

# The Effect of Organizational Commitment on Employee Performance at The Communication and Information Agency of NTT Province

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## ABSTRACT

This study aims to analyze the influence of organizational commitment on employee performance at the Communication and Information Agency of East Nusa Tenggara Province. Employee performance is a key factor in supporting the effectiveness of public service delivery, which is influenced not only by structural aspects, but also by psychological factors and employee work behavior. This study uses a quantitative approach with an explanatory design. Data was collected through the distribution of questionnaires to 62 selected employees using simple random sampling techniques. The research instrument was tested for validity and reliability before data analysis was carried out. The analysis techniques used include descriptive statistics and simple linear regression with the help of SPSS software. The results of the descriptive analysis showed that the level of organizational commitment was in the high category, while employee performance was in the good category. The results of the hypothesis test prove that organizational commitment has a positive and significant effect on employee performance. These findings indicate that employees who have emotional attachment, loyalty, and a willingness to contribute to the organization tend to perform more optimally. This research provides a theoretical contribution by strengthening empirical evidence on the role of organizational commitment in improving the performance of public sector employees, as well as practical implications for organizational leaders in designing human resource management policies that are oriented towards strengthening commitment and improving the performance of apparatus.

## 1 | Introduction

The development of the organizational environment in the modern era is characterized by the dynamics of changes that are increasingly rapid, complex, and competitive, both in the private and public sectors (Priyambodo et al., 2024). Digital transformation, demands for public accountability, and increasing public expectations for service quality have encouraged organizations to adapt sustainably (Iskandar et al., 2025). In this context, human resources occupy a strategic position as the main driver of achieving organizational goals. The success of an organization is no longer solely determined by the availability of technology or the completeness of regulations, but is highly dependent on the quality of the performance of the individuals in it. Employee performance is an important indicator that reflects the

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extent to which the organization is able to carry out its functions effectively and efficiently (Kotzé, 2021).

In public sector organizations, employee performance has broader implications because it is directly related to the quality of service to the community and the legitimacy of government institutions (Nguyen & Ngo, 2021). Public servants are required not only to work in accordance with administrative procedures, but also to demonstrate dedication, responsibility, and professionalism in carrying out their duties. However, in practice, various government organizations still face performance problems, such as low work discipline, late completion of tasks, lack of initiative, and lack of responsibility for work (Mahmud et al., 2023). This phenomenon shows that performance improvement efforts cannot be separated from the psychological and behavioral factors inherent in individual employees.

One of the internal factors that is consistently cited in the human resource management literature as a determinant of performance is organizational commitment. Organizational commitment reflects the extent to which individuals have emotional attachment, willingness to contribute, and desire to remain part of the organization (Mapuranga et al., 2021). Employees with a high level of commitment tend to show loyalty, seriousness in their work, and willingness to put in extra effort to achieve organizational goals. Conversely, low commitment is often associated with suboptimal work behavior, high absenteeism, desire to change workplaces, and declining overall performance quality (Khaola & Rambe, 2021).

In the context of local government organizations, the issue of organizational commitment is becoming increasingly relevant given the complex bureaucratic characteristics, rigid hierarchical structures, and diverse geographical and socio-economic challenges (Priyambodo et al., 2024). Regional apparatus organizations are required to be able to carry out public service functions effectively in the midst of limited resources and external environmental pressures (Azfar et al., 2018). Therefore, a comprehensive understanding of the factors that affect employee performance, especially organizational commitment, is important as the basis for formulating a more targeted human resource management policy.

The problem of this research departs from the indication of suboptimal employee performance in public organizations, which is reflected in low work discipline, lack of compliance with working hours, late completion of tasks, and unproductive work behavior. These conditions not only have an impact on the effectiveness of certain work units, but also have the potential to hinder the achievement of overall organizational goals. This phenomenon raises fundamental questions about the extent to which organizational commitment plays a role in shaping employee behavior and performance. Is the low performance of employees solely due to limited abilities and resources, or is it closely related to a weak commitment to the organization where they work.

