "dukungan," "supervisor," and "lingkungan" also emerged prominently in the interview data.

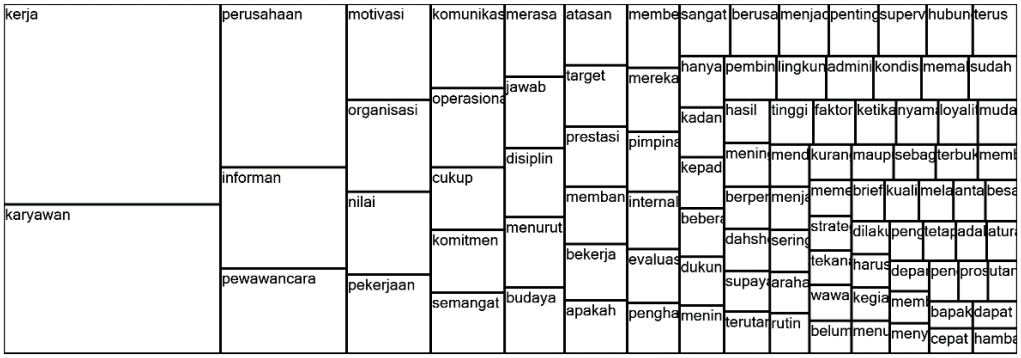


Figure 2. Treemap of Interview Coding Results from PT Dahsheng

Source: Authors' analysis based on interview coding using NVivo, 2026.

Supporting and Inhibiting Factors

The empirical findings indicate that the main supporting factors include supportive leadership, effective organizational communication, harmonious interpersonal relationships, a collaborative work culture, and organizational support and recognition. Conversely, the identified inhibiting factors include high work-target pressures, monotonous work routines, operational fatigue, and inconsistencies in internal communication.

Overall, the findings demonstrate that strategies for internalizing organizational commitment values and fostering work motivation at PT Dahsheng are implemented through communication, habituation, leadership role modeling, recognition, and organizational support. These strategies are reflected in employee outcomes including discipline, loyalty, responsibility, teamwork, engagement, productivity, and work quality, although their implementation continues to face challenges arising from target pressures, work-related fatigue, and inconsistent communication.

DISCUSSION

Based on the findings concerning strategies for internalizing organizational commitment values and fostering work motivation to improve employee performance at PT Dahsheng, the discussion focuses on two main areas: the company's strategies for strengthening commitment and motivation, and the factors that facilitate or hinder these processes. The findings indicate that improving employee performance cannot be achieved solely through supervision and work targets but requires consistent value internalization, effective leadership, communication, recognition, and employee engagement.

1. Internalization of Organizational Commitment Values as a Strategy for Improving Employee Performance

The findings indicate that PT Dahsheng's primary challenges extend beyond target achievement to include suboptimal employee sense of belonging, loyalty, responsibility, and engagement with the organization. Some employees continue to perform primarily to fulfill formal job obligations, while initiative, collaboration, and involvement in achieving organizational objectives remain uneven. This condition suggests that employee performance is partly shaped by the extent to which organizational values are understood and translated into everyday work behaviors.

These findings are consistent with the perspective of value internalization, which conceptualizes commitment as a psychological process rather than merely compliance with organizational rules. When organizational values are accepted and incorporated into employees' personal beliefs, commitment can develop into loyalty, a sense of belonging, responsibility, and a willingness to make greater contributions (Zhao, 2025). Accordingly, a key scientific claim emerging from this study is that the internalization of organizational commitment values functions as a mechanism through which organizational values are transformed from formal norms into work behaviors that support employee performance.

In the context of PT Dahsheng, this process is particularly important because the communication of the company's vision, mission, work culture, and organizational standards has not yet been implemented

consistently, and communication gaps remain between management and employees. Previous research also emphasizes leadership role modeling, organizational culture, internal communication, and employee development as important instruments in the process of value internalization (Rediyono, 2025; Hoxha, 2026).

2. Work Motivation as a Reinforcing Mechanism for Organizational Commitment

The findings reveal the presence of work-related fatigue, target pressures, monotonous work routines, and limited recognition of employee achievements. These conditions are associated with declining work enthusiasm, delays in task completion, and limited participation in organizational development programs. This indicates that organizational commitment cannot independently account for improved employee performance, as the effectiveness of value internalization is also influenced by employees' motivational conditions.

