

The Effect of Communication, Culture and Organizational Commitment on the Performance of Employees in the Ngawi Regency Transportation Service

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ABSTRACT

This study was conducted to determine the influence of communication, organizational culture, and organizational commitment on the performance of employees at the Ngawi Regency Transportation Agency. To determine the results of the study, a quantitative research type was used by distributing questionnaires. The employee population at this agency was 126 people. The sampling technique in this study used saturated samples. So all populations were used as research samples. To find out the answer to the research objectives, a multiple linear regression analysis technique was used with the help of the SPSS application. The results of the study indicate that communication partially influences employee performance. Meanwhile, organizational culture and organizational commitment do not affect employee performance. Simultaneously, the results of the study indicate that there is an influence between communication, organizational culture, and organizational commitment on employee performance.

Keywords: Communication; Culture; Organizational Commitment; Performance

ABSTRAK

Penelitian ini dilakukan untuk mengetahui pengaruh komunikasi, budaya organisasi, dan komitmen organisasional terhadap kinerja pegawai Dinas Perhubungan Kabupaten Ngawi. Untuk mengetahui hasil penelitian menggunakan jenis penelitian kuantitatif dengan menyebarkan kuesioner. Populasi pegawai pada dinas ini sebanyak 126 orang. Teknik sampling dalam penelitian ini menggunakan sampel jenuh. Jadi semua populasi jadi sampel penelitian. Untuk mengetahui jawaban atas tujuan penelitian ini menggunakan teknik analisis regresi linier berganda dengan bantuan aplikasi SPSS. Hasil penelitian menunjukkan bahwa secara parsial komunikasi berpengaruh terhadap kinerja pegawai. Sedangkan budaya organisasi dan komitmen organisasi tidak berpengaruh terhadap kinerja pegawai. Secara simultan, hasil penelitian menunjukkan bahwa terdapat pengaruh antara komunikasi, budaya organisasi, dan komitmen organisasi terhadap kinerja pegawai.

Kata kunci: Komunikasi; Budaya; Komitmen Organisasi; Kinerja

INTRODUCTION

The Ngawi Regency Transportation Agency was established to assist the local government in managing land transportation. Under Ngawi Regent Regulation No. 13 of 2022 (and its amendment, Regent Regulation No. 38 of 2022), the agency is also authorized to handle roadworthiness certification for public and freight transport. This service represents a commitment to the public interest, ensuring safe, secure, and comfortable travel alongside smooth mobility. As state apparatus, the professionalism of Ngawi Transportation Agency employees should reflect public sector responsibility and transparency. However, according to NusantaraNews.Co (2022), the professionalism index of transportation agencies in East Java reached only 49%.

Periodic evaluations reveal that the Ngawi Regency Transportation Agency faces numerous performance issues, such as the management of illegal parking that compromises resident comfort and safety (Purniawan, 2026). Externally, employee performance in managing public spaces has come under intense scrutiny due to the direct impact on the community. Preliminary observations by the researcher indicate that, internally, many agency employees demonstrate low levels of discipline and commitment in carrying out their duties and roles as state officials. Attendance records from April 2026 show that over 80% of employees arrived late. According to the SOP, the workday begins promptly at 7:00 AM; however, many employees arrive after 8:00 AM, and some do not even show up until 9:00 AM. These frequent delays—occurring almost daily—suggest a culture of permissiveness and a lack of oversight within the agency, resulting in low employee commitment to disciplined duty performance.

Misnawati (2024) identifies organizational communication as a key factor in enhancing performance. Organizational communication is shaped by intensive interactions that influence individual behavior within the organization over the long term. It operates within complex systems and structures that affect interpersonal relationships between employees and leadership. Prasetyo et al. (2025) state that successful organizational communication can improve the work environment and influence the development of strong performance and organizational structure.

Successful interpersonal interactions within an organization can foster a stable work culture. Hadijaya (2020) states that organizational culture serves as the foundation and set of values that align all members within a harmonious work system. Normatively, work culture acts as a moral and behavioral basis for organizational members, establishing binding standards for conduct in the workplace. In the long term, work culture shapes distinctive employee characteristics. Anitra et al. (2024) describe organizational culture as a control system that cultivates employee attitudes and behaviors—including discipline and organizational commitment—to drive positive performance growth.

Organizational commitment is another factor of equal importance in driving employee performance. Pamungkas et al. (2020) note that employee commitment is a primary focus for human resource management during recruitment. This is because commitment represents a

form of employee engagement and loyalty, demonstrated by prioritizing organizational interests over personal ones.

