



The Effect of Communication and Commitment on Employee Performance in the Department of Education, Youth and Sports

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ABSTRACT

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This study aims to examine the effect of communication and commitment on employee performance. A quantitative approach with a saturated sampling technique was employed, involving 60 employees as respondents. Data were collected using a validated and reliable questionnaire and analyzed using multiple linear regression. The results indicate that communication and commitment simultaneously have a significant effect on employee performance. Individually, both communication and commitment also show a significant positive effect. The coefficient of determination (R^2) obtained is 0.825, indicating that 82.5% of the variance in employee performance is explained by communication and commitment, while the remaining 17.5% is influenced by other factors such as motivation, ability, and work environment. These findings suggest that enhancing communication and strengthening employee commitment are critical strategies for improving overall employee performance. Organizations should prioritize effective communication channels and initiatives that foster employee dedication and engagement.

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INTRODUCTION

Human resources are widely recognized as the primary driver of organizational effectiveness and sustainability in an increasingly competitive and technology-driven global environment (Windiasari et al., 2025; Yakin et al., 2025). Organizations across sectors are required to optimize employee performance to respond to rapid change, innovation, and public expectations. Strategic human resource management has therefore become a critical concern, particularly in public organizations where performance directly affects service quality and social welfare (Knies et al., 2024). Recent studies highlight that employee engagement, trust, and satisfaction are essential outcomes of effective

human resource practices, contributing significantly to organizational success (Abu Orabi et al., 2024; Gusti et al., 2024). Moreover, emerging technologies such as artificial intelligence have reshaped work processes, intensifying the need for effective communication and commitment to maintain productivity and engagement (Manresa et al., 2025; Divya et al., 2025). Consequently, examining determinants of employee performance is important not only for organizational improvement but also for ensuring broader societal benefits through efficient public service delivery (Windiasari et al., 2025; Yakin et al., 2025).

Despite growing awareness of human resource importance, many public sector organizations continue to struggle with suboptimal employee performance (Ilmani et al., 2024; Wisudaningsih et al., 2025). Public institutions often face structural constraints, bureaucratic procedures, limited incentives, and performance management challenges that weaken employee motivation and effectiveness (Ahmad et al., 2024; Keefer & Vlaicu, 2024). In such contexts, unclear communication, low participation in decision-making, and weak organizational commitment can reduce employees' sense of responsibility and engagement. Research indicates that public employees' performance is strongly influenced by psychological and relational factors, including trust, motivation, and commitment to organizational goals (Tran & Hoang, 2024). Furthermore, ethical challenges and data-driven human resource systems may unintentionally erode employee trust if not managed transparently (Manroop et al., 2024). These persistent problems underline the need to investigate key behavioral factors that can enhance employee performance in public organizations (Kusumawati et al., 2025).

In practice, employee performance issues in public organizations frequently manifest through delays in task completion, limited teamwork, and uneven work quality (Barokah, 2025; Hadi & Masuwd, 2025). These challenges are often associated with ineffective communication channels and insufficient employee involvement. Studies show that workplace communication significantly shapes employees' emotional well-being, task coordination, and performance outcomes (Kay et al., 2024; Taylor et al., 2025). In multicultural and bureaucratic environments, miscommunication and limited access to information can further intensify role ambiguity and work stress (Mushaathoni, 2024). Additionally, weak interpersonal communication reduces collaboration and hampers collective problem-solving, especially in team-based tasks (Kaneko, 2025). When employees feel excluded from information flows or organizational forums, their sense of belonging and responsibility declines, ultimately affecting performance. These field-level phenomena reinforce the importance of examining communication as a central mechanism influencing employee performance.

Prior research consistently demonstrates that communication is a key determinant of employee performance across organizational settings. Effective communication improves clarity of roles, coordination of tasks, and alignment between individual actions and organizational objectives (Kaneko, 2025). Studies also indicate that supportive communication practices reduce anxiety, foster psychological safety, and enhance employee resilience during periods of uncertainty (Kay et al., 2024). Furthermore, communication styles, including informal interactions such as humor, contribute positively to workplace relationships and performance when appropriately managed (Taylor et al., 2025). However, much of the existing literature focuses on private-sector organizations or crisis contexts, leaving public institutions underrepresented (Sholehah & Ichsah, 2025). This creates a research gap regarding how communication functions as a performance-enhancing mechanism in routine public sector operations, particularly when combined with other behavioral factors such as organizational commitment.

