

Work Culture, Organizational Commitment, and Internal Communication as Drivers of Employee Performance in Public Sector Organizations: Evidence from the Central Java Animal, Fish, and Plant Quarantine Agency

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Abstract

The purpose of this study is to examine and analyze the influence of work culture, organizational commitment, and communication on employee performance at the Central Java Animal, Fish, and Plant Quarantine Center. This study aims to obtain empirical evidence regarding the relationships between variables and their contributions to supporting improved employee performance. This study employs a quantitative approach using a survey method. The study population consists of all 211 employees at the Central Java Animal, Fish, and Plant Quarantine Office. A purposive sampling technique was used, yielding 129 valid data points for analysis. Data analysis employed regression analysis using PLS-SEM software via the SmartPLS 3 application. Hypothesis testing results indicate that work culture has a positive and significant effect on employee performance; organizational commitment has a positive and significant effect on employee performance; and communication has a positive and significant effect on employee performance.

Introduction

Human resource (HR) performance is a strategic factor that determines an organization's effectiveness and success, as it directly contributes to achieving the organization's long-term goals (Dessler, 2017). Effective HR management not only enhances organizational productivity and efficiency but also fosters a work environment that supports performance development and sustainability. From a strategic human resource management perspective, employee performance reflects the quality and quantity of an individual's contributions in performing tasks and supporting the achievement of the organization's overall goals (Mello, 2015). Therefore, organizations need to establish HR management practices capable of strengthening employees' competencies, motivation, and commitment to generate optimal performance.

One of the key determinants influencing employee performance is work culture. From a human resource management perspective, work culture is understood as a system of values, beliefs, and norms that shape individual behavior patterns within the organization and guide how employees perform their duties and interact in the workplace (Noe et al., 2021). A strong work culture creates alignment between organizational goals and employee behavior, thereby fostering discipline, effectiveness, and a results-oriented mindset (Robbins & Judge, 2017). Empirical studies indicate that work culture positively contributes to performance improvement by fostering productive behavior, strengthening collaboration, and enhancing work accountability (Karo et al., 2024; Budi et al., 2024; Saputra & Suharsono, 2021). Thus, work culture serves as the organizational foundation for achieving sustainable performance.

In addition to work culture, organizational commitment is also a key factor determining employee performance levels. Organizational commitment reflects an individual's psychological attachment to the organization, manifested through loyalty, acceptance of organizational goals, and a willingness to contribute their best (Robbins & Judge, 2017). In a strategic approach, organizations that are able to align values, recognize employee contributions, and create a fair work environment tend to generate higher levels of commitment, which in turn leads to improved performance (Kreitner & Kinicki, 2015). Previous research findings also indicate that organizational commitment has a positive influence on employee performance (Setiawan et al., 2021; Wanto & Kusumatuti, 2023).

Another factor that influences performance is internal organizational communication. Communication serves not only as a mechanism for information exchange but also as an instrument for coordination, alignment of goals, and the formation of organizational culture (Keyton, 2017). Effective communication enables employees to understand work expectations, reduce role ambiguity, and strengthen engagement in organizational processes (Clampitt, 2016). In the context of modern organizations, open and participatory communication has been shown to support the creation of an adaptive work environment and enhance task execution effectiveness (Reiche et al., 2022; Kundu & Mor, 2017). Therefore, communication is viewed as an organizational resource that contributes to performance achievement.

This study was conducted at the Central Java Animal, Fish, and Plant Quarantine Office, a public sector organization with a strategic role in the supervision and protection of biological resources through quarantine services. The characteristics of a public organization focused on service quality and regulatory compliance demand consistent and adaptive employee performance. In this context, work culture, organizational commitment, and internal communication are relevant factors to examine as they have the potential to influence the effectiveness of task execution and the achievement of organizational goals. Therefore, this study aims to analyze the influence of work culture, organizational commitment, and communication on employee performance as a basis for developing more strategic human resource management policies.

Data on the inspection results of HPHK, HPIK, and OPTK carrier media at the Central Java Animal, Fish, and Plant Quarantine Center for the period January–December 2026 indicate dynamics in employee performance. Performance realization declined at the beginning of the period, from 93.79% in January to 88.23% in April, before gradually increasing and exceeding the target by year-end with a peak achievement of 137.37%. Cumulatively, the realization reached 60,779 certificates out of a target of 55,872 certificates, or 108.78%.