Conceptually, motivation may originate from intrinsic factors, such as responsibility, achievement, and the meaningfulness of work, as well as extrinsic factors, such as recognition, compensation, promotion, and the work environment (Suhartini & Sary, 2025; Siphelele, 2025). The findings at PT Dahsheng support this perspective, as motivational challenges arise not only from the characteristics of the work itself but also from employees' perceptions of organizational recognition and support.

These findings are also consistent with previous studies demonstrating that organizational commitment and work motivation contribute to improved employee performance, particularly when organizations provide adequate recognition and workplace support (Putra, 2024; Kristioni & Yanuar, 2024). Therefore, organizational strategies should not treat commitment-building and motivation-enhancement programs as separate initiatives but should develop them as mutually reinforcing mechanisms.

3. The Roles of Leadership, Communication, and Organizational Culture

The study identifies communication gaps between management and employees as one of the key barriers to value internalization. Inconsistent dissemination of organizational values has resulted in some employees having an incomplete understanding of the company's vision, mission, and work standards. This finding demonstrates that successful value internalization depends not only on the content of organizational values but also on how these values are communicated and exemplified by leaders.

Leadership plays a strategic role because employees are more likely to embrace organizational values when there is consistency between communicated values and leaders' actual behaviors. Previous research indicates that values-based leadership can shape organizational culture and strengthen employee commitment (Rediyono, 2025). Accordingly, at PT Dahsheng, efforts to strengthen value internalization should emphasize consistency in leadership behavior, two-way communication, direct employee coaching, and tangible role modeling in the implementation of discipline, responsibility, and teamwork.

4. Supporting and Inhibiting Factors

Differences in employee performance within the same division indicate that employees do not respond uniformly to organizational conditions. Some employees demonstrate strong productivity and work quality, whereas others continue to exhibit lower levels of responsibility, teamwork, and motivation. This suggests that organizational strategies should take into account differences in employees' needs, experiences, and levels of value internalization.

Relevant supporting factors include consistent leadership, a positive organizational culture, effective internal communication, recognition, development opportunities, and harmonious working relationships. Conversely, the principal barriers include weak communication, inconsistent leadership, an unsupportive work environment, work pressure, and unclear career development opportunities (Hoxha, 2026; Siphelele, 2025). These findings demonstrate that improving employee performance

should be understood as the outcome of interactions between individual and organizational factors rather than solely as an employee responsibility.

5. Comparison with Previous Studies and the Research Gap

The findings reinforce the study by Putra et al., which demonstrated a positive relationship between organizational commitment and motivation and improved performance through organizational citizenship behavior, as well as the study by Kristioni and Yanuar, which emphasized the importance of organizational support and recognition. However, the present study provides a more contextual perspective by demonstrating that these relationships do not occur automatically but are shaped by communication, leadership, work culture, recognition, and employees' workplace experiences.

The findings also provide a contextual explanation of the results reported by Dangalla et al., who found that organizational culture does not necessarily have a direct effect on performance and may require commitment and motivation as intervening mechanisms, and by Dewi et al., who emphasized the importance of perceived organizational support (Dangalla, 2025; Dewi, 2025). Thus, the PT Dahsheng study addresses the research gap by providing qualitative insight into how organizational commitment is internalized and work motivation is developed within a manufacturing context, rather than merely measuring relationships among variables quantitatively.

6. Theoretical and Practical Implications

Theoretically, this study extends the understanding that organizational commitment and work motivation should be viewed as interconnected processes in the development of employee performance. Value internalization can be conceptualized as a mechanism linking organizational values to employees' actual behaviors, while motivation reinforces the enactment of these values in everyday work activities.

Practically, PT Dahsheng should strengthen the continuous dissemination of organizational values, establish two-way communication between management and employees, ensure leadership role modeling, implement fair recognition systems, and expand employee training and development opportunities. These recommendations are particularly relevant because the findings indicate that limited recognition, suboptimal communication, target pressures, and routine work conditions may undermine employee motivation and performance.

CONCLUSION

Based on the findings concerning strategies for internalizing organizational commitment values and fostering work motivation to improve employee performance at PT Dahsheng, it can be concluded that the company implements these strategies through organizational communication, routine briefings, leadership role modeling, reinforcement of work culture, and direct employee coaching in operational activities. These strategies contribute to the development of discipline, loyalty, responsibility, and employee engagement, while work motivation is strengthened through organizational support, recognition, harmonious interpersonal relationships, and a conducive work environment, thereby supporting improved employee performance.