Organizational commitment has also been identified as a crucial predictor of employee performance. Employees with strong emotional attachment and loyalty to their organization are more willing to exert effort, adapt to challenges, and remain engaged (Turek et al., 2024). Empirical evidence suggests that commitment mediates the relationship between leadership, work environment, and task performance (Sihombing et al., 2024; Al-Romeedy & El-Sisi, 2024). Commitment further enables employees to overcome organizational constraints and maintains performance despite limited resources (Turek et al., 2024). Nevertheless, many studies examine commitment in isolation, without integrating it with communication as a complementary factor. By synthesizing insights from human resource management, leadership, and performance studies, this research positions itself to contribute by analyzing communication and commitment simultaneously as determinants of employee performance in public organizations.

The novelty of this research lies in its combined investigation of communication and commitment as simultaneous predictors of employee performance within public service organizations. While previous studies have addressed these variables separately, few have explored their joint effect, particularly in contexts with unique operational challenges such as resource constraints, administrative bureaucracy, and diverse employee skill levels. Addressing these issues is important because enhancing employee performance in public institutions directly affects service quality, societal welfare, and organizational reputation. This study not only offers empirical evidence for the interrelated impact of communication and commitment but also identifies

practical strategies to strengthen employee engagement and task efficiency. By doing so, it contributes both theoretically, by expanding performance management models, and practically, by providing actionable recommendations for public sector administrators.

Based on the observed challenges in employee performance, this study investigates how communication and commitment influence individual and organizational outcomes. The research problem is formulated as: "To what extent do communication and commitment affect employee performance in public institutions?" The hypothesis is that both factors significantly and positively affect performance, individually and simultaneously. By analyzing these relationships, the study aims to contribute evidence-based insights into effective human resource management. The anticipated contribution includes developing interventions that enhance communication channels, strengthen commitment, and improve overall performance, ultimately supporting the organization's mission and increasing societal benefit. This argument underscores the importance of a dual-factor approach to managing employee performance in contexts where operational efficiency and public service quality are critical.

RESEARCH METHOD

The unit of analysis in this study is the performance of employees, specifically focusing on their communication and commitment within a public sector institution. The research was conducted at the Department of Education, Youth, and Sports, where employees' behavior, task execution, and workplace interactions were observed as the primary material objects of investigation. This study employs a quantitative research design with a survey approach, aiming to measure the relationships and causal effects among the independent variables—communication and commitment—and the dependent variable, employee performance. The positivist paradigm underpins this research, assuming that phenomena such as employee behaviors and performance can be observed, measured, and analyzed objectively.

The main sources of information in this study are the employees themselves, who serve as respondents, providing insights into their communication practices, commitment levels, and performance outcomes. Data were collected using a structured questionnaire that had been tested for validity and reliability. The study applied a total sampling technique due to the relatively small population of 182 employees, including permanent, contractual, and P3K staff. The data collection process involved distributing the questionnaire directly to all respondents and ensuring comprehensive participation. This approach allowed for systematic and standardized data acquisition to support quantitative analysis.

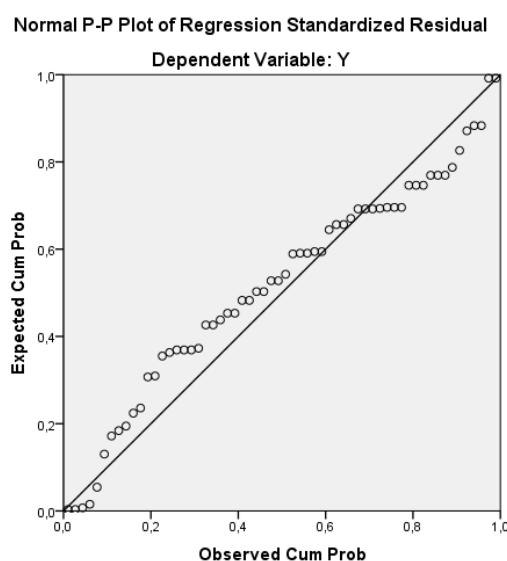
Data analysis consisted of several stages to ensure accuracy and validity. First, descriptive analysis was conducted to summarize the characteristics of respondents and their responses. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity checks, were performed to validate the suitability of the data for regression analysis. Multiple linear regression was then applied to determine the magnitude and significance of the influence of communication and commitment on employee performance. The regression model used is formulated as $Y = a + b_1X_1 + b_2X_2 + e$, where Y represents employee performance, X_1 and X_2 represent communication and commitment respectively, a is the constant, b_1 and b_2 are the regression coefficients, and e is the error term. Data processing was performed using SPSS 25, ensuring rigorous and systematic quantitative analysis.

