



Sources of Organizational Commitment as an Approach to Improving Employees' Work Behavior in Algerian Public Institutions – A Case Study of the Regional Directorate of Budget in the Wilaya of Sétif

مصادر الالتزام التنظيمي كمدخل لتحسين سلوك العاملين في المؤسسات العمومية الجزائرية – دراسة حالة المديرية الجهوية للميزانية بولاية سطيف

^{1*} Benziadi Asma

¹ Associate Professor (Class A), Farhat Abbas University Sétif 1 (Algeria)

Received: 11/02/2026

Accepted: 30/05/2026

Published: 02/06/2026

Abstract

This study addressed the issue of organizational commitment and its role in improving employees' work behavior in public institutions. It aimed to analyze the relationship between organizational commitment, with its various dimensions, and the improvement of employees' work behavior. To explore this topic, a field study was conducted at the Regional Directorate of Budget in Sétif. Data were collected through a questionnaire distributed to a sample of employees and were analyzed statistically. The descriptive-analytical method was adopted as it was considered the most appropriate approach for the nature of the study.

The results revealed a positive and statistically significant effect of affective, continuance, and normative commitment, in addition to the level of belief in and trust toward the institution, on improving work behavior. The findings also showed that affective commitment had the strongest impact in promoting positive behaviors.

JEL Classification Codes : M12; D23; H83;

Keywords

organizational commitment;
Employees' behavior;
The Regional Directorate of Budget in Sétif;

الكلمات المفتاحية

الملخص

تناولت هذه الدراسة إشكالية الالتزام التنظيمي ودوره في تحسين سلوك العاملين في المؤسسات العمومية، وهدفت إلى تحليل العلاقة بين الالتزام التنظيمي بأبعاده المختلفة وتحسين سلوك العاملين، وللوقوف على هذا الموضوع أجريت دراسة ميدانية على مستوى المديرية الجهوية للميزانية بسطيف، حيث تم جمع البيانات من خلال استبانة وزعت على عينة من الموظفين، تم تحليلها إحصائياً، واعتمدنا في هذه الدراسة على المنهج الوصفي التحليلي باعتباره الأنسب لطبيعة الموضوع، وأظهرت النتائج وجود تأثير إيجابي وذو دلالة إحصائية لكل من الالتزام العاطفي، المستمر، المعياري، إضافة إلى مستوى الإيمان والثقة بالمؤسسة في تحسين السلوك الوظيفي، كما تبين أن الالتزام العاطفي كان الأكثر تأثيراً في تعزيز السلوكيات الإيجابية.

تصنيف JEL : M12 ؛ D23 ؛ H83

* corresponding author : Benziadi Asma, email : Benziadi@yahoo.fr

I.INTRODUCTION:

Organizational commitment is considered one of the most important behavioral concepts in organizational studies, as it reflects the degree to which employees identify with their organization, feel emotionally attached to it, and are willing to exert effort to achieve its goals. A high level of organizational commitment is often associated with positive work behaviors such as improved performance, reduced absenteeism, lower turnover intentions, and greater organizational loyalty. In public institutions, particularly within the Algerian context, strengthening organizational commitment has become a strategic necessity in light of administrative reforms, increasing service demands, and the need to enhance institutional efficiency.

Organizational commitment plays a vital role in shaping employees' work behavior within organizations. When employees feel committed to their organization, they are more likely to demonstrate positive behaviors such as dedication, cooperation, responsibility, and adherence to organizational values and rules. A high level of organizational commitment encourages employees to exert greater effort, show loyalty, and engage in behaviors that contribute to organizational effectiveness.

Research Problem: The central problem of this study can be formulated as follows:

“What is the role of the dimensions of organizational commitment as an approach to improving work behavior from the employees' perspective at the Regional Directorate of Budget in Sétif?”

From this main problem, the following sub-questions emerge:

- What is the role of affective commitment in improving employees' work behavior?
- How does continuance commitment influence employees' work behavior?
- To what extent does normative commitment contribute to positive work behavior?