Improving performance as part of the transformation of human resource management is a critical issue for government organizations (Muliantari, 2025). Human resource governance plays a crucial role in enhancing overall employee performance. Recent empirical studies indicate that factors capable of boosting performance include organizational culture and commitment (Thakurani et al., 2022). Such research demonstrates that organizational culture and commitment can drive performance by 57.1%. This finding is supported by Anitra et al. (2024), who state that within the workplace, employees require support from various internal factors—such as organizational commitment—to perform optimally. However, findings by Sage et al. (2024) present contradictory results, showing that commitment, when analyzed in isolation, does not significantly influence performance.

While various empirical studies have individually examined factors influencing employee performance, this research addresses a gap in the literature by combining communication, culture, and commitment as factors affecting performance, specifically within the Ngawi Regency Transportation Agency. In addition to the absence of similar prior studies, this research offers novelty regarding the specific timeframe and the type of agency that interacts directly with the public. Improving the performance of the Ngawi Regency Transportation Agency cannot be delayed, as doing so would jeopardize public mobility and road safety; consequently, enhancing the performance of the agency's employees is a matter of urgency. Therefore, this study examines "The Influence of Communication, Culture, and Organizational Commitment on the Performance of Ngawi Regency Transportation Agency Employees."

THEORETICAL BACKGROUND

In an organizational context, communication refers to the process of disseminating messages, commands, and directions aimed at facilitating team coordination and evaluating performance (Wardhana, 2024). Communication plays a crucial role in organizational development as it is key to the stability and success of implemented programs. Organizational culture is an integral part of the operation and running of organizational activities. Organizational culture is a control system that influences the values, attitudes, and thinking of members in the long term (Anitra et al., 2024). Employee hard work, also known as organizational commitment, fosters employee engagement and trust, fostering loyalty to the organization (Pamungkas et al., 2020). Employee commitment is a supporting factor in overcoming various organizational obstacles such as turnover and internal conflicts.

2.1. Organizational Communication and Performance

Organizational communication is a complex interaction process between individuals and groups that occurs within an organizational context to build culture, work ethic, coordination, and collaboration (Misnawati et al., 2024). Communication in an organization is not simply an exchange of information but involves an organizational structure that reflects the professionalism and performance of employees. Organizational communication reflects

measurable indicators including clarity of information, timeliness of information provision, validity, openness, smooth distribution of information, feedback, and the media used (Wardhana, 2024). All of these elements need to be fulfilled so that information can be received, both in the form of instructions and policies that are implemented appropriately. Empirical studies have shown that communication, culture, and organizational commitment can improve performance by 57.1% (Thakurani et al., 2022). Other research also states that communication can partially affect performance (Sage et al., 2024). Empirical evidence finds that ideal communication can improve performance success.

2.2. Organizational Culture and Performance

Organizational culture is the foundation of members' values, norms, and beliefs that determine attitudes and behaviors within the organization's work system (Hadijaya, 2020). Organizational culture can be determined by indicators such as innovation and risk-taking, attention to detail, outcome orientation, people and team orientation, aggressiveness, and stability (Giawa et al., 2024). Work culture can partially influence performance by shaping mindsets, attitudes, and actions that align with these norms. Other research suggests that every organizational decision is determined by work culture, thus creating stable performance (Anitra et al., 2024). This suggests that culture can influence members to work optimally to achieve the organization's goals.

2.3. Organizational Commitment and Performance

Organizational commitment is loyalty. It is the involvement and trust of employees in pursuing organizational interests (Bangun et al., 2025). Psychologically, commitment is loyalty that drives employees' willingness to contribute to the organization. Commitment can be measured using affective indicators, ongoing considerations, and normative aspects (Thakurani et al., 2022). This research partially proves that high commitment will drive better employee performance. However, other empirical studies indicate that high commitment without competence cannot improve performance (Sage et al., 2024).

2.4 Conceptual Framework

By examining the theoretical and empirical aspects above, the researcher found that each factor cannot stand alone. Therefore, they propose a combination of various factors to improve performance. The relationship between factors can be described as the independent variables, including communication, culture, and organizational commitment, and the dependent variable is performance. The research hypothesis indicates the influence of each independent variable, both partially and simultaneously, on performance.

H₁: organizational communication → employee performance

H₂: organizational culture → employee performance

H₃: organizational commitment → employee performance

H₄: communication, culture, and organizational commitment → employee performance

RESEARCH METHODS

3.1. Population and Sampling

The analysis method used was a multiple linear regression model with three independent variables. This research was conducted at the Ngawi Regency Transportation Agency, involving 126 active employees. The researchers used a saturated sampling technique, resulting in a total sample of 126 employees (Sugiyono, 2022).