Although the annual target was met, these fluctuations indicate that organizational performance is not yet fully stable and is potentially influenced by internal organizational factors. In this context, work culture, organizational commitment, and communication are viewed as factors that play a role in shaping the consistency and effectiveness of employee performance. Therefore, this study aims to analyze the influence of work culture, organizational commitment, and communication on employee performance at the Central Java Animal, Fish, and Plant Quarantine Center.

Literature Review and Hypotheses Development

Work Culture

Work culture is understood as a system of values, beliefs, and norms that shape employees' behavior in performing their jobs and interacting within the organizational environment (Noe et al., 2021; Robbins & Judge, 2019). From a human resource management perspective, work culture functions as a mechanism that aligns individual behavior with organizational goals through the internalization of consistent work values and practices (Dessler, 2020). A strong culture fosters discipline, adaptability, and a focus on performance achievement. Conceptually, work culture is built through several key elements: employee engagement, consistency in values and behavior, adaptability to change, and the organization's future orientation (Kreitner & Kinicki, 2014). These elements form a collective work pattern that influences the effectiveness of task execution and the quality of work outcomes.

Empirical literature indicates that work culture positively contributes to improved employee performance. A work culture characterized by discipline, collaboration, integrity, and results orientation has been shown to enhance productivity, work effectiveness, and individual accountability within the organization (Saputra & Suharsono, 2021; Romadhani et al., 2022; Karo et al., 2024; Budi et al., 2024). Thus, work culture is positioned as an organizational factor that plays a role in shaping work behavior and driving sustainable performance. In this study, work culture is operationalized through four indicators: employee engagement, consistency, adaptability, and future orientation.

Work culture serves as an organizational mechanism that shapes employees' behavior, interaction patterns, and work orientation in achieving organizational goals. A strong work culture creates alignment between organizational values and individual behavior, thereby fostering increased discipline, engagement, and task execution effectiveness. From an organizational behavior perspective, the consistent internalization of work values can strengthen motivation and yield more optimal performance. Several empirical studies indicate that work culture positively contributes to improved employee performance by enhancing productivity, accountability, and work effectiveness (Saputra & Suharsono, 2021; Rudiansyah et al., 2022; Romadhani et al., 2022; Karo et al., 2024; Budi et al., 2024). Based on these theoretical arguments and empirical findings, the following hypothesis is formulated:

H₁: Work culture has a positive effect on employee performance.

Organizational Commitment

Organizational commitment describes the level of employees' psychological attachment to the organization, reflected through acceptance of organizational goals, a willingness to contribute, and a desire to maintain membership in the organization (Robbins & Judge, 2019). Meyer and Allen (1991) explain that organizational commitment consists of three main dimensions: affective commitment (emotional attachment), normative commitment (moral obligation), and continuance commitment (consideration of remaining in the organization). From an organizational behavior perspective, commitment is viewed as the result of the interaction between individual characteristics and the work environment, which shapes loyalty and orientation toward organizational goals (Cohen, 2016; Luthans, 2018).

The literature indicates that organizational commitment contributes to improved performance by enhancing motivation, work engagement, and positive work behavior. Employees with high levels of commitment tend to demonstrate greater productivity, stronger loyalty, and a larger contribution to achieving organizational goals (Riketta & Van Dick, 2021). Several studies also confirm that organizational commitment has a positive influence on employee performance across various organizational contexts (Hendri, 2019; Indarti et al., 2017; Setiawan et al., 2021; Patiar & Wang, 2016). These findings underscore that organizational commitment serves as a psychological resource supporting sustained performance. In this study, organizational commitment is operationalized through four indicators: acceptance of organizational goals, acceptance of organizational values, willingness to work optimally, and desire to remain part of the organization (Hendri, 2019).

Organizational commitment reflects the level of an employee's psychological attachment to the organization, demonstrated through acceptance of organizational goals, willingness to contribute, and desire to maintain membership in the organization. From an organizational behavior perspective, high levels of commitment foster intrinsic motivation, loyalty, and work engagement, which ultimately enhance the effectiveness and quality of task performance. Various empirical studies indicate that organizational commitment has a positive influence on employee performance as it strengthens productivity, positive work behavior, and the achievement of organizational goals (Pinho et al., 2014; Patiar & Wang, 2016; Indarti et al., 2017; Hendri, 2019; Setiawan et al., 2021). Based on these theoretical arguments and empirical findings, the following hypotheses are formulated:

H₂: Organizational commitment has a positive effect on employee performance.