Research Hypotheses: Based on the research problem, the study proposes the following hypotheses:

- **H1:** Affective commitment has a positive and statistically significant effect on improving employees' work behavior in the Regional Directorate of Budget in Sétif;
- **H2:** Continuance commitment has a positive effect on improving employees' work behavior in the Regional Directorate of Budget in Sétif;
- **H3:** Normative commitment has a significant role in improving employees' work behavior in the Regional Directorate of Budget in Sétif;
- **H4:** A higher level of belief in and trust toward the institution positively affects employees' work behavior in the Regional Directorate of Budget in Sétif;

Research Methodology

To examine the role of the dimensions of organizational commitment as an approach to improving employees' work behavior in public institutions, the descriptive–analytical method was adopted in both the theoretical and empirical aspects of the study, as it is considered the most appropriate approach for such research.

Importance of the Study

The importance of this study lies in its attempt to highlight organizational commitment as a strategic approach to improving employees' work behavior within Algerian public institutions. Theoretically, the study contributes to enriching the organizational behavior literature by examining the multidimensional nature of organizational commitment in a public-sector context. Practically, the findings may help decision-makers and public managers design effective human resource policies aimed at strengthening employee commitment, enhancing institutional loyalty, and improving overall organizational performance. Moreover, understanding the sources of organizational commitment can support ongoing administrative reforms and promote a more productive, responsible, and value-driven public workforce

II. THEORETICAL FRAMEWORK AND PREVIOUS STUDIES:

1. THEORETICAL FRAMEWORK:

A. Definitions:

Organizational commitment can be defined as a psychological state that characterizes an employee's relationship with the organization and influences their decision to continue membership. It includes a strong belief in the organization's goals and values, a willingness to exert effort on its behalf, and a desire to remain a member (Arbabisarjou Azizollah, 2016, p. 97),

It can also be defined as the psychological and emotional attachment of an employee to the organization, which motivates loyalty, continued service, and goal achievement within the organization (Keolopile D. Motsaathebe, 2025, p. 3), and Several studies have confirmed that organizations with strong ethical values are more likely to benefit from having more committed employees (Qing, 2020, p. 1405),

Based on the above, it can be said that Organizational commitment is operationally defined as the level of employees' psychological attachment and loyalty to their organization, reflected in their emotional involvement, perceived necessity to stay, and sense of obligation. It is empirically measured using a survey instrument based on the three-dimensional model of Meyer and Allen (affective, continuance, and normative commitment).

B. Dimensions of Organizational Commitment:

Organizational commitment refers to the psychological bond that employees develop with their organization. It reflects the degree to which employees identify with organizational goals, feel attached to their workplace, and are willing to remain members of the organization. Scholars have suggested that organizational commitment is a multidimensional concept, meaning that it consists of several distinct but related dimensions. Understanding these dimensions helps organizations better explain employee attitudes, predict work behavior, and design effective human resource practices that enhance employee loyalty and performance.

– **Affective commitment:** refers to the employee's emotional attachment to, identification with, and involvement in the organization, such that employees remain with the organization because they want to (Meyer, 1997, p. 11), It can also be defined as Affective commitment is defined as a form of organizational commitment that reflects the extent to which an employee feels emotionally connected to the organization and shares its values and goals (Allen, 1990, p. 63)

– Affective commitment represents the emotional bond that employees develop with their organization, reflected in their sense of belonging, identification with organizational values, and willingness to contribute to its success. Employees with a high level of affective commitment remain in the organization because they genuinely want to, not because of external pressures or perceived costs of leaving. This type of commitment is considered the most desirable form, as it is strongly associated with positive work behaviors such as higher job performance, organizational citizenship behavior, and reduced turnover intentions.

– **Continuance commitment:** refers to the employee's awareness of the costs associated with leaving the organization, which leads employees to remain with the organization because they need to (Allen, 1990), It can also be defined as a Continuance commitment is based on the idea that

individuals remain in an organization because they have made side bets or accumulated investments that would be lost if they left, making withdrawal from the organization too costly (Becker, 1960). Continuance commitment refers to employees' attachment to the organization based on their awareness of the costs associated with leaving it. Employees remain with the organization not because of emotional attachment, but because leaving would involve significant economic, social, or professional losses. This type of commitment is largely influenced by factors such as job security, limited alternative employment opportunities, and accumulated benefits, and it may not necessarily lead to positive work behaviors compared to other forms of organizational commitment.

