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**CORRELATION OF ORGANIZATIONAL COMMITMENT, WORK MOTIVATION,
AND EMPLOYEE PERFORMANCE: CASE STUDY AT THE DEPARTMENT OF
COMMUNICATION, INFORMATICS, STATISTICS, AND ENCRYPTION,
SOUTHWEST PAPUA PROVINCE**

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Abstract. *This study aims to analyze the correlation between organizational commitment, work motivation, and employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province. The research employs a quantitative approach using a survey method involving 43 employees as respondents. Data were collected through questionnaires and analyzed using statistical software. The results indicate that both organizational commitment and work motivation have a positive and significant relationship with employee performance, both partially and simultaneously. These findings highlight the importance of strengthening organizational commitment and work motivation to enhance employee performance in newly established regional government agencies. The study recommends strategies for improving internal communication, fostering commitment, and enhancing work motivation to achieve optimal organizational goals.*

Abstrak. Penelitian ini bertujuan untuk menganalisis korelasi antara komitmen organisasi, motivasi kerja, dan kinerja pegawai pada Dinas Komunikasi, Informatika, Statistik dan Persandian Provinsi Papua Barat Daya. Penelitian menggunakan pendekatan kuantitatif dengan metode survei terhadap 43 pegawai sebagai responden. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan perangkat lunak statistik. Hasil penelitian menunjukkan bahwa komitmen organisasi dan motivasi kerja memiliki hubungan positif dan signifikan terhadap kinerja pegawai, baik secara parsial maupun secara simultan. Temuan ini menegaskan pentingnya penguatan komitmen organisasi dan motivasi kerja dalam upaya meningkatkan kinerja pegawai di lingkungan pemerintahan daerah baru. Penelitian ini merekomendasikan strategi peningkatan komunikasi internal, pembinaan komitmen, dan motivasi kerja pegawai untuk mencapai tujuan organisasi secara optimal.

INTRODUCTION

In the era of modern bureaucratic transformation, enhancing employee performance has become a crucial priority for both central and local governments. Employee performance in public institutions is no longer measured solely by the speed of task completion, but also by the quality of services provided to the public (Makanga et al., 2025; Saleha et al., 2023). In the context of government organizations, employee performance reflects institutional effectiveness and constitutes a key indicator of public service success (Pircher Verdorfer et al., 2025). Multiple factors influence the level of employee performance, both internal, such as motivation and organizational commitment, and external, such as the effectiveness of communication and managerial systems (Radyasasmita & Suryaningsih, 2022; Rosalina et al., 2021). Particularly in newly established regional government agencies like the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province, understanding these factors is essential for fostering a productive and effective workforce (Berisha et al., 2025).

Communication within an organization is a fundamental process for exchanging information, ideas, and feedback among individuals to achieve shared understanding and goals (Zielińska et al., 2025; Nindatu, 2019). Effective internal communication serves as a medium of coordination, control, and bridge between leaders and employees in task execution (Aulia Safitri et al., 2024). In government organizations, poor communication may lead to policy misperceptions, unclear instructions, and disrupted teamwork, ultimately impeding organizational performance (Setyowati, 2019). Conversely, open, two-way communication oriented towards feedback fosters a harmonious work environment and enhances employee engagement in achieving organizational objectives (Chandra Hazani, 2019; Piwowar-Sulej & Iqbal, 2025). As a newly formed provincial government unit, the Department of Communication, Informatics, Statistics, and Encryption holds a strategic role in public information management that demands effective cross-sector coordination and communication (Hidayat, Andriyan, et al., 2023; Hidayat et al., 2024).

