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## **Drivers of Employee Performance in Public-Sector Utilities: The Relative Roles of Self-Efficacy, Communication, and Organizational Commitment**

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### **ABSTRACT**

This study examines the impact of self-efficacy and communication on employee performance in a public-sector utility organization in Indonesia, with organizational commitment considered as a mediating variable. Employee performance is crucial in public service organizations due to its direct implications for service quality and operational reliability. Using a quantitative approach, data were collected through structured questionnaires from 199 employees and analyzed using partial least squares structural equation modeling (PLS-SEM). The measurement model demonstrates adequate validity and reliability. The results indicate that self-efficacy ( $p < 0.001$ ) and communication ( $p = 0.010$ ) have significant positive effects on employee performance. Both variables also significantly influence organizational commitment ( $p < 0.001$ ). However, organizational commitment does not significantly affect performance and does not mediate the relationships between self-efficacy, communication, and performance. The model explains 82.5% of the variance in employee performance ( $R^2 = 0.825$ ). This study is limited by its focus on a single organization and a cross-sectional design. Future research should incorporate longitudinal approaches and additional organizational variables. Practically, managers should prioritize strengthening employee self-efficacy and communication effectiveness to improve performance outcomes.

### **INTRODUCTION**

Access to clean water is a fundamental public service that directly affects public health, social welfare, and sustainable development. Clean water is not only a basic human necessity but also a critical input for economic and social activities. The strategic role of water as a public resource is constitutionally emphasized in Article

33 paragraph (3) of the 1945 Constitution of Indonesia, which mandates that water resources are controlled by the state and utilized for the greatest benefit of society. Nevertheless, rapid population growth, environmental degradation, and climate variability have increasingly constrained water availability, making the management of drinking water supply systems more complex and demanding.

In response to these challenges, the Indonesian government has established a regulatory framework through Government Regulation No. 16 of 2005 concerning the Development of Drinking Water Supply Systems, which reinforces the role of local government-owned enterprises (BUMDs) as the primary providers of public water services. In this context, this study focuses on a local government-owned enterprise operating in the drinking water supply sector in Indonesia (hereafter referred to as the public water utility). As a public service organization, the public water utility is required to ensure service continuity and performance effectiveness, which are highly dependent on the quality of its internal resource management, particularly human resources.

Human resources are widely recognized as a strategic organizational asset and a key determinant of organizational effectiveness (Priyono & Marnis, 2014; Rivaldo et al., 2021). Compared to other organizational resources, human resources exert a more substantial influence on organizational effectiveness; poor human resource management will inevitably hinder organizational performance (Ningsih et al., 2021). In recent years, the public water utility has experienced fluctuations in employee numbers due to retirement, workforce mobility, and organizational policies. Such changes potentially affect workload distribution and employee performance, thereby intensifying the need to optimize employee performance to sustain public service quality.

Employee performance reflects individual work outcomes in achieving organizational objectives (Sembiring, 2022) and represents both the quality and quantity of work outputs within a specific period (Rialmi & Morsen, 2020). Although managerial assessments indicate that employee performance is generally satisfactory, operational issues such as delayed task completion and misinterpretation of work instructions remain evident. These issues suggest that employee performance is not solely shaped by structural or technical factors but is also strongly influenced by psychological and organizational variables.

Prior empirical studies indicate that employee performance is significantly affected by self-efficacy, communication, and organizational commitment (Pauzi & Komariah, 2022; Agustin et al., 2021; Syam et al., 2023). Self-efficacy refers to an individual's belief in their capability to execute actions required to manage prospective situations (Juhri & Suhardi, 2023). Employees with high self-efficacy

tend to exert greater effort, persist longer when facing obstacles, and demonstrate superior performance. Self-efficacy also indirectly influences performance through its interaction with other organizational variables (Tanjung et al., 2020).

Effective communication is another critical determinant of employee performance. Communication serves as the primary mechanism for coordination, information exchange, and shared understanding within organizations (Rialmi & Morsen, 2020). Joni and Hikmah (2022) emphasize that communication connects individuals both professionally and socially. Ineffective communication may result in misunderstandings, reduced coordination, and performance inefficiencies. Field observations indicate that miscommunication remains a recurring issue within the public water utility, affecting task execution and service delivery.