RESULT AND DISCUSSION

RESULT

Classical Assumption Test

1. Normality Test



The results of the normality test obtained from each statement item can be seen in table 1 below:

Based on Table 1 above, it can be seen that the points in the figure always follow and approach the diagonal line. Therefore, as the basis for decision-making in the normality test, it can be concluded that the residual values are normally distributed. Therefore, the assumption of normality in this study is met.

2. Multicollinearity Test

The results of the multicollinearity test in this study can be seen in Table 2 below:

Table 2. Multicollinearity

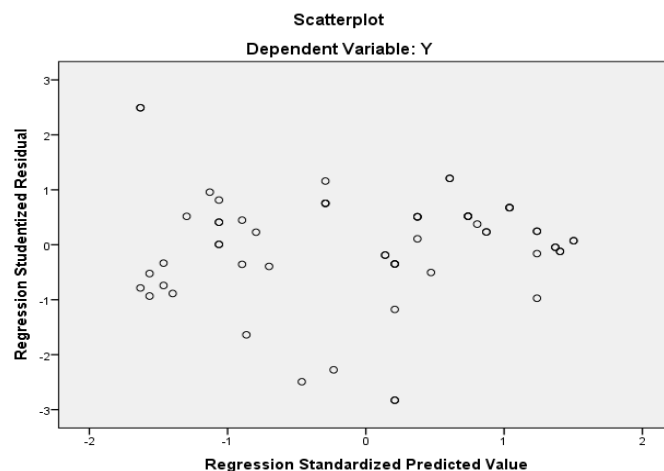
No	Variables	Tolerance	VIF	Information
1	Communication (X1)	,610	1,639	Non-Multicollinearity
2	Commitment (X2)	,610	1,639	Non-Multicollinearity

Source: Data processed in 2025

Based on Table 2 above, it can be seen that the Tolerance value obtained is greater than 0.10 and the VIF value is less than 10.00. Therefore, referring to the basis for decision-making in the multicollinearity test, it can be concluded that there are no symptoms of multicollinearity in the regression model, so the analysis can be continued.

3. Heteroscedasticity Test

The results of the heteroscedasticity test obtained from each statement item can be seen in table 3 below :



Based on Table 3 above, it can be seen that the distribution points of the data generated in this study do not have a specific pattern, such as clustering in the middle, narrowing then widening, or conversely widening then narrowing. It can be concluded that in this study there are no symptoms of heteroscedasticity.

4. Multiple Linear Regression Analysis Test Results

This study uses multiple linear regression analysis with the aim of to prove the hypothesis regarding the influence of Communication and Commitment on employee performance at the Education, Youth, and Sports Office of Tojo Una-Una Regency. The results of the multiple linear regression

analysis of this study can be seen in Table 4 below.

Table 4. Summary of Multiple Linear Regression Analysis Test Results

Dependent Variable Y = Employee Performance Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	7,336	2,445		3,001	,004		
Communication	,357	,078	,325	4,582	,000	,610	1,639
Commitment	,903	,096	,669	9,438	,000	,610	1,639
R = .908		Sig F = ,000					
R Square = .825		α = 0.05					
Adjusted R Square = .819							

Source: Processed data, 2025

Based on Table 4 above, the regression model equation is obtained multiple linear as follows:

$$Y = 7.336 + 0.325X_1 + 0.669X_2$$

The multiple linear regression equation model above can be explained as follows:

1. The constant (a) is 7.336. This constant value means that if the independent variables (X1 and X2) are assumed to have a value of zero, then the employee performance at the Youth and Sports Education Office of Tojo Una-Una Regency is 7.336.
2. Regression coefficient X1 = 0.325. This shows that if the Communication indicator increases by one unit, then the performance of employees at the Youth and Sports Education Office of Tojo Una-Una Regency also increases by 0.325.
3. The regression coefficient X2 = 0.669. This shows that if the Commitment indicator increases by one unit, then employee performance at the Education, Youth, and Sports Office of Tojo Una-Una Regency also increases by 0.669.