Besides communication, organizational commitment is a pivotal factor in determining employee performance (Hamid, 2025). Organizational commitment is characterized by an individual's emotional and psychological attachment to their workplace, influencing loyalty, responsibility, and dedication (Ameer et al., 2025; Pratiwi & Asri Kartika, 2019). Employees with strong organizational commitment demonstrate higher levels of engagement, integrity, and loyalty to organizational goals (Viona et al., 2023). In the public sector, such commitment is closely tied to the morality of service and public trust. However, in the context of governmental transition, as experienced by the Southwest Papua Province, employees often face challenges in adapting to new organizational cultures and systems, which can lead to low commitment, increased absenteeism, and suboptimal job performance (Kho et al., 2025; Park & Choi, 2025).

Work motivation, as a psychological drive, significantly influences individuals to perform and achieve organizational targets (Mercader et al., 2025; Candra, 2022). In public organizations, motivation may be derived from internal needs for recognition and achievement, as well as external factors such as incentives and workplace support (Rahayu & Dahlia, 2023; Tursunbayeva et al., 2025). High motivation encourages employees to work diligently, pursue solutions, and exhibit initiative, which is crucial for adapting to the rapid changes and demands of a new government structure (Tan et al., 2025). Conversely, low motivation is often linked to minimal innovation and a lack of desire for excellence (Fransiska & Tupti, 2020). Thus, examining the correlation between organizational commitment, work motivation, and employee performance is essential, particularly

for the development of effective human resource policies in the government sector of newly established regions such as Southwest Papua Province.

METHODS

The research employed a quantitative approach with a causal survey design to examine the correlation between organizational commitment, work motivation, and employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province. The entire population, consisting of 43 civil servants and contract employees actively working at the department, was selected as the research sample using a saturated sampling technique, which is suitable for studies with relatively small and accessible populations (Rustamana et al., 2024). Data collection was conducted through the distribution of structured questionnaires developed based on established theoretical indicators for each variable and measured using a five-point Likert scale (Rijal Fadli, 2021). The validity and reliability of the research instruments were tested using Pearson Product Moment correlation and Cronbach's Alpha, respectively, to ensure data accuracy and consistency (Waruwu et al., 2025; Presilawati et al., 2022). The collected data were analyzed using descriptive statistics and multiple linear regression analysis with the assistance of SPSS software, enabling the identification of both partial and simultaneous effects of the independent variables on employee performance (Saleha et al., 2023). This methodological approach ensured objectivity and provided empirical evidence regarding the key factors influencing public sector employee performance in newly established regional government agencies.

RESULTS AND DISCUSSION

Descriptive statistics were used to provide an overview of the respondents' perceptions of each research variable: communication, organizational commitment, work motivation, and employee performance. The results are displayed in the table below:

Table 1. shows the descriptive statistics for each variable

Variable	N	Min	Max	Mean	Std. Deviation
Communication	43	18	40	33.79	4.74
Organizational Commitment	43	11	38	32.49	6.01
Work Motivation	43	10	40	31.91	5.98
Employee Performance	43	12	40	32.93	6.38

The mean values of all variables are relatively high (above 30), indicating that, in general, respondents perceive communication, organizational commitment, work motivation, and employee performance within the Department as good. The standard deviations show moderate variability among respondents' answers. The t-test was performed to determine the partial effect of each independent variable (communication, organizational commitment, and work motivation) on the dependent variable (employee performance). The results are as follows:

Table 2. The results t-test (Partial Significance Test)

Variable	Unstandardized Coefficient (B)	t	Sig.
Communication	0.451	2.895	0.006
Organizational Commitment	0.351	2.633	0.012
Work Motivation	0.346	2.864	0.007

All independent variables have significance values ($p < 0.05$), meaning communication, organizational commitment, and work motivation each have a positive and significant effect on employee performance when tested separately. The F-test was conducted to examine the simultaneous influence of all independent variables on employee performance. The results are presented below:

Table 3. The results F-test (Simultaneous Significance Test)

Variable	Unstandardized Coefficient (B)	t	Sig.
Communication	0.451	2.895	0.006
Organizational Commitment	0.351	2.633	0.012
Work Motivation	0.346	2.864	0.007

The calculated F value is 105.901 with a significance level of 0.000 (<0.05). This indicates that communication, organizational commitment, and work motivation simultaneously have a significant effect on employee performance. The R Square value was used to determine the proportion of variance in employee performance explained by the three independent variables.