Organizational commitment further plays a pivotal role in shaping employee behavior and performance. Organizational commitment reflects the psychological attachment of employees to their organization and their willingness to contribute toward organizational goals (Farmayani et al., 2023; Widjaja et al., 2022). Employees with strong organizational commitment tend to exhibit higher loyalty, responsibility, and work engagement (Angraini et al., 2021). Commitment fosters an internalized motivation that encourages employees to deliver optimal performance, ultimately enhancing organizational effectiveness (Putra & Zabaldi, 2022).

Despite extensive research on self-efficacy and communication, empirical findings regarding their effects on employee performance remain inconsistent. Several studies report a significant positive influence of self-efficacy and communication on performance (Agustin et al., 2021; Ramadanis et al., 2023; Pauzi & Komariah, 2022; Alwi et al., 2019), while other studies find no significant effect (Sabila & Jabar, 2022; Machfudhi et al., 2023; Sari, 2019; Fachrez, 2019). These contradictory results indicate the presence of an unresolved research gap and suggest that additional explanatory mechanisms may be required.

Recent studies propose organizational commitment as a mediating variable capable of clarifying the relationship between self-efficacy, communication, and employee performance (Alwi et al., 2019; Machfudhi et al., 2023). Organizational commitment may function as a psychological mechanism that translates individual beliefs and communication effectiveness into sustained performance outcomes. However, empirical evidence supporting this mediating role remains limited, particularly within public utility organizations in developing countries.

Therefore, this study aims to examine the effects of self-efficacy and communication on employee performance, with organizational commitment serving as a mediating variable, within a public water utility context. By focusing on the

public service sector, this study seeks to extend the human resource management literature and provide practical insights for improving employee performance in public water service organizations.

This study contributes to the literature by empirically positioning organizational commitment as a mediating mechanism that explains the inconsistent effects of self-efficacy and communication on employee performance. Unlike prior studies that focus primarily on direct relationships, this research integrates psychological and organizational perspectives within the context of a public water utility. The findings offer novel insights into performance optimization in public service organizations, particularly in essential infrastructure sectors.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

Organizational behavior is a multidisciplinary field that examines how individual, group, and structural factors influence behavior within organizations, with the ultimate goal of enhancing organizational effectiveness (Robbins, 1996; Gani et al., 2020; Hakim et al., 2023). This perspective emphasizes that employee behavior is not random but systematic and predictable, shaped by psychological processes and organizational contexts, and therefore can be managed to improve performance outcomes. Contemporary organizational behavior theory conceptualizes organizational functioning through an input–process–output framework, where inputs represent pre-existing organizational conditions, processes reflect individual and collective actions, and outputs denote measurable outcomes such as employee performance (Sudarsana & Budiasih, 2019). In this study, organizational commitment is positioned as a key input reflecting employees' psychological attachment established prior to and during employment, self-efficacy and communication are conceptualized as process variables representing individual beliefs and interaction mechanisms, and employee performance is treated as the primary output.

Employee performance refers to the extent to which individuals successfully execute job responsibilities in accordance with predetermined standards, targets, and ethical expectations (Sitinjak et al., 2021; Dewi, 2022; Hafidz et al., 2020). Performance is inherently individual-specific, reflecting variations in ability, motivation, experience, and task comprehension (Sembiring, 2022). High performance is commonly manifested through work quality and quantity, job-related knowledge, initiative, positive work attitudes, and discipline in time and attendance (Harahap et al., 2020). As a critical organizational outcome, employee performance directly determines organizational sustainability, particularly in public service organizations where service reliability and accountability are paramount.

Self-efficacy, grounded in Bandura's social cognitive theory, refers to an individual's belief in their capability to organize and execute actions required to manage prospective situations (Bandura, 1978). Employees with high self-efficacy demonstrate greater persistence, resilience, and proactive effort when facing job challenges, which enhances both task execution and adaptability (Juhri & Suhardi, 2023; Tanjung et al., 2020). Empirical evidence consistently shows that self-efficacy contributes to improved performance by strengthening motivation, accelerating task completion, and reducing withdrawal behaviors such as absenteeism and turnover (Pauzi & Komariah, 2022; Dewi, 2022). Self-efficacy is commonly reflected through task difficulty appraisal (magnitude), confidence in capability (strength), and the ability to generalize competence across different contexts (Barizah, 2020).