Communication

Communication is understood as a strategic process of information exchange and meaning-making that supports coordination, alignment of goals, and the effectiveness of work relationships within an organization (Clampitt, 2016; Keyton, 2017). From a human resource management perspective, communication serves not only to convey information but also to build shared understanding, strengthen organizational integration, and support the adaptation process to change (Scullion & Linehan, 2017; Reiche et al., 2022). Effective communication is characterized by message clarity, openness, consistency, and the ability to foster collaborative interactions. Theoretically, communication plays a role in improving performance by conveying work expectations, strengthening coordination, and reducing ambiguity in task execution. Open and participatory communication also fosters employee engagement, strengthens work relationships, and creates a more productive organizational environment (Clampitt, 2016; Keyton, 2017). In the context of modern organizations, communication is viewed as a critical mechanism for maintaining work effectiveness and supporting the achievement of organizational goals.

Empirical findings indicate that communication has a positive impact on employee performance through improved task understanding, enhanced coordination effectiveness, and better quality of work relationships (Nuraini et al., 2022; Siregar et al., 2023; Putri Aisyah & Muis, 2024; Panjaitan & Hidayat, 2024). Effective communication has also been shown to boost motivation, reduce work errors, and enhance individual and team productivity (Shofia, 2021). Thus, communication is positioned as an organizational factor that supports the creation of more effective and sustainable performance. In this study, the communication variable is operationalized through five indicators: control, motivation, information, self-expression, and emotional aspects (Shofia, 2021).

Communication serves as an organizational mechanism that supports the alignment of information, work coordination, and the development of a shared understanding in the execution of tasks. Effective communication enables employees to understand organizational expectations, reduce role ambiguity, and enhance collaboration and work engagement. From an organizational behavior perspective, high-quality communication contributes to the creation of a more productive work environment and supports performance achievement. A number of empirical studies indicate that communication has a positive influence on employee performance through improved coordination effectiveness, the quality of work relationships, and understanding of organizational tasks and responsibilities (Marwah et al., 2021; Nuraini et al., 2022; Siregar et al., 2023; Aisyah & Muis, 2024; Panjaitan & Hidayat, 2024). Based on these theoretical arguments and empirical findings, the following hypotheses are formulated:

H₃: Communication has a positive effect on employee performance

Employee Performance

Employee performance represents the level of an individual's achievement in carrying out tasks and responsibilities that contribute to organizational goals (Noe et al., 2020). From a human resource management perspective, performance reflects not only work outcomes but also effectiveness, efficiency, and work behaviors that support the achievement of organizational goals (Dessler, 2020; Robbins & Judge, 2022). Armstrong (2021) explains that performance is the result of the interaction between ability, motivation, and work opportunities, while Mathis and Jackson (2022) emphasize that performance is influenced by individual ability, work behavior, and organizational support.

Conceptually, employee performance reflects an individual's ability to produce high-quality output, complete tasks effectively, adapt to change, and make valuable contributions to the organization. Therefore, performance is viewed as a key indicator in assessing the effectiveness of human resource management and organizational success. In an empirical context, improvements in employee performance are influenced by a combination of individual and organizational factors, including work culture, organizational commitment, and communication that supports the optimal execution of tasks. High performance enables organizations to enhance productivity, service quality, and the sustainability of goal achievement. In this study, the employee performance variable is operationalized through five indicators: work quality, productivity, discipline, public service

orientation, and innovation, which, as referenced at, align with the performance measurement provisions for civil servants under Law No. 5 of 2014 on the Civil Service (ASN).