3.2. Data Collection Method

The data collection technique was implemented as follows:

- The questionnaire was distributed via Google Forms.
- The questionnaire included information including respondent data (gender, education level, and length of service), opinions on the independent variables (communication, culture, and organizational commitment), and the dependent variable (performance).
- All items were measured using a Likert scale (1 = strongly disagree (STS), 2 = disagree (TS), 3 = somewhat disagree (KS), 4 = agree (S), 5 = strongly agree (SS)).

3.3. Reliability and Validity

The validity test compares the calculated r_{value} (positive value) $> r_{\text{Table}}$. If the calculated $r_{\text{value}} > r_{\text{Table}}$, then it is valid. Meanwhile, the reliability test uses the Cronbach's Alpha value in the Statistical Reliability Table and the reliability limit value of 0.6. If the comparison results show a Cronbach's Alpha value ≥ 0.6 , then it is reliable. Measurement of operational variables is carried out in the following manner:

Table 1. operational variables

No.	Variables	Variable Definition
1	Organizational communication (X1)	Organizational communication refers to the delivery of messages from superiors to subordinates, with indicators including information clarity, information accuracy, timeliness, information openness, information flow, feedback, and information media (Wardhana, 2024).
2	Organizational culture (X2)	Organizational culture refers to employee attitudes and behaviors, including innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Giawa et al., 2024).
3	Organizational commitment (X3)	Organizational commitment refers to employee loyalty and engagement, measured by affective commitment, continuance commitment, and normative commitment (Thakurani et al., 2022).
4	Performance (Y)	Performance refers to employee work results, measured by professionalism, productivity, timelines, resource management, and dedication and integrity (Maryati, 2021).

Source: collected literature study (2026)

3.4. Data Analysis Techniques

The data analysis technique used a multiple regression model with the following formula:

$$Y = a + b X_1 + b X_2 + b X_3 \quad (1)$$

The formula can be explained as follows:

Y : dependent variable (Performance)

a : constant or intercept

X₁, X₂, X₃ : independent variables (organizational communication, organizational culture, organizational commitment)

b₁, b₂, b₃ : regression coefficients indicating the magnitude of the change in Y due to changes in X₁, X₂, dan X₃

Partial hypothesis testing uses a t-test, with the interpretation that if the calculated t-value > t-table or sig. < α (0.05), there is an effect. Simultaneous hypothesis testing uses an F-test, with the interpretation that if the calculated F-value > F-table or sig. < α (0.05), there is an effect. The Test of Determination test is conducted to determine the contribution of the independent variables to the dependent variable. The interpretation uses the Adjusted R-square value in the range of 0-1.

RESULT AND DISCUSSION

Through the application of regression model analysis, this section explains the results of data interpretation based on indicator values in each type of test. Statistical tests using SPSS V.4 include descriptive tests, validity and reliability tests, and hypothesis tests using t-tests and F-tests. Based on the results of primary data collection, the following results were obtained:

4.1. Result

a. Characteristics of Respondents

Table 2. Characteristics of Respondents

No	Characteristics		Percentage
1	Gender	Male	79,4%
		Female	20,6%
2	Educational Background	Elementary School	0,8%
		Middle School	1,6%
		High School	18,3%
		Bachelor's/Master's/Doctoral Degree	79,4%
3	Working Period	0-5 years	23,8%
		6-10 years	36,5%
		> 10 years	39,7%

Source: Primary data by the author (2026)

Information in Table 2 shows that the Ngawi Regency Transportation Agency employees are dominated by male employees at 79.4% while female employees are 20.6%. The majority of employees have a Bachelor's/Master's/Doctoral Degree education level of 79.4%. While the remaining are high school graduates (18.3%), junior high school (1.6%), and elementary school (0.8%). The average employee of

the Ngawi Regency Transportation Agency has worked for more than 10 years (39.7%). Employees who have worked between 6-10 years are 36.5% while the rest are only 0-5 years (23.8%).

b. Validity And Reliability Test

This study has 126 respondents so that the df value $1 = n - 2 = 126 - 2 = 124$, and $\alpha = 0.05$ so that the r_{table} value = 0.1750. Based on the results of the validity test using the Corrected Item-Total Correlation method, it was found that all statement items in the questionnaire were valid, where the Corrected Item-Total Correlation value $> r_{table}$ (0.1750). In the reliability test using the Cronbach's Alpha method, it was found that all statement items had a Cronbach's Alpha value > 0.6 , so it was concluded that all items were reliable.

c. Hypotesis Test

Table 3. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		126
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	1,83042095
Most Extreme Differences	Absolute	0,063
	Positive	0,042
	Negative	-0,063
Test Statistic		0,063
Asymp. Sig. (2-tailed)		0,200

Source: Primary data by the author (2026)

The information in Table 3 shows that Asymp. Sig. (2-tailed) value (0.200) > 0.05 so that the data is declared normally distributed.