This study focuses on examining the relationship between organizational commitment and employee performance in public sector organizations. Although employee performance is frequently evaluated, the psychological factors underlying performance have often received limited attention in managerial practice. Many performance improvement policies still emphasize structural and administrative measures, such as stricter regulations or increased workloads, without parallel efforts to strengthen employees' attachment to and sense of ownership toward the organization (Ruhle et al., 2020). Therefore, this study aims to analyze and explain the effect of organizational commitment on employee performance and to provide empirical evidence on its role in enhancing or diminishing performance. The findings are expected to contribute to the academic literature and offer practical insights for organizational leaders, particularly in local government institutions, in designing effective human resource management strategies and employee development programs.

In the management and organizational behavior literature, the relationship between organizational commitment and employee performance has been extensively researched. Various studies show that organizational commitment has a positive influence on performance, job satisfaction, and extra-role behavior (Djaelani et al., 2020). However, the results of previous research also show that there are

variations in findings influenced by the organizational context, characteristics of respondents, and methodological approaches used. Some research emphasizes that organizational commitment is not the only factor that determines performance, but rather interacts with other variables such as motivation, leadership, and reward systems (Taba, 2018).

Most previous studies have focused on private organizations or government agencies in relatively developed regions, making the generalization of their findings to areas with limited infrastructure and resources questionable. Moreover, empirical studies that specifically examine organizational commitment as a single determinant of employee performance in local government organizations particularly in strategic work units responsible for information management and public communication, remain limited. Addressing this gap, the present study provides contextually relevant empirical evidence by analyzing the relationship between organizational commitment and employee performance in provincial-level public organizations that face unique operational challenges and performance demands, thereby not only validating prior research but also extending the understanding of organizational commitment within the context of regional bureaucracy.

This research presents a new perspective by examining the influence of organizational commitment on employee performance in local government organizations that are directly faced with the challenges of digital transformation and the demands of public services. In addition, this study places organizational commitment as a key factor that is analyzed in depth, thereby contributing to the development of a conceptual model regarding employee performance in the public sector. The justification for this research is based on the urgency of improving the performance of government apparatus as a prerequisite for achieving good governance. By understanding the role of organizational commitment, leaders and policymakers are expected to design more effective and sustainable interventions, not only focusing on formal and structural aspects, but also on building employee values, attitudes, and attachments to the organization. Therefore, this research has theoretical significance in enriching the study of public sector human resource management, as well as practical significance in supporting efforts to improve the performance and quality of public services.

## **2 | Method**

### **2.1 | Research Design**

This study employs a quantitative research approach with an explanatory design, aimed at examining the causal relationship between organizational commitment and employee performance. A quantitative approach is considered appropriate because the research seeks to measure variables objectively, test hypotheses, and analyze the magnitude and direction of relationships among variables using statistical procedures (Manafe et al., 2024). The explanatory design enables the study to explain how and to what extent organizational commitment influences employee performance within a public sector organization.

The research was conducted at a government institution operating in the field of communication and informatics at the provincial level. This institution was selected due to its strategic role in supporting public information services and digital governance, as well as the presence of observable performance-related issues that are relevant to the objectives of this study. The unit of analysis in this research is individual employees working within the organization.

### **2.2 | Population and Sample**

The population of this study consists of all employees actively working in the organization at the time of data collection. Given that the population size is relatively limited, probability sampling was applied to ensure that each member of the population had an equal opportunity to be selected as a respondent. The sampling technique used was simple random sampling, which is appropriate when the population

is homogeneous in terms of job status and organizational structure. Based on the sampling calculation, a total of 62 employees were selected as research respondents and considered representative of the population.

### **2.3 | Data Collection Techniques**

Data used in this study comprise both primary and secondary data. Primary data were obtained directly from respondents through the distribution of structured questionnaires designed to measure organizational commitment and employee performance. The questionnaires were administered either directly or through coordination with the human resources unit to ensure effective data collection. Secondary data were collected from institutional documents, official reports, and relevant literature, including books and scientific journals, to support the theoretical framework and contextual background of the study.

### **2.4 | Research and Measurement Variables**

The research instrument used in this study was a structured questionnaire developed based on established theories and previous empirical studies. Organizational commitment was measured using indicators reflecting identification with organizational values, involvement in work, and the intention to remain within the organization. Employee performance was measured through indicators including quantity of work, quality of work, job knowledge, cooperation, dependability, initiative, and personal qualities. All questionnaire items were measured using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), to capture respondents' perceptions consistently.