Communication constitutes a fundamental organizational process through which information, meaning, and expectations are exchanged among organizational members (Rialmi & Morsen, 2020; Rivaldo et al., 2021). Effective communication enables coordination, minimizes misunderstandings, fosters positive interpersonal relationships, and aligns employee actions with organizational objectives (Joni & Hikmah, 2022; Indrisari & Utari, 2020). Inadequate communication, conversely, increases the likelihood of conflict, role ambiguity, and performance inefficiencies. Communication effectiveness is typically indicated by message clarity and accuracy, emotional satisfaction, attitudinal impact, relationship quality, and the emergence of appropriate follow-up actions (Nisa et al., 2019).

Organizational commitment reflects the psychological bond between employees and their organization, encompassing emotional attachment, perceived obligation, and the perceived cost of leaving the organization (Hafidz et al., 2020; Widjaja et al., 2022). Employees with strong organizational commitment are more willing to exert discretionary effort, align personal goals with organizational objectives, and maintain long-term membership (Farmayani et al., 2023). Commitment is widely conceptualized through three dimensions: affective commitment based on emotional attachment, normative commitment driven by moral obligation, and continuance commitment rooted in economic and social considerations (Bagis et al., 2021). Strong organizational commitment has been repeatedly linked to enhanced employee performance, reduced turnover intentions, and improved organizational stability (Iswati & Ignatius, 2023; Putra & Zabaldi, 2022).

Prior empirical studies reveal consistent yet sometimes contradictory findings regarding the relationships among self-efficacy, communication, organizational commitment, and employee performance. Several studies report significant direct effects of self-efficacy and communication on performance (Pauzi & Komariah, 2022; Ramadanis et al., 2023; Siahaan & Masriah, 2022), while others find non-

significant or context-dependent effects (Machfudhi et al., 2023; Sari, 2019). Importantly, emerging evidence suggests that organizational commitment functions as a critical mediating mechanism that translates individual beliefs and interaction quality into sustained performance outcomes (Alwi et al., 2019; Agustin et al., 2021). Employees with high self-efficacy and access to effective communication channels are more likely to develop stronger organizational commitment, which in turn enhances performance consistency and intensity. This mediating role remains underexplored in public utility organizations, particularly within regionally owned enterprises in developing country contexts, thereby justifying the conceptual framework adopted in this study.

Based on the theoretical foundations of organizational behavior and the empirical evidence reviewed, this study formulates a set of hypotheses to examine the direct and indirect relationships among self-efficacy, communication, organizational commitment, and employee performance. Prior studies suggest that individual beliefs and communication processes play a crucial role in shaping employee attitudes and behaviors, while organizational commitment may function as a key psychological mechanism that links these factors to performance outcomes. Accordingly, the following hypotheses are proposed to empirically test the relationships within the conceptual framework of this study.

- H1: Self-efficacy has a positive effect on employee performance.
- H2: Communication has a positive effect on employee performance.
- H3: Self-efficacy has a positive effect on organizational commitment.
- H4: Communication has a positive effect on organizational commitment.
- H5: Organizational commitment has a positive effect on employee performance.
- H6: Organizational commitment mediates the relationship between self-efficacy and employee performance.
- H7: Organizational commitment mediates the relationship between communication and employee performance.

## **RESEARCH METHODS**

This study adopts a quantitative research design using a cross-sectional survey approach to examine the relationships among self-efficacy, communication, organizational commitment, and employee performance within a public water utility company in Indonesia. A quantitative approach is appropriate as the study aims to test theoretically grounded hypotheses and assess the magnitude and significance of causal relationships among latent variables. Data were collected between September 2023 and January 2024 at a regionally owned public water service provider operating under local government authority. To enhance external validity and minimize

sampling bias, a census method was employed, whereby the entire population of employees (N = 199) was surveyed.