Partial Hypothesis

Table 4. Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,722	2,698		1,009	0,315
Organizational Communication (X1)	0,202	0,044	0,391	4,619	0,000
Organizational culture (X2)	0,119	0,068	0,148	1,754	0,082
Organizational Commitment (X3)	0,086	0,079	0,087	1,085	0,280

Source: Primary data by the author (2026)

Table 4 explains the calculated t-value and sig., which serve as a reference for determining whether there is a relationship between the independent and dependent variables. This study involved 126 respondents with $\alpha = 5\%$, resulting in a r_{table} value of 1.98. The results of the

analysis can be explained as follows: first, Organizational communication (X1) has a calculated $t\text{-value}$ (4,619) $> t_{\text{table}}$ (1.98), and a Sig. (0.000) $< \alpha$ (0.05). Therefore, it has an impact on performance. Second, Organizational culture (X2) has a calculated $t\text{-value}$ (1,754) $< t_{\text{table}}$ (1.98), and a Sig. (0.082) $> \alpha$ (0.05). Therefore, it has no impact on performance. Third, Organizational commitment has a $t\text{-count}$ (1,085) $< t_{\text{table}}$ (1.98), and a sig. (0.280) $> \alpha$ (0.05). Therefore, it has no impact on performance.

Simultaneous Hypothesis

Table 5. Anova

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	120,568	3	40,189	11,707	0,000
	<i>Residual</i>	418,805	122	3,433		
	<i>Total</i>	539,373	125			

Source: Primary data by the author (2026)

The F_{Table} value is 2.68, so the $F\text{-test}$ interpretation is F_{count} (11,707) $> F_{\text{Table}}$ (2.68), and Sig. (0.000) $< \alpha$ (0.05). This means that communication, culture, and organizational commitment collectively influence performance.

Coefficient of Determination

Table 6. Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0,473	0,224	0,204	1,85279

Source: Primary data by the author (2026)

Table 6 shows an Adjusted R Square value of 0,204. Combined, communication, culture, and organizational commitment can contribute to a 20,4% change in performance.

4.2. Discussion

The influence of communication, culture and organizational commitment on performance based on regression model analysis can be explained as follows:

1. The Influence of Organizational Communication on Performance

This research clearly demonstrates that organizational communication can influence performance improvement. This finding is supported by research by Sage et al. (2024), which demonstrated that good organizational communication can drive positive performance growth. Communication acts as an information bridge that supports effective coordination, direction, and leadership instruction. Effective communication can play a role in minimizing internal conflict, misunderstandings, and instability in the work environment, which can lead to decreased employee productivity.

Anitra et al.'s (2024) empirical study also demonstrated the role of communication in organizational success, particularly in clarifying job descriptions, roles, and objectives of each member. Ideal communication fosters a focused and harmonious work structure and

interpersonal relationships, enabling efficient decision-making. The Ngawi Regency Transportation Agency promotes harmonious, effective, and focused communication both vertically and horizontally by utilizing digital media such as WhatsApp. Every member has access to open, transparent, fast, and reliable communication.

2. The Influence of Organizational Culture on Performance

This study proves that organizational culture has no effect on performance. This aligns with the findings of Giawa et al. (2024), who demonstrated that organizational culture does not affect performance. This finding is based on conditions where performance is heavily influenced by harmony, cohesiveness, and real and fair conflict management. Performance, in general, is more influenced by other factors such as environmental stability, competence, and more complex interpersonal communication.

However, this contrasts with the findings of Anitra et al. (2024), who stated that work culture can improve performance. This is based on the assumption that work culture is the foundation of values and norms that govern employee attitudes and behavior. Therefore, a strong organizational culture encourages employees to be obedient, loyal, and perform optimally. Organizational culture is thought to create unwritten rules that pressure employees to act as representatives of the organization, thus tending to be cautious.