### **2.5 | Test Research Instruments**

Before data analysis was carried out, the research instrument was tested for validity and reliability. The validity test is carried out by measuring the correlation between the item score and the total score to ensure that each statement is able to measure the variable in question. Reliability tests are performed using Cronbach's Alpha coefficient to assess the internal consistency of the instrument. The instrument is declared reliable if Cronbach's Alpha value is greater than 0.60 (Taber, 2018).

### **2.6 | Data Analysis Techniques**

Prior to hypothesis testing, the research instrument underwent validity and reliability testing to ensure the quality of the data. Validity testing was conducted using the Product Moment correlation method by comparing the correlation coefficient of each item with the critical value at a significance level of 0.05. Items with correlation coefficients greater than the critical value were deemed valid. Reliability testing was performed using Cronbach's Alpha coefficient, with a minimum acceptable value of 0.60. Instruments exceeding this threshold were considered reliable and suitable for further analysis.

Data analysis in this study was carried out using Statistical Package for the Social Sciences (SPSS) software. The analysis process consisted of descriptive and inferential statistical techniques. Descriptive analysis was used to summarize respondents' characteristics and provide an overview of the distribution of responses for each variable. Inferential analysis was employed to test the research hypothesis and examine the effect of organizational commitment on employee performance.

### **2.7 | Hypothesis Testing**

To test the proposed hypothesis, simple linear regression analysis was applied. This analytical technique was selected because the study involves one independent variable, organizational commitment, and one dependent variable, employee performance. The regression model was formulated to determine the direction and strength of the relationship between the two variables. Hypothesis testing was conducted using the t-test at a significance level of 0.05. A significance value lower than 0.05 indicates that

organizational commitment has a statistically significant effect on employee performance. The methodological approach adopted in this study ensures systematic, objective, and empirical examination of the research problem. By applying rigorous statistical procedures and validated measurement instruments, the research findings are expected to provide reliable evidence regarding the role of organizational commitment in shaping employee performance within public sector organizations.

### 3 | Results and Discussion

#### 3.1 | Statistics Descriptive

The research data was collected through the distribution of questionnaires to employees of the Communication and Information Agency of East Nusa Tenggara Province totaling 62 respondents. Data analysis was carried out with the help of Statistical Package for the Social Sciences (SPSS) software version 25.0, including testing the quality of the instruments, respondent characteristics, descriptive analysis of variables, and hypothesis testing. The characteristics of the respondents were analyzed to provide an overview of the profile of the employees who were the research sample in **Table 1**.

**TABLE 1** | Descriptive Statistics of Respondent Characteristics

<b>Characteristics</b>	<b>Category</b>	<b>N</b>	<b>(%)</b>
<b>Gender</b>	Male	32	52
	Female	30	48
<b>Age Group</b>	24–34 years	28	45
	35–44 years	18	29
	45–54 years	10	16
	55–60 years	6	10
<b>Education Level</b>	Diploma	20	32
	Bachelor’s Degree	36	58
	Master’s Degree	6	10
<b>Total Respondents</b>		<b>62</b>	<b>100</b>

*Source:* Processed primary data (2025)

Based on Table 1, the study involved 62 employees from the Communication and Information Agency of East Nusa Tenggara Province. The gender composition of respondents was relatively balanced, with male employees representing 52% and female employees 48% of the sample. In terms of age, most respondents were between 24 and 34 years old (45%), suggesting that the organization is largely staffed by employees in their productive working years. The remaining respondents were distributed across the age groups of 35–44 years (29%), 45–54 years (16%), and 55–60 years (10%). Regarding educational attainment, the majority of respondents held a bachelor’s degree (58%), followed by diploma holders (32%), while a smaller proportion had completed a master’s degree (10%). Overall, these characteristics indicate a workforce that is fairly balanced in terms of gender, dominated by productive-age employees, and supported by an educational background that is adequate for carrying out organizational responsibilities.