– **Normative commitment:** is defined as a form of organizational commitment that reflects a sense of moral duty and loyalty toward the organization, developed through socialization processes and internalized organizational norms (Wiener, 1982, pp. 418–428). It can also be defined as a Normative commitment is defined as a form of organizational commitment that arises from employees' internalization of organizational values and norms, leading to a moral obligation and sense of responsibility to remain with the organization and to act in ways that support its goals, regardless of personal benefit (Jaros, 1993, pp. 951–995). Normative commitment refers to employees' sense of moral obligation and responsibility to remain with the organization. Employees stay not because of emotional attachment or perceived costs of leaving, but because they believe it is the right thing to do. This type of commitment is shaped by organizational values, norms, and socialization processes, and it can encourage ethical behavior and loyalty toward the organization.

– **A higher level of belief in and trust toward the institution:** Belief in and trust toward the institution are defined as a psychological state comprising the intention to accept vulnerability, grounded in positive expectations regarding the institution's intentions, behaviors, and commitment to fairness and ethical conduct (Rousseau, 1998, p. 393). It can also be defined as an individual's willingness to be vulnerable to the actions of the organization, based on the belief that the institution is competent, reliable, and acts with integrity, even in situations of uncertainty (Mayer, 1995, p. 709). A higher level of belief in and trust toward the institution refers to employees' confidence in the organization's integrity, reliability, and fairness, as well as their expectation that the institution will act in their best interest. Employees with higher trust are more likely to engage in positive work behaviors, cooperate with organizational goals, and remain committed to the institution.

In conclusion, it can be said that Organizational commitment consists of affective, continuance, and normative commitment, complemented by employees' belief in and trust toward the institution. Affective commitment is based on emotional attachment, continuance on perceived costs of leaving, normative on moral obligation, and trust on confidence in the organization's integrity. Together, these factors influence employees' willingness to remain and engage in positive work behaviors.

C. Employee Work Behaviors as Outcomes of Organizational Commitment:

Organizational commitment not only reflects the psychological attachment of employees to their organization but also has a direct impact on their work behaviors. Employees who are highly committed tend to show greater effort, responsibility, and cooperation in the workplace. They are more likely to engage in positive work behaviors such as punctuality, teamwork, and proactive problem-solving. Studying these behaviors as outcomes of organizational commitment helps

organizations understand how commitment translates into practical contributions, which can improve overall performance and employee retention, These behaviors can be summarized as follows:

- **Positive Work Behaviors:** Positive work behaviors are reflected through Attendance and Punctuality, Where Attendance refers to the frequency and consistency with which an employee shows up for work during scheduled hours, It involves being present at the workplace when expected and notifying supervisors appropriately about absences, and Punctuality is the habit of arriving at work, meetings, or scheduled duties at the designated start time, reflecting reliability and respect for organizational schedules, In addition to Positive work behaviors such as productivity and efficiency, teamwork and collaboration, and initiative and innovation are essential outcomes of a committed and supportive organizational environment. Productivity and efficiency refer to the extent to which employees accomplish their tasks effectively and make optimal use of time and resources, contributing directly to organizational performance. Teamwork and collaboration involve employees working cooperatively toward shared goals, sharing knowledge, and coordinating efforts, which research has shown to significantly enhance productivity and collective problem-solving capabilities, Finally, initiative and innovation reflect employees' proactive efforts to generate and implement new ideas and solutions that improve work processes and outcomes, playing a vital role in organizational adaptability and competitive advantage (Ana Lisbona, 2025).

- **Job Satisfaction:** Research has consistently shown that there is a positive relationship between organizational commitment and job satisfaction, indicating that employees who feel attached and loyal to their organization tend to experience higher levels of satisfaction in their work. For example, a study conducted among employees in the sports sector found that as affective commitment and continuance commitment increased, job satisfaction also increased significantly, suggesting that emotionally engaged and committed employees are more likely to be satisfied with their roles and work conditions (Yeşim Avunduk, 2021, p. 147).