The Ngawi Regency Transportation Agency does not yet have a strong culture rooted in this. This is reflected in the lack of discipline as a value system and efficient work procedures within the government agency. For example, many employees arrive late, work late after long holidays, and tend to work carelessly due to being in a comfort zone. This encourages organizational culture to be merely jargon that is not actually applied in daily work.

3. The Influence of Organizational Commitment on Performance

This study demonstrated that commitment does not positively improve performance. This finding is supported by Sage et al. (2024). In the context of the Ngawi Regency Transportation Agency, commitment is not the basis for completing tasks accurately and quickly. Consequently, employee performance tends to be low due to the top-down work system, meaning many employees simply follow orders from their superiors. Employee engagement is driven more by the need for structural formation and formality.

4. The Influence of Communication, Culture, and Organizational Commitment on Performance

This research demonstrates that the combination of ideal communication, a deeply rooted culture, and loyal organizational commitment can significantly improve performance. An empirical study by Thakurani et al. (2022) found that the combination of these three factors plays a key role in effective performance improvement. Performance increases can even reach 57.1% with strong communication, culture, and organizational commitment.

Similar research also demonstrated that the combination of communication, culture, and commitment can increase employee performance by up to 53.7% (Anitra et al., 2024). This demonstrates that each factor cannot play a role in isolation. Management needs to holistically understand the diverse factors that influence performance. Understanding significant factors encourages management to increase success in managing productive and innovative human resources.

The findings above indicate that the relationships between these variables are inseparable; communication, culture, and organizational commitment can collectively drive performance. While these three variables are complementary, their individual contributions vary: communication has a significant impact on performance, whereas culture and organizational commitment do not exert a significant influence on performance when analyzed in isolation.

From this perspective, the study suggests that organizations must foster all these factors in a balanced manner to effectively enhance performance. Communication can serve as the primary driver, supported by the establishment of a positive organizational culture and the strengthening of employee organizational commitment. Employee culture and commitment can flourish through open, transparent, and coordinated communication. Leadership at the Ngawi Regency Transportation Agency has demonstrated a strong focus on developing organizational communication to manage operations—utilizing direct field instructions and following up on employee performance evaluations—while culture and organizational commitment are not directly manifested as tangible outcomes, as they are regarded as fundamental individual values.

CONCLUSION

In conclusion, communication organizational partially influence performance. However, organizational culture and organizational commitment does not have a partial effect on performance. Organizational performance can be improved by combining communication, culture, and organizational commitment. The combination of these independent variables can influence performance changes by 20.4%. Research indicates a lack of commitment and organizational culture that fosters employee performance growth. Therefore, the researchers suggest that the Ngawi Regency Transportation Agency strengthen aspects of communication, culture, and organizational commitment as part of its human resource management through various activities, such as workshops, team-building exercises, and cross-sectoral discussions.

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Appendix 1. Validity Test

Variables	Item-Total Statistics				
	Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational Communication	X1.1	21.6270	3.932	0.489	0.743
	X1.2	21.5873	3.716	0.639	0.713
	X1.3	21.6032	3.889	0.524	0.737
	X1.4	21.6270	3.868	0.526	0.736
	X1.5	21.6190	3.822	0.557	0.730
	X1.6	21.6905	4.023	0.381	0.767
	X1.7	21.7222	4.058	0.361	0.771
Organizational culture	X2.1	21.0635	5.036	0.515	0.792
	X2.2	21.1746	5.057	0.467	0.802
	X2.3	20.8968	4.925	0.693	0.763
	X2.4	20.9127	4.976	0.661	0.768
	X2.5	21.1270	5.856	0.190	0.847
	X2.6	20.8810	4.682	0.712	0.755
	X2.7	20.8968	4.925	0.693	0.763
Organizational Commitment	X3.1	16.0794	2.906	0.532	0.777
	X3.2	16.1429	3.259	0.544	0.765
	X3.3	16.1746	2.945	0.691	0.727
	X3.4	16.2460	3.291	0.536	0.766
	X3.5	16.2381	3.415	0.599	0.756
	X3.6	16.2619	3.715	0.449	0.786
Performance	Y1	13.8016	3.216	0.515	0.703
	Y2	14.0476	2.478	0.714	0.612
	Y3	14.0476	2.478	0.714	0.612
	Y4	14.0079	3.192	0.354	0.756
	Y5	13.9683	3.327	0.297	0.773

Appendix 2. Reliability Test

Variables	Cronbach's Alpha	N of Items
Organizational Communication (X1)	0.771	7
Organizational culture (X2)	0.811	
Organizational Commitment (X3)	0.725	
Performance (Y)	0.744	