The results of the recapitulation of the answers show that in general employees have a relatively good level of organizational commitment. Respondents tend to agree with statements related to the conformity of personal values with organizational values, involvement in the execution of tasks, and the desire to remain employed in the organization. This indicates a sense of attachment and loyalty of employees to the organization, although in some aspects there are still variations in the level of approval. In the employee performance variable, the results of descriptive analysis show that employee performance is in the good category. Most respondents gave a positive assessment of the indicators of

work quantity, work quality, work knowledge, cooperation, reliability, initiative, and work attitude. These findings show that employees are generally able to carry out tasks in accordance with the responsibilities given, cooperate with colleagues, and show attitudes that support the achievement of organizational goals.

Instrument quality testing was carried out to ensure that the questionnaire used was able to measure the research variables accurately and consistently. The validity test showed that all statement items in the variables of organizational commitment and employee performance had a greater correlation coefficient value ( $r$  calculated) compared to the table  $r$  value of 0.250 at a significance level of 5 percent. Thus, all statement items are declared valid and suitable for use in this study. Furthermore, the reliability test resulted in a Cronbach's Alpha value of 0.626 for the organizational commitment variable and 0.949 for the employee performance variable. Both values are above the minimum limit of 0.60, so it can be concluded that the research instrument is reliable and consistent in measuring the variables studied.

### 3.2 | Hypothesis Testing

Based on the results of the regression analysis, a regression coefficient value of 0.654 was obtained with  $p = 0.000$  which was smaller than 0.05. This shows that organizational commitment has a positive and significant effect on employee performance. Thus, the hypothesis that states that organizational commitment affects employee performance is acceptable. These findings indicate that any increase in organizational commitment will be followed by an increase in employee performance. Statistically, organizational commitment has proven to be one of the important factors that affect employee performance in public sector organizations.

These findings indicate that organizational commitment is an important factor in shaping and improving employee performance. It is a line with Saebah & Merthayasa (2024) organizational commitment plays an important role in shaping individual behavior and performance, and serves as a mediating variable between organizational culture and employee performance. Employee who has an emotional attachment to the organization, feel engaged in their work, and have a desire to remain part of the organization tend to perform better. On the contrary, low commitment has the potential to reduce the quality and effectiveness of employee performance.

Overall, the results of this study provide empirical evidence that organizational commitment plays a significant role in improving employee performance at the East Nusa Tenggara Provincial Communication and Information Office. These results provide a solid basis for further discussion of the theoretical and practical implications of the relationship between organizational commitment and employee performance in public sector organizations.

### 3.3 | Discussion

The results of this study show that organizational commitment has a positive and significant influence on the performance of employees at the Communication and Information Agency of East Nusa Tenggara Province. These findings indicate that the higher the level of employee commitment to the organization, the better the performance shown in the implementation of work duties and responsibilities. This positive relationship confirms that psychological factors and employee work attitudes play an important role in determining the effectiveness of individual performance in the public sector organization (Luciano et al., 2021).

Descriptively, employee organizational commitment is in the high category. This condition reflects the employee's emotional attachment to the organization, willingness to be actively involved in work, and desire to maintain membership in the organization. This high commitment can be understood as a result of the process of internalizing organizational values, work experience, and employee perception of their roles and contributions in the organization. Employees who feel that they are an important part of the

organization tend to show a positive attitude towards work and strive to provide the best performance (Luciano et al., 2021).

Employee performance also shows an average score that is in the good category. This indicates that in general employees are able to meet the performance standards set by the organization, both in terms of quantity and quality of work. Indicators such as the ability to complete tasks on time, cooperate with colleagues, have adequate work knowledge, and show initiative in work are a reflection of relatively optimal performance. These findings show that despite the challenges organizations face, employees are still able to carry out their functions and roles quite effectively (Ochieng, 2023).

The results of a simple linear regression test strengthen these descriptive findings by showing that organizational commitment has a significant effect on employee performance. A positive regression coefficient value indicates that an increase in organizational commitment will be followed by an increase in employee performance. Empirically, these findings are in line with the theory of organizational commitment which states that individuals with high levels of commitment will demonstrate loyalty, responsibility, and a willingness to put in extra effort to achieve organizational goals (Irfan et al., 2025). Committed employees not only work to fulfill formal obligations, but are also intrinsically driven to make their best contributions (Rani et al., 2025).