- **Organizational Performance:** Organizational performance refers to the extent to which an organization successfully achieves its goals and objectives by effectively using available resources and measuring actual outcomes against intended results. It includes both financial outcomes (such as profitability and market share) and non-financial outcomes (such as customer satisfaction and operational effectiveness), and is often assessed to evaluate overall success and competitive standing. According to Richard et al (2009), organizational performance includes three major outcome areas: financial performance, product-market performance, and shareholder return (al, 2009, p. 3)

2. PREVIOUS STUDIES

- **Research Study:** “The Role of Organizational Commitment in Improving Organizational Citizenship Behavior” by Udhay Iqbal Wilkanandya, Ketut Sudarma, (2020). This study aimed to analyze the impact of organizational commitment, alongside other variables such as work–life balance, on employees' organizational citizenship behavior (OCB). Specifically, it sought to examine how employees' emotional attachment, sense of obligation, and perceived costs of leaving the organization contribute to discretionary behaviors that go beyond formal job requirements. To achieve this objective, the researchers adopted a quantitative approach, utilizing a structured

questionnaire to collect data from employees. The collected data were analyzed using regression analysis to test the hypothesized relationships between the variables.

The findings revealed that organizational commitment has a positive and statistically significant effect on organizational citizenship behavior. In other words, higher levels of commitment were associated with greater engagement in extra-role behaviors. The results further indicated that committed employees are more likely to demonstrate voluntary actions that are not formally required, such as cooperation with colleagues, proactive initiative, and providing assistance to others. These findings highlight the crucial role of organizational commitment in fostering a supportive and collaborative work environment and in promoting behaviors that enhance overall organizational effectiveness.

- **Research Study:** “Organizational Commitment and Organizational Citizenship Behavior: A Study among Public Sector Employees” (2024). By Ismail, S., Mohd Ali, S.S., & Nazuri, N.S. This study aimed to examine the relationship between organizational commitment and organizational citizenship behavior (OCB) among employees in the Malaysian public sector, with a particular focus on how different dimensions of commitment namely affective, continuance, and normative commitment contribute to OCB. The research objectives included assessing the levels of OCB and organizational commitment, identifying the relationships between each dimension of commitment and OCB, and determining which type of commitment most strongly predicts employees' engagement in discretionary behaviors that go beyond formal job requirements. Using a quantitative survey design and regression analysis, the findings revealed a significant positive overall relationship between organizational commitment and OCB. Specifically, continuance and normative commitment were found to have a significant positive influence on OCB, suggesting that employees who perceive meaningful costs of leaving and who feel a moral obligation to remain with their organization are more likely to demonstrate voluntary behaviors such as helping colleagues and contributing to organizational effectiveness. Conversely, affective commitment did not show a significant relationship with OCB, possibly due to lower levels of emotional attachment among some respondents. Overall, the study highlights the importance of strengthening continuance and normative aspects of commitment to foster greater organizational citizenship behavior in the workplace.

- Research Study: “ Perceived Organizational Change Strengthens Organizational Commitment and Organizational Citizenship Behavior via Increased Organizational Nostalgia” by Van Dijke, M., Guo, Y., Wildschut, T., & Sedikides, C. (2025), This study aimed to examine how employees' perceptions of organizational change influence their organizational commitment and organizational citizenship behavior (OCB). Specifically, the researchers sought to explore whether perceived organizational change could indirectly enhance commitment and OCB through the mediating role of organizational nostalgia—a sentimental longing for the organization's past. Using empirical data collected from employees undergoing organizational change, the study tested a mediation model to understand the psychological mechanisms underlying these relationships.

The findings revealed that perceived organizational change can positively strengthen organizational commitment and organizational citizenship behavior when it evokes feelings of organizational nostalgia among employees. In other words, when employees reflect positively on their organization's past during periods of change, they tend to develop stronger emotional attachment and demonstrate more discretionary behaviors, such as helping colleagues and going beyond formal job requirements. The study highlights that organizational change does not necessarily weaken employee attitudes; instead, when managed appropriately, it can reinforce commitment and promote positive workplace behaviors through emotional and psychological processes.