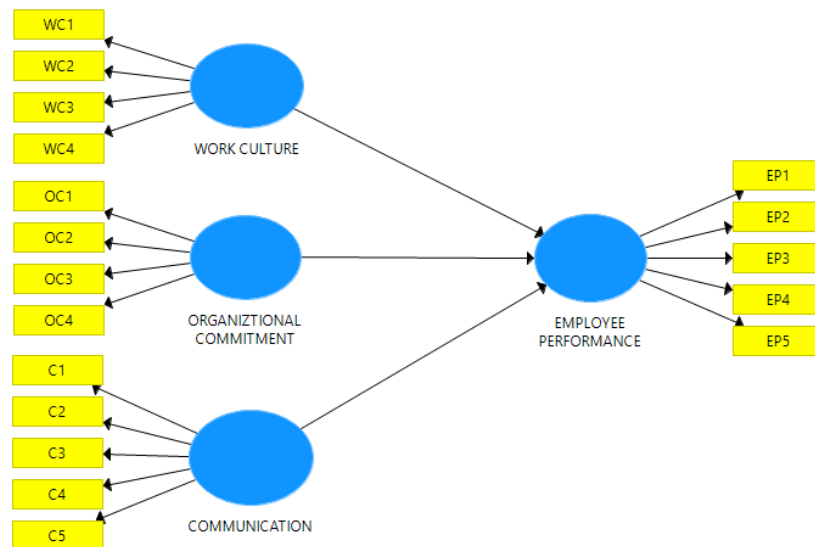


Figure 1. Research Model

Research Methods

This study employs a quantitative approach with an explanatory survey design to test the influence of work culture, organizational commitment, and communication on employee performance. Research data were collected through the distribution of a structured questionnaire using an ordinal scale to respondents. The independent variables in this study consist of work culture, organizational commitment, and communication, while employee performance is positioned as the dependent variable. The data used include primary data obtained from respondents' perceptions of all research constructs, as well as secondary data derived from relevant organizational documents and information (Cooper & Schindler, 2019). The study population comprises all 211 employees of the Central Java Animal, Fish, and Plant Quarantine Center. The sampling technique employed purposive sampling with the following criteria: (1) civil servants who have attended the Training Center (TC) and (2) technical staff within the organization. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 129 respondents as the study sample. The collected data was then analyzed to test the relationships between variables and to explain the influence of work culture, organizational commitment, and communication on employee performance. Data was collected via a Google Forms-based questionnaire distributed via WhatsApp and email to facilitate and increase participation.

This study involved 129 respondents who are civil servants at the Central Java Animal, Fish, and Plant Quarantine Center. By gender, the respondents consisted of 67 men (51.9%) and 62 women (48.1%), indicating a relatively balanced distribution. In terms of age, the majority of respondents were in the 41–50 age range (70.5%), followed by those over 50 years old (15.5%) and those aged 31–40 (14.0%). This composition indicates that most respondents are in a mature phase of their careers and possess sufficient work experience to understand organizational dynamics. Based on educational level, the majority of respondents held a Bachelor's degree (50.4%), followed by a Diploma (21.7%), high school diploma (17.1%), and Master's degree (10.9%). This profile reflects a predominance of employees with higher education qualifications, which supports the performance of technical and administrative functions. In terms of years of service, the majority of respondents have 11–20 years of work experience (76.0%), followed by 21–30 years (17.1%), 0–10 years (3.9%), and more than 30 years (3.1%). This distribution indicates that the respondents are predominantly employees with considerable work experience, suggesting they possess a sufficient understanding of the organization's conditions and processes.

Research Instrument and Measurements

The research instrument utilized a structured questionnaire developed from constructs and indicators validated in previous studies. All variables were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree, to capture respondents' perceptions of each statement. The work culture variable was measured using four indicators adapted from Budi, Gouwama, and Sugiyanto (2024), namely employee engagement, consistency, adaptability, and future orientation. The organizational commitment variable was measured based on indicators developed by Hendri (2019), including acceptance of organizational goals, acceptance of organizational values, willingness to work optimally, and desire to remain in the organization. Furthermore, the communication variable is measured based on Marwah Aya Shofia (2021) through five indicators: control, motivation, information, self-expression, and emotionality. The employee performance variable was measured based on indicators referencing Law No. 5 of 2014 on the Civil Service (ASN), which include work quality, productivity, discipline, public service orientation, and innovation. To ensure measurement quality, all instruments were evaluated through validity and reliability testing prior to hypothesis testing.

Data Analysis

This study employs the SEM-PLS analysis technique, considering that it is a comprehensive multivariate approach to statistical analysis capable of simultaneously testing all relationships among constructs within the conceptual model, including measurement and structural components (Hair et al., 2019). The measurement model and the structural model are the two sub-models present in this SEM-PLS measurement and analysis (Hair et al., 2019). The measurement model includes outer loadings with a cutoff value of 0.6 or higher and a valid and acceptable average variance extracted (AVE) when its value is 0.5 or higher (Hair et al., 2019). These reliability values refer to composite reliability, with a recommended minimum of 0.7 and a maximum of 0.9 to ensure reliable data (Hair et al., 2019). The measurement model evaluates the reliability and validity of reflective constructs, while the structural model evaluates the R^2 coefficient and path coefficients (Hair et al., 2019).

Results and Discussion

Measurement Model

First, the measurement model tests construct reliability and validity. The table below presents the outer loading results for all items with a cutoff value above 0.7 (Hair et al., 2017). The results indicate that all composite reliability and AVE values are higher than the cutoff values, at 0.5 and 0.5 respectively, meaning that the construct reliability and validity are valid and acceptable (See Table 1) (Hair et al., 2017). Based on the criteria described earlier, this measurement model is accepted.