The findings of this study are consistent with the results of previous research that organizational commitment is one of the main determinants of employee performance (Chrisdianto & Respati, 2019). Various studies in the context of public and private organizations show that organizational commitment is positively related to performance, job satisfaction, and extra-role behavior (Grego-Planer, 2019). The alignment of the results of this study with previous findings strengthens the empirical validity that organizational commitment has a strategic role in improving employee performance, including in the context of local government bureaucracy (Tahirs et al., 2023).

Nevertheless, this research also makes an important contextual contribution. In contrast to most previous research conducted in large urban areas or organizations with relatively adequate resources, this study was conducted on local government organizations that faced limited resources and geographic challenges. The finding that organizational commitment remains has a significant effect on employee performance shows that psychological factors and work attitudes remain key, regardless of existing structural limitations and work environment. These results highlight the importance of strengthening internal motivation and fostering a supportive organizational culture, even in less favorable operational contexts. They also suggest that future policies should prioritize initiatives that build employee engagement to sustain performance over the long term.

From a managerial perspective, the results of this study imply that efforts to improve employee performance cannot only be focused on administrative and technical aspects, such as discipline enforcement or increased workload. Organizations need to systematically build and maintain employee commitment through fair policies, supportive leadership, effective communication, and performance-based rewards (Yan & Sloan, 2016). A work environment that is able to foster a sense of belonging and emotional attachment of employees to the organization will encourage continuous performance improvement. In addition, the results of this study also affirm the importance of the role of leaders in shaping organizational commitment. Leaders who are able to set an example, involve employees in decision-making, and appreciate employees' contributions will strengthen their commitment and ultimately have a positive impact on performance (Ogu, 2024). Thus, the development of human-oriented leadership is one of the important strategies in improving the performance of government apparatus.

Overall, this discussion emphasizes that organizational commitment is not only a normative concept, but an empirical factor that is proven to affect employee performance. Therefore, strengthening organizational commitment needs to be seen as a long-term investment in public sector human resource management. These findings provide a solid foundation for the development of human resource

management policies and practices that are more oriented towards improving the performance and quality of public services.

This research has several limitations that need to be considered in interpreting the research results. *First*, this study only uses one independent variable, namely organizational commitment, so it has not been able to comprehensively explain other factors that have the potential to affect employee performance, such as work motivation, leadership, organizational culture, reward system, and work environment. Therefore, the results of this study have not fully described the complexity of employee performance determinants as a whole. *Second*, this research was conducted in one local government agency with a relatively limited number of respondents, so generalization of research results to other public organizations needs to be done carefully. Differences in organizational characteristics, work culture, and social and geographical conditions can affect the level of organizational commitment and employee performance. *Third*, data collection in this study uses a questionnaire instrument with a self-report approach, which relies heavily on the subjective perception of the respondents. This condition has the potential to cause answer bias, such as the tendency of respondents to give answers that are considered positive or in accordance with the organization's expectations. Therefore, further research is recommended to combine survey methods with other data collection techniques, such as interviews or observations, in order to obtain a more objective and in-depth picture.

## 4 | Conclusion

This study aims to analyze the influence of organizational commitment on employee performance at the Communication and Information Agency of East Nusa Tenggara Province. Based on the results of the data analysis that has been carried out, it can be concluded that organizational commitment has an important role in shaping and improving employee performance. Employees who have emotional attachment, loyalty, and a willingness to contribute to the organization tend to show better performance in carrying out their duties and responsibilities.

The results of descriptive statistics show that the level of commitment of employees' organizations is in the high category, while employee performance is in the good category. These findings reflect that most employees have demonstrated a positive work attitude, are able to work effectively, and contribute to the achievement of organizational goals. Furthermore, the results of the hypothesis test using simple linear regression analysis prove that organizational commitment has a positive and significant effect on employee performance. Thus, the proposed research hypothesis is empirically acceptable. Overall, this study makes a theoretical contribution by strengthening the empirical evidence regarding the relationship between organizational commitment and employee performance in the context of public sector organizations. In addition, this research also has practical implications for leaders and policy makers, especially in designing human resource management strategies that not only focus on structural and administrative aspects, but also on efforts to build and strengthen employee commitment as the foundation for improving the performance and quality of public services.

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