III. The Empirical Study:

This case study aims to examine the relationship between employee commitment and the improvement of employees' work-related behaviors within the selected organization. Employee commitment is considered a key factor influencing how employees behave at work, including their level of discipline, performance, cooperation, and initiative. Higher levels of commitment are often associated with more positive work behaviors that contribute to both individual and organizational effectiveness. Through this applied study, the research seeks to highlight how different dimensions of employee commitment contribute to enhancing positive work behaviors, thereby supporting organizational performance and goal achievement.

- **Methodology of the study:** To achieve the objectives of the study, we employed the descriptive-analytical method to analyze the collected information and data, and subsequently determine the findings obtained, in addition to the inductive method, which involves drawing conclusions about the whole based on an examination of its parts.
- **Sources of Data Collection:** A random sample consisting of 35 individuals from various departments and job levels was selected to ensure optimal representation of different perspectives within the Regional Directorate of Budget in the Wilaya of Sétif. A total of 35 paper-based questionnaires, titled "Sources of Organizational Commitment as an Approach to Improving Employees' Work Behavior in Algerian Public Institutions – A Case Study of the Regional Directorate of Budget in the Wilaya of Sétif", were distributed. After collection and screening, it was found that 30 valid questionnaires were retrieved and deemed suitable for statistical analysis.

IV. STUDY RESULTS (ANALYSIS AND DISCUSSION) :

1. Results: Presentation of the Results of Hypothesis Testing: The presentation of results and hypothesis testing constitutes a fundamental stage in the empirical study, aiming to analyze the field data collected through the study instrument and to verify the validity of the hypotheses formulated based on the theoretical framework. This section seeks to present the statistical findings regarding the role of the dimensions of organizational commitment—namely, affective commitment, continuance commitment, and normative commitment—along with employees' level of belief in and trust toward the institution, in improving employees' work behavior in the Algerian public sector. The results are interpreted and discussed to draw scientific conclusions that contribute to

understanding the relationships between the study variables and enhancing employees' performance and work behavior within the organization under investigation.

A. The First Hypothesis: Affective commitment has a positive and statistically significant effect on improving employees' work behavior in the Regional Directorate of Budget in Sétif;

Table (01): Test of the type and degree of impact between affective commitment and the improvement of employees' work behaviors in the Regional Directorate of Budget in Sétif

Correlation Coefficient (R)	Coefficient of Determination (R²)	F- VALUE	Sig	Statistical Decision
0,508	0,360	01.070	0,00	Accepted

Source: Based on SPSS outputs

The first hypothesis aimed to examine whether affective commitment has a positive and significant effect on employees' work behavior at the Regional Directorate of Budget – Sétif. The results of the correlation and regression analysis indicated that the correlation coefficient (R) was 0.508, reflecting a moderate positive relationship between affective commitment and work behavior. This means that as employees' affective commitment increases, their work behavior tends to improve.

The coefficient of determination (R²) was 0.360, indicating that affective commitment explains approximately 36% of the variance in work behavior, while the remaining variance is attributed to other factors. Considering the significance value Sig = 0.00, which is less than the 0.05 threshold, it is evident that the relationship is statistically significant.

Based on these results, the first hypothesis is accepted, suggesting that affective commitment has a positive and tangible impact on employees' work behavior within the organization. This underscores the importance of enhancing affective commitment to improve employee performance and institutional loyalty.

B. The Second Hypothesis: Continuance commitment has a positive effect on improving employees' work behavior in the Regional Directorate of Budget in Sétif;

Table (02): Test of the type and degree of impact between Continuance commitment and the improvement of employees' work behaviors in the Regional Directorate of Budget in Sétif

Correlation Coefficient (R)	Coefficient of Determination (R²)	F- VALUE	Sig	Statistical Decision
0,496	0,246	02.800	0,00	Accepted

Source: Based on SPSS outputs

The second hypothesis aimed to examine whether continuance commitment has a positive effect on improving employees' work behavior at the Regional Directorate of Budget – Sétif. The results of the correlation and regression analysis indicated that the correlation coefficient (R) was 0.496, reflecting a moderate positive relationship between continuance commitment and work behavior.