Table 1. Loading, Composite Reliability, AVE

Construct/Item	Loading	Composite Reliability	AVE
Work Culture		0.862	0.611
Employee Engagement	0.849		
Consistency	0.727		
Adaptability	0.778		
Future orientation	0.768		
Organizational Commitment		0.891	0.672
Employees' Level of Belief in Accepting Employees' Goal	0.825		
Employees' Level of Belief in Accepting The Organization Values	0.819		

Construct/Item	Loading	Composite Reliability	AVE
Employees' Willingness to Work Hard and Diligently	0.723		
Employees' Willingness to Stay and Remain in the Organization	0.901		
Communication		0.879	0.594
Control	0.811		
Motivation	0.788		
Information	0.789		
Self-expression	0.776		
Emotional	0.682		
Employee Performance		0.907	0.665
Work Quality	0.787		
Productivity	0.892		
Discipline	0.887		
Public Service Orientation	0.856		
Innovation	0.627		

Source: processed primary data, 2026

Structural Model

Before conducting structural model testing, the inner model was tested using Goodness of Fit (GoF) analysis to determine whether the proposed model met the criteria for validity and reliability and was suitable for further structural analysis (Tenenhouse et al., 2005). GoF consists of the R^2 value obtained from the average AVE and R^2 values (Hair et al., 2019). GoF values have criteria for low (0.10–0.24), moderate (0.25–0.35), and high (0.36) (Hair et al., 2019). The GoF value for this research model is $0.694 > 0.36$, which falls under the high criterion. This means that all aspects of the model-forming variables used in this study have good quality and good data fit in explaining the hypothetical model (See **Table 2**).

Table 2. Goodness of Fit

Variable	AVE	R^2
Work Culture	0.611	
Organizational Commitment	0.672	
Communication	0.594	
Employee Performance	0.665	0.758
Average Score	0.636	0.758
AVE x R^2		0.482
GoF = $\sqrt[3]{(AVE \times R^2)}$		0.694

Source: processed primary data, 2026

The inner model was evaluated using the R^2 statistic to measure its accuracy. The variables work culture, organizational commitment, and communication account for 0.785 (78.5 percent) of the variance in organizational commitment, while the remainder is explained by other factors (see Table 2). The goodness-of-fit test for the structural model of the inner model uses the predictive-relevance value (Q^2). If the Q-square value is greater than 0 (zero), it can be said that the model has predictive relevance. The R-square values for each endogenous variable in this study can be seen in the following calculation:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.758)$$

$$Q^2 = 1 - 0.242$$

$$Q^2 = 0.758 \text{ or } 75.8\%$$

The results of the above calculation show a predictive-relevance value of $0.758 > 0$. This indicates that 75.8% of the variation in the employee performance variable (dependent variable) can be explained by the variables used (work culture, organizational commitment, and communication). Thus, the model can be said to have relevant predictive value. The next discussion is the hypothesis testing. The test results show that work culture has a positive and significant effect on employee performance (0.157; p-value 0.018), thus proving H1. Organizational commitment has a positive and significant effect on employee performance (0.349; p-value 0.000), thus proving hypothesis H2. The communication variable has a positive and significant relationship with employee performance (0.471; p-value 0.000), thus validating hypothesis H3 (see Table 3).

Table 3. Hypothesis Testing

	Hypothesis	β	t-value	p-value	Result
H1	Work Culture -> Employee Performance	0.157	2.395	0.018	Accepted
H2	Organizational Commitment -> Employee Performance	0.349	5.180	0.000	Accepted
H3	Communication -> Employee Performance	0.471	6.272	0.000	Accepted