Results of Regression Analysis and Classical Assumption Testing

This study aims to measure the influence of communication and commitment on employee performance at the Education, Youth, and Sports Office of Tojo Una-Una Regency. Based on the research results and data analysis conducted using SPSS version 25, the following conclusions can be drawn:

1. The normality test, based on the results of the One-Sample Kolmogorov-Smirnov Test, obtained a significance value of $0.217 > 0.05$, indicating a normal distribution of the residual data. Thus, the regression model meets the assumption of normality and is suitable for further analysis.
2. Multicollinearity test results show that each independent variable (Communication and Commitment) has a tolerance value of $0.610 (> 0.10)$ and a VIF value of $1.639 (< 10)$. This indicates the absence of multicollinearity symptoms, so that both independent variables can be used together in the regression model without excessive influence on each other.
3. Heteroscedasticity test: Based on the scatterplot results, the data points are randomly distributed above and below zero and do not form a specific pattern. This indicates that the regression model does not exhibit heteroscedasticity, meaning the residual variance is homogeneous.
4. Multiple Linear Regression Analysis, the results of the regression analysis produce the equation: $Y = 7.336 + 0.325X_1 + 0.669X_2 + e$

From the results of the partial test (t-test), it was obtained that:

- The Communication variable (X_1) has a positive and significant effect on Employee Performance (Y) with a significance value of $0.000 < 0.05$.
- The Commitment variable (X_2) also has a positive and significant effect on Employee Performance (Y) with a significance value of $0.000 < 0.05$.

The R Square value of 0.825 indicates that 82.5% of the variation in employee performance can be explained by Communication and Commitment, while the remaining 17.5% is influenced by other factors outside this study.

Overall, the research results show that the regression model has fulfilled all classical assumptions (normality, multicollinearity, and heteroscedasticity), so that the model used is declared feasible and valid.

Hypothesis Test Results

Simultaneous Hypothesis Test (f-Test)

Based on the results of the multiple linear regression analysis test, Sig F is 0.000, meaning that the value is smaller than the indicated value, which is $= 0.05$, indicating that the first hypothesis is accepted. Thus, it can be stated that simultaneously the *independent variables* consisting of communication variables (X_1), commitment (X_2), have a significant effect on employee performance variables at the Tojo Una-Una Regency Youth and Sports Education Office.

Partial Hypothesis Test (t-Test)

The Effect of Communication on Employee Performance The calculation results of the Communication variable (X_1) show a significance level value of $t = 0.000$. When compared with α (0.05) or a 95% confidence level, the sig.t value $< \alpha$ Based on the results of the t-test, it can be stated that the communication variable

(X1) partially has a significant effect on employee performance at the Youth and Sports Education Office of Tojo Una-Una Regency. Therefore, the second hypothesis is accepted.

The Influence of Commitment on Employee Performance The calculation results of the Commitment variable (X2) show a significance level value of $t = 0.000$. When compared with α (0.05) or a 95% confidence level, the sig. t value $< \alpha$. Based on the results of the t -test, it can be stated that the Commitment variable (X2) partially has a significant effect on employee performance at the Youth and Sports Education Office of Tojo Una-Una Regency. Therefore, the third hypothesis is accepted.

Coefficient of Determination (R2)

The calculation results using the SPSS program show that the coefficient of determination obtained is 0.825. This means that 82.5% of employee performance is influenced by communication and commitment variables, while the remaining 17.5% of employee performance is influenced by other variables such as *Human Performance, Motivation, Ability*, and several other variables not examined in this study.