Table 4. The results Coefficient of Determination (R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.944	0.891	0.882	2.189

The R Square value is 0.891, meaning that 89.1% of the variance in employee performance is explained by communication, organizational commitment, and work motivation. The remaining 10.9% is explained by other factors not included in this model.

Communication affects Employee Performance

Hypothesis 1 in this study states that communication has a significant effect on employee performance. The t-test results show that communication has a significance value of 0.006 ($p < 0.05$), indicating that communication partially has a positive and significant influence on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province (Balik et al., 2024; Henraman, 2021; Hidayat, Munzir, et al., 2023). This finding affirms that effective workplace communication enhances understanding, reduces misunderstandings, and strengthens interpersonal relationships, which ultimately improves performance (Wulandari & Saputra, 2022).

Recent research further reveals that good internal communication can boost employee motivation and engagement, positively impacting productivity and the achievement of organizational goals (Rizky & Hartono, 2023). Additionally, open communication allows management to provide constructive and transparent feedback, which is essential for the continuous improvement of performance (Sari &

Syamsuddin, 2023). In the context of public organizations, effective communication has also been proven to build trust and collaboration, which are crucial in achieving the organization's strategic objectives (Pratama & Lestari, 2021).

Moreover, the results of this study are consistent with the findings of Norlina et al. (2024), who state that organizations with directed and structured communication strategies tend to have more optimal employee performance. Thus, it can be concluded that efforts to improve the quality of internal communication, both vertically and horizontally, are key factors in supporting enhanced employee performance in public sector organizations.

Organizational Commitment Influences Employee Performance

Hypothesis 2 in this study posits that organizational commitment has a significant effect on employee performance. The results of the t-test indicate a significance value of 0.004 ($p < 0.05$), confirming that organizational commitment has a positive and significant partial effect on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province. This finding corroborates the view that employees who are emotionally attached, loyal, and feel a sense of belonging to their organization are more likely to demonstrate higher levels of performance and contribute proactively to organizational goals (Yunita & Nugroho, 2021).

Recent studies have highlighted that organizational commitment is a key predictor of employee productivity, willingness to go beyond formal job requirements, and reduced absenteeism and turnover in public sector institutions (Darmawan et al., 2020). Moreover, fostering a supportive environment and recognizing employees' contributions are proven strategies to strengthen organizational commitment and, in turn, enhance work performance (Marzuki et al., 2023). Organizational commitment also encourages employees to align their personal goals with those of the organization, which leads to improved work quality and more effective achievement of targets (Putra & Dewi, 2022).

In line with these findings, research by Syafitri and Rahmawati (2024) demonstrates that public organizations that actively invest in team-building, employee development, and inclusive decision-making processes tend to have more committed employees, resulting in better overall performance (Andriyan et al., 2023; Munzir et al., 2024; Pahmi et al., 2024). Therefore, strengthening organizational commitment through both structural and cultural interventions is essential for optimizing employee performance, particularly within government agencies undergoing change or adaptation.

Work Motivation Affects Employee Performance

Hypothesis 3 in this study states that work motivation has a significant effect on employee performance. The t-test results reveal a significance value of 0.002 ($p < 0.05$), indicating that work motivation has a positive and significant partial influence on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province. This finding affirms that motivated employees are more likely to display higher productivity, greater initiative, and a stronger commitment to organizational objectives (Ramadhani & Fadillah, 2020).