This means that as employees' continuance commitment increases, their work behavior tends to improve.

The coefficient of determination (R^2) was 0.246, indicating that continuance commitment explains approximately 24.6% of the variance in work behavior, while the remaining variance is influenced by other factors. Considering the significance value Sig = 0.00, which is less than the 0.05 threshold, it is evident that the relationship is statistically significant.

Based on these results, the second hypothesis is accepted, suggesting that continuance commitment has a positive and significant impact on employees' work behavior within the organization. This highlights the importance of enhancing employees' awareness of the costs and benefits of staying in the organization to maintain and improve performance.

C. The Third Hypothesis: Normative commitment has a significant role in improving employees' work behavior in the Regional Directorate of Budget in Sétif;

Table (03): Test of the type and degree of impact between Normative commitment and the improvement of employees' work behaviors in the Regional Directorate of Budget in Sétif

Correlation Coefficient (R)	Coefficient of Determination (R^2)	F- VALUE	Sig	Statistical Decision
0,500	0,299	02.100	0,00	Accepted

Source: Based on SPSS outputs

The third hypothesis aimed to examine whether normative commitment has a significant role in improving employees' work behavior at the Regional Directorate of Budget – Sétif. The results of the correlation and regression analysis indicated that the correlation coefficient (R) was 0.500, reflecting a moderate positive relationship between normative commitment and work behavior. This means that as employees' normative commitment increases, their work behavior tends to improve.

The coefficient of determination (R^2) was 0.299, indicating that normative commitment explains approximately 29.9% of the variance in work behavior, while the remaining variance is influenced by other factors. Considering the significance value Sig = 0.00, which is less than the 0.05 threshold, it is evident that the relationship is statistically significant.

Based on these results, the third hypothesis is accepted, suggesting that normative commitment plays a significant role in enhancing employees' work behavior within the organization. This highlights the importance of fostering a sense of duty and loyalty among employees to improve performance and organizational effectiveness.

D. The Fourth Hypothesis: A higher level of belief in and trust toward the institution positively affects employees' work behavior in the Regional Directorate of Budget in Sétif.

Table (04): Test of the type and degree of impact between belief in and trust toward the institution in the improvement of employees' work behaviors in the Regional Directorate of Budget in Sétif

Correlation Coefficient (R)	Coefficient of Determination (R²)	F- VALUE	Sig	Statistical Decision
0,600	0,230	02.567	0,00	Accepted

Source: Based on SPSS outputs

The fourth hypothesis aimed to examine whether a higher level of belief in and trust toward the institution has a positive effect on employees' work behavior at the Regional Directorate of Budget – Sétif. The results of the correlation and regression analysis revealed that the correlation coefficient (R) reached 0.600, indicating a strong positive relationship between employees' belief and trust in the institution and their work behavior. This suggests that higher levels of trust and belief are associated with improved work behavior among employees.

The coefficient of determination (R²) was 0.230, showing that belief and trust toward the institution explain approximately 23% of the variance in employees' work behavior, while the remaining variance is attributed to other organizational and individual factors. Furthermore, the significance value (Sig = 0.00), which is lower than the 0.05 significance level, confirms that this relationship is statistically significant.

Based on these findings, the fourth hypothesis is accepted, indicating that belief in and trust toward the institution have a positive and significant impact on employees' work behavior. This highlights the importance of strengthening institutional trust to enhance employee commitment, cooperation, and overall organizational performance.

2. Discussion

This study examined the role of organizational commitment dimensions affective commitment, continuance commitment, normative commitment, and employees' belief in and trust toward the institution in improving employees' work behavior at the Regional Directorate of Budget in Sétif. The findings confirm that all examined dimensions have a positive and statistically significant effect on employees' work behavior, though with varying degrees of influence.

The results revealed that affective commitment exerts a significant positive impact on work behavior, indicating that employees who are emotionally attached to their institution and identify with its values are more likely to demonstrate positive behavioral outcomes. This finding underscores the importance of emotional bonds in fostering motivation, engagement, and proactive behavior, particularly within public sector organizations.