DISCUSSION

The findings of this study demonstrate that communication and organizational commitment simultaneously have a significant effect on employee performance. The multiple linear regression analysis confirms that these two variables collectively explain a substantial proportion of performance variance, indicating their strategic importance in human resource management within public organizations. This result is consistent with recent public sector studies emphasizing that employee performance is shaped by both relational mechanisms and psychological attachment to organizational goals (Knies et al., 2024; Keefer & Vlaicu, 2024). Among the two independent variables, commitment shows a higher mean value, suggesting a more dominant role in influencing employee performance. This supports contemporary literature asserting that organizational commitment strengthens employees' willingness to exert effort, remain engaged, and align their behavior with institutional objectives (Turek et al., 2024; Sihombing et al., 2024).

Communication functions as a foundational mechanism that enables employees to acquire information, coordinate tasks, and build professional relationships. Effective communication ensures clarity of instructions, alignment of expectations, and timely feedback, which enhances task execution and operational efficiency. These findings align with recent studies indicating that well-structured communication channels improve coordination, reduce

ambiguity, and support performance across teams (Kaneko, 2025; Taylor et al., 2025). Furthermore, transparent and accessible communication has been shown to reduce workplace anxiety and foster psychological safety, which indirectly supports employee productivity (Kay et al., 2024). In public sector contexts, where hierarchical structures often limit information flow, effective communication becomes a critical enabler of consistent performance outcomes (Tran & Hoang, 2024).

The analysis also reveals that communication has a significant positive effect on employee performance when examined independently. However, its regression coefficient is lower than that of commitment. This finding can be explained by the relatively high and homogeneous level of communication quality within the organization. High mean scores across communication dimensions—such as accessibility, clarity, completeness, and appropriateness of information—indicate that employees generally experience minimal communication barriers. As a result, performance differences attributable to communication are less pronounced. This interpretation is supported by Kaneko (2025), who notes that when communication systems are already effective and stable, their incremental contribution to performance variation may be limited. Nonetheless, communication remains essential for maintaining coordination, teamwork, and workflow continuity, particularly in complex organizational environments (Mushaathoni, 2024).

Organizational commitment emerges as the most influential factor affecting employee performance in this study. Employees with strong commitment demonstrate greater responsibility, persistence, and willingness to contribute beyond formal job requirements. This finding aligns with recent empirical evidence suggesting that commitment enables employees to overcome organizational constraints and sustain performance despite resource limitations (Turek et al., 2024). Commitment also strengthens alignment between individual goals and organizational missions, reinforcing consistent work behavior and task focus (Abu Orabi et al., 2024). In public organizations, where financial incentives are often limited, commitment plays a compensatory role by motivating employees through intrinsic and normative attachment to the organization (Ahmad et al., 2024).

Overall, the findings highlight that while effective communication is a necessary condition for performance, organizational commitment serves as a more decisive driver of sustained employee effectiveness. This underscores the importance of integrating communication strategies with policies that foster trust, participation, and emotional attachment to organizational values (Keefer &

Vlaicu, 2024; Tran & Hoang, 2024). Strengthening both factors simultaneously can enhance employee performance, support service quality, and improve organizational outcomes in the public sector.

CONCLUSION

The key finding of this study is that communication and commitment significantly influence employee performance, both simultaneously and individually, with commitment showing a slightly stronger effect. Effective communication ensures information flows clearly and efficiently among employees and between leadership, while strong organizational commitment motivates employees to engage fully in their responsibilities. The practical lesson from this research is that organizations, especially in the public sector, can enhance performance by fostering structured communication channels and cultivating commitment among employees. This emphasizes that human factors, such as interaction quality and emotional attachment to the organization, are critical determinants of productivity and organizational success.

In terms of scholarly contribution, this study provides empirical evidence on the simultaneous effect of communication and commitment on employee performance within a public sector context, which has been less explored compared to private organizations. It highlights the importance of integrating these human resource factors to improve performance outcomes. However, the study is limited by its focus on a single institution and a relatively small sample size, which may affect generalizability. Future research could expand the sample across multiple public organizations, incorporate additional variables such as motivation, ability, or leadership style, and explore longitudinal impacts of communication and commitment on performance over time to strengthen the robustness of findings.

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