Recent research suggests that work motivation, whether intrinsic or extrinsic, plays a vital role in shaping employees' attitudes and behaviors, which directly impact performance outcomes (Hidayat & Sari, 2022). Motivated employees tend to be more enthusiastic, persistent in overcoming challenges, and proactive in pursuing excellence in their work (Putri & Hasanah, 2021). In the context of public organizations, motivation can be enhanced through recognition, career development opportunities, and supportive leadership, all of which are essential for optimal job performance (Suharto et al., 2023).

Furthermore, the results of this study are consistent with the findings of Pratama and Dewi (2024), who reported that organizations investing in motivational programs and fostering a positive work environment tend to achieve better employee performance (Munzir et al., 2022; Rini et al., 2022; Sanaba et al., 2022). Therefore, fostering work motivation should be a strategic priority for public sector organizations aiming to improve service quality and achieve their institutional goals.

Communication, Organizational Commitment, and Work Motivation simultaneously influence Employee Performance

Hypothesis 4 of this study states that communication, organizational commitment, and work motivation simultaneously have a significant effect on employee performance. The results of the F-test indicate a significance value of 0.000 ($p < 0.05$), which means that these three independent variables jointly exert a positive and significant influence on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province. This finding reinforces the importance of integrating effective communication, strong organizational commitment, and high work motivation in order to achieve optimal employee performance (Sari & Pratama, 2021).

Recent studies show that effective communication fosters mutual understanding, ensures the smooth flow of information, and reduces the likelihood of misunderstandings within the organization (Rahman & Dewi, 2020). When communication is complemented by high organizational commitment, employees tend to demonstrate greater loyalty, dedication, and willingness to go beyond their basic responsibilities (Utami & Hasanah, 2022). Furthermore, work motivation both intrinsic and extrinsic encourages employees to maintain high levels of productivity and persistence in achieving organizational goals (Yusuf & Sari, 2021).

The simultaneous influence of these three variables creates a synergistic effect that strengthens employee engagement, promotes teamwork, and enhances organizational productivity (Putri & Ramadhan, 2023). These results are consistent with the findings of Widodo and Lestari (2024), who found that organizations that actively improve communication channels, nurture organizational commitment, and foster work motivation tend to achieve higher levels of employee performance and organizational effectiveness. Therefore, it is essential for public sector organizations to design and implement integrated strategies that address these three factors together in order to sustain and improve employee performance.

The variable that has the most dominant influence on Employee Performance

The test results show that the communication variable has the most dominant influence on employee

performance, as indicated by the largest B coefficient value (0.451) compared to organizational commitment (0.351) and work motivation (0.346). This indicates that the role of effective communication in the workplace has a more significant impact on improving employee performance compared to work motivation or organizational commitment.

The conditions at the Office of Communication, Informatics, Statistics, and Cryptography of the Southwest Papua Province reflect a dynamic and collaborative work environment, where communication is an important aspect of every organizational activity. Interaction between leaders and staff occurs openly through various forums such as regular meetings, group discussions, and the use of information technology to facilitate the flow of information. Employees are encouraged to actively communicate, provide feedback, and convey the obstacles they face in order to find solutions together. In addition, employees' commitment to the organization's vision and mission is also quite strong, as reflected in their loyalty and discipline in carrying out their duties. However, research results indicate that the role of effective communication is more prominent in supporting employee performance achievement compared to other factors. This is evident from the team's success in completing tasks on time, minimizing miscommunication, and maintaining inter-departmental coordination, thereby enabling the organization to achieve its targets and goals effectively.

SUMMARY

Based on the results of data analysis and discussion in this study, several conclusions can be drawn as follows: 1) Communication has a significant effect on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Southwest Papua Province. 2) Organizational commitment has a significant effect on employee performance. 3) Work motivation has a significant effect on employee performance. 4) Communication, organizational commitment, and work motivation simultaneously have a significant effect on employee performance. 5) Work motivation is the most dominant variable influencing employee performance. The results of the analysis show that, among the variables studied, work motivation contributes the most to improved performance, indicating the importance of developing motivational strategies within the organization.

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