The primary factors supporting the internalization of organizational commitment values and work motivation include supportive leadership, effective communication, a positive work culture, harmonious working relationships, and organizational support and recognition. Conversely, high work-target pressures, monotonous work routines, operational fatigue, and inconsistent internal communication constitute major barriers that need to be managed to ensure the sustainability of value internalization and employee performance improvement.

Theoretically, this study contributes by demonstrating that improved employee performance in a manufacturing context is not determined solely by technical capabilities but is also shaped by the interconnectedness of organizational value internalization, organizational commitment, work motivation, and employee engagement. The findings also address a gap in previous research by providing qualitative insight into the processes through which organizational commitment values and work motivation are internalized within a manufacturing organization.

Practically, PT Dahsheng should maintain supportive leadership, strengthen internal communication consistently, sustain a positive work culture, and enhance organizational support, recognition, and employee workload management. Thus, the principal contribution of this study is its demonstration that consistent internalization of organizational commitment values and sustained motivation-building, supported by a conducive work environment, constitute important strategies for strengthening employee engagement and performance at PT Dahsheng over the long term.

RESEARCH LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This study provides contextual insight into strategies for internalizing organizational commitment values and fostering work motivation to improve employee performance at PT Dahsheng. Nevertheless, several limitations should be acknowledged to avoid overgeneralization of the findings and to provide a basis for future research.

Research Limitations

1. Limited Research Context

The study was conducted in only one manufacturing company, PT Dahsheng; therefore, the findings are strongly influenced by the company's specific work culture, management system, and operational environment. Accordingly, generalization to other companies, industrial sectors, or organizations with different cultural characteristics should be undertaken with caution. The findings are more appropriately interpreted as a contextual account of value internalization and motivation within a particular manufacturing environment.

2. Methodological Limitations

The study employed a qualitative case study design and purposive sampling to select informants. Although this approach enabled an in-depth exploration of organizational experiences, interactions, and dynamics, it did not permit the measurement of relationship strength or the statistical testing of direct effects among organizational value internalization, work motivation, and employee performance.

3. Limited Scope of Variables

The study focused primarily on organizational commitment value internalization, work motivation, and employee performance and therefore did not examine in depth several external factors that may influence employee dynamics, including digital transformation, compensation systems, changing work patterns, economic conditions, and labor market dynamics. These factors may influence employee motivation, loyalty, and engagement within contemporary manufacturing environments.

Directions for Future Research

1. Development of a Mixed-Methods Approach

Future research could employ a mixed-methods design to combine the depth of qualitative exploration with quantitative testing of relationships among variables. Such an approach could empirically examine the relationships among organizational value internalization, organizational commitment, work motivation, employee engagement, and employee performance while simultaneously explaining the underlying social processes.

2. Comparative Studies Across Companies and Industries

Future studies could compare multiple manufacturing companies or different industrial sectors to identify similarities and differences in value-internalization strategies, leadership patterns, organizational communication, and their effectiveness in fostering employee motivation and performance. Comparative research could contribute to the development of a broader and more applicable model of organizational value internalization.

3. Development of Contemporary Organizational Models and Variables

Future research could develop a conceptual model incorporating psychological well-being, employee engagement, digital transformation, work flexibility, and organizational resilience. Such an approach could broaden understanding of how organizational communication, psychological well-being, employee engagement, and organizational resilience interact to influence organizational and employee performance.

4. Further Exploration of the Human-Centered Organization Perspective

Future research could also adopt a human-centered organization perspective to examine the balance between productivity demands and employees' psychological well-being, sustainable working conditions, and the quality of social relationships in the workplace. This direction is particularly relevant because the present study identified work-related fatigue arising from routine operations, target pressures, and the need for a more participatory and conducive work environment.

Overall, these limitations do not diminish the value of the findings but rather highlight opportunities for further development. Future research is expected to broaden organizational contexts, employ more diverse methodological designs, and test integrated models incorporating organizational commitment, work motivation, employee engagement, organizational support, and contemporary organizational factors to provide a more comprehensive understanding of strategies for improving employee performance.

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