Source: processed primary data, 2026

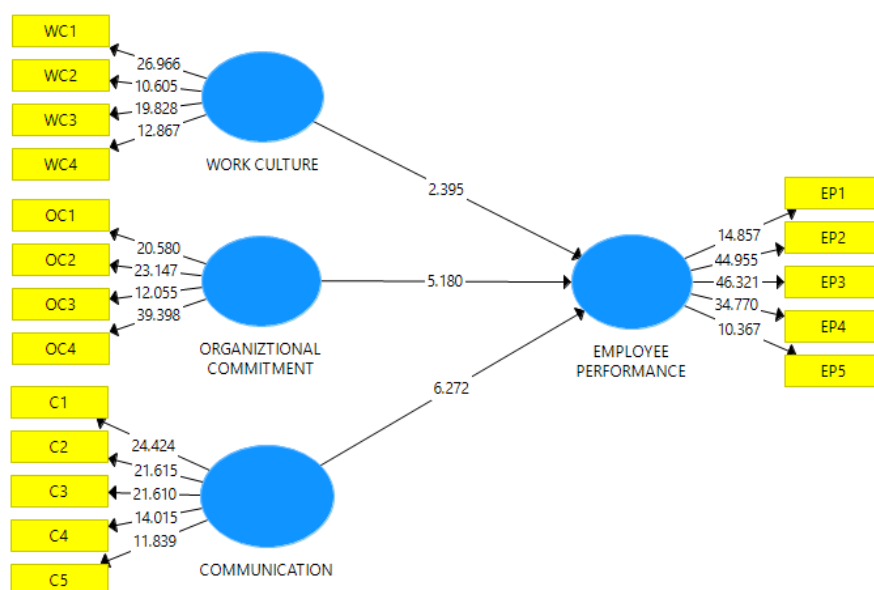


Figure 2. Result Model.

Discussion

The results of the study indicate that work culture has a positive effect on employee performance ($\beta = 0.157$; $p < 0.05$), thus H1 is accepted. This finding indicates that the stronger the values, norms, and work practices implemented within an organization, the higher the level of employee performance. Although its influence is relatively lower compared to other variables, work culture still serves as an organizational mechanism that shapes the consistency of work behavior and aligns individual goals with organizational goals. These findings support the human resource management perspective that positions work culture as the foundation for fostering productive work behavior and align with the research by Karo et al. (2024), Budi et al. (2024), and Saputra and Suharsono (2021), which demonstrates that work culture contributes to enhancing work effectiveness and productivity.

Furthermore, organizational commitment was found to have a positive effect on employee performance ($\beta = 0.349$; $p < 0.001$), thus H2 is accepted. These results indicate that employees'

commitment to the organization's goals, values, and sustainability drives improvements in task execution quality and work contributions. Employees with higher commitment tend to demonstrate stronger loyalty, responsibility, and work engagement, thereby leading to improved performance. This finding is consistent with Meyer and Allen's organizational commitment model and supports the research by Hendri (2019), Indarti et al. (2017), and Setiawan et al. (2021), which affirm that organizational commitment is a key factor in driving individual performance.

Among all the variables tested, communication had the greatest influence on employee performance ($\beta = 0.471$; $p < 0.001$), thus H3 is accepted. This finding indicates that the effectiveness of communication is a dominant factor in shaping employee performance within the Central Java Animal, Fish, and Plant Quarantine Office. Clear, open, and participatory communication enables the effective dissemination of information, coordination of work, and understanding of work standards and targets. In public sector organizations characterized by high levels of coordination and procedural compliance, communication serves not only as a medium for information exchange but also as a mechanism for organizational integration. These findings reinforce the views of Clappitt (2016) and Keyton (2017) that communication is a primary instrument in building organizational effectiveness and align with the research results of Nuraini et al. (2022), Siregar et al. (2023), and Panjaitan and Hidayat (2024).

Overall, the research results indicate that improvements in employee performance within public sector organizations are influenced not only by structural factors but also by the quality of the organization's internal processes. These findings confirm that communication, organizational commitment, and work culture are complementary organizational resources in fostering sustainable performance, with communication emerging as the factor making the most dominant contribution in the context of this study.

Implication and Conclusion

The research findings indicate that work culture, organizational commitment, and communication play a role in improving employee performance at the Central Java Animal, Fish, and Plant Quarantine Office. Therefore, human resource management strategies need to be directed toward strengthening the organization's internal factors in an integrated manner. Work culture can be strengthened through the internalization of organizational values via character building, morning briefings, work behavior evaluations, and an appreciation system to encourage discipline and a service-oriented mindset. Regarding organizational commitment, the implementation of the KUAT values (Competent, Excellent, Trustworthy, and Resilient) must be integrated into performance management through coaching, competency development, and increased employee involvement in performance evaluations. Meanwhile, since communication is the most dominant factor influencing performance, organizations need to strengthen coordination through regular communication forums, the optimization of internal communication channels, and the provision of more systematic feedback. Strategically, these findings underscore that improving performance in the public sector requires an approach that is not merely administrative but also focused on strengthening organizational culture, employee commitment, and communication effectiveness to foster sustainable performance.

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