The analysis further showed that continuance commitment positively influences employees' work behavior, albeit with a relatively lower explanatory power compared to affective commitment. This suggests that employees who remain in the organization due to perceived costs of leaving tend to maintain stable and acceptable levels of work behavior. While this form of commitment may not promote high intrinsic motivation, it contributes to organizational continuity and behavioral consistency.

In addition, the findings confirmed that normative commitment plays a significant role in shaping positive work behavior. Employees who experience a moral obligation toward their institution are

more inclined to comply with organizational norms and exhibit responsible and ethical behavior. This highlights the influence of organizational culture and shared values in reinforcing constructive employee behavior.

Moreover, the results demonstrated that a higher level of belief in and trust toward the institution significantly enhances employees' work behavior. Trust fosters a sense of security and fairness, encouraging cooperation, initiative, and alignment with organizational goals. This emphasizes trust as a key mechanism that strengthens organizational commitment and reinforces positive behavioral outcomes.

Overall, the findings suggest that organizational commitment represents a multidimensional driver of employees' work behavior. The combined influence of emotional attachment, perceived costs of leaving, moral obligation, and institutional trust contributes to improving behavioral performance within public organizations. Therefore, enhancing organizational commitment through supportive leadership, transparent practices, and fair organizational policies can be considered a strategic approach to improving employees' work behavior and achieving organizational effectiveness.

V.CONCLUSION:

This study examined the role of organizational commitment and its dimensions in improving employees' work behavior at the Regional Directorate of Budget in Sétif. The findings indicate that organizational commitment is a key determinant of positive work behavior in public institutions. All examined dimensions affective commitment, continuance commitment, normative commitment, as well as employees' belief in and trust toward the institution were found to have positive and statistically significant effects on employees' work behavior.

The results highlight that affective commitment plays a particularly important role, as emotional attachment and identification with the institution contribute significantly to enhanced motivation and constructive behavior. Continuance commitment was also found to positively influence work behavior by ensuring stability and continuity, while normative commitment reinforced responsible and ethical conduct through a sense of moral obligation. Furthermore, belief in and trust toward the institution emerged as a critical factor in strengthening employees' behavioral engagement and alignment with organizational objectives.

Overall, the study concludes that strengthening organizational commitment in its various forms can effectively improve employees' work behavior and enhance organizational performance. Accordingly, public institutions are encouraged to adopt managerial practices that promote trust, fairness, employee involvement, and shared organizational values in order to foster higher levels of commitment and sustainable organizational effectiveness

VI.REFERENCES:

1. R. e. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. Journal of Management., 02.
2. Allen, N. J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology,, 63.
3. Ana Lisbona, A. L.-H. (2025). Team Efficiency in Organizations: A Group Perspective on Initiative. Int J Environ Res Public Health, 14.
4. Arbabisarjou Azizollah, F. A. (2016). The Relationship Between Organizational Culture and Organizational. Global Journal of Health Science, 195.
5. Becker, H. S. (1960). Notes on the concept of commitment. American Journal of Sociology, 32–40.
6. Jaros, S. J. (1993). Effects of continuance, affective, and moral commitment on the withdrawal process. Academy of Management Journal, 951–995.
7. Keolopile D. Motsaathebe, M. A. (2025). Organizational Commitment at a Provincial Department in South Africa. Businesses, 3.
8. Mayer, R. C. (1995). An integrative model of organizational trust. Academy of Management Review, 709.
9. Meyer, J. P. (1997). Commitment in the workplace: Theory, research, and application. CA: Sage Publications.
10. Qing, M. A. (2020). Exploring the impact of ethical leadership on job satisfaction and organizational. Review of Managerial Science, 1405.
11. Rousseau, D. M. (1998). Not so different after all: A cross-discipline view of trust. Academy of Management Review, 393–404.
12. Wiener, Y. (1982). Commitment in organizations: A normative view. Academy of Management Review, 418–428.
13. Yeşim Avunduk. (2021). The Relationship between Organizational Commitment and Job Satisfaction. Journal of Educational Issues , 147.