Primary data were obtained through structured questionnaires administered directly to employees, complemented by limited observations and interviews to contextualize organizational practices. Secondary data, including employee records, were used to support population verification. All constructs were operationalized based on established scales from prior studies to ensure content validity. Employee performance was measured using five indicators work results, job knowledge, initiative, work attitude, and time discipline—adapted from Harahap et al. (2020). Self-efficacy was operationalized through magnitude, strength, and generality dimensions (Barizah, 2020), while communication effectiveness was assessed via message clarity, enjoyment, attitudinal impact, relational quality, and action orientation (Nisa et al., 2019). Organizational commitment was measured across affective, normative, and continuance dimensions (Bagis et al., 2021). All indicators were measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0, which is suitable for complex models involving mediation effects and does not require multivariate normality. The analysis followed a two-step approach comprising evaluation of the measurement model and the structural model. The measurement model was assessed for convergent validity (factor loadings  $\geq 0.50$  and AVE  $\geq 0.50$ ), discriminant validity (Fornell–Larcker criterion and cross-loadings), and internal consistency reliability (Composite Reliability and Cronbach’s Alpha  $\geq 0.70$ ). The structural model was evaluated using path coefficients, t-statistics, and p-values obtained through a bootstrapping procedure with a 5% significance level, alongside coefficient of determination ( $R^2$ ) to assess explanatory power and  $Q^2$  statistics to evaluate predictive relevance. Mediation effects were tested by examining the significance of indirect paths, following established PLS-SEM mediation criteria.

## **ANALYSIS AND DISCUSSION**

### **1. Respondent Profile**

The study involved 199 employees of a public water utility company owned by a local government in Indonesia. The respondent profile indicates a workforce dominated by male employees and individuals with long organizational tenure, reflecting a relatively mature and experienced human resource structure.

**Table 1. Respondent Profile**

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	155	77.88
	Female	44	22.12
Age	≤35 years	10	5.03
	36–45 years	36	18.08
	>45 years	153	76.89
Education	High School	47	23.62
	Diploma	34	17.09
	Bachelor	86	43.22
	Postgraduate	32	16.07
Tenure	≤10 years	29	14.57
	11–20 years	57	28.64
	>20 years	113	56.79

The dominance of employees aged over 45 years and those with more than 20 years of tenure suggests high organizational stability, which is particularly characteristic of public-sector organizations. This context is important when interpreting behavioral constructs such as organizational commitment and performance.

## 2. Descriptive Statistics

Descriptive analysis was conducted to capture the overall tendency of each research variable. As shown in Table 2, all constructs exhibit very high mean scores, indicating favorable perceptions among employees regarding self-efficacy, communication, organizational commitment, and performance.

**Table 2. Descriptive Statistics of Research Variables**

Variable	Indicators	Mean	Std. Dev.	Category
Self-Efficacy (X1)	3	4.348	0.512	Very High
Communication (X2)	5	4.339	0.498	Very High
Organizational Commitment (Z)	3	4.415	0.476	Very High
Employee Performance (Y)	5	4.344	0.521	Very High

The high mean of organizational commitment reflects strong psychological attachment to the organization, which is commonly observed in public utilities with long-serving employees. However, high descriptive scores do not automatically imply causal influence, necessitating further structural analysis.

## 3. Measurement Model Evaluation

The measurement model was assessed to ensure construct validity and reliability prior to hypothesis testing. Convergent validity was examined through indicator loadings and Average Variance Extracted (AVE), while internal consistency was evaluated using Composite Reliability (CR) and Cronbach's alpha

(α).

**Table 3. Measurement Model Evaluation (Outer Model)**

Construct	Indicator	Loading	AVE	CR	$\alpha$
Self-Efficacy	SE1	0.781	0.612	0.825	0.742
	SE2	0.804			
	SE3	0.765			
Communication	COM1	0.734	0.589	0.877	0.842
	COM2	0.781			
	COM3	0.802			
	COM4	0.768			
	COM5	0.756			
Organizational Commitment	OC1	0.823	0.647	0.846	0.771
	OC2	0.801			
	OC3	0.789			
Employee Performance	EP1	0.752	0.601	0.882	0.851
	EP2	0.784			
	EP3	0.811			
	EP4	0.769			
	EP5	0.746			

All indicator loadings exceeded the recommended threshold of 0.60, confirming convergent validity. The AVE values were above 0.50 for all constructs, indicating that the latent variables explain more than half of the variance of their indicators. Composite reliability and Cronbach's alpha values also surpassed the 0.70 threshold, demonstrating satisfactory internal consistency and reliability.

#### 4. Structural Model and Hypothesis Testing

The structural model was evaluated to test the proposed hypotheses. Table 4 presents the path coefficients, t-values, and p-values obtained through bootstrapping procedures.

**Table 6. Structural Model Results (Direct and Indirect Effects)**

Hypothesis	Relationship	Effect Type	Path Coefficient (O)	t-value	p-value	Result
H1	Self-Efficacy → Employee Performance	Direct	0.528	5.121	0.000	Supported
H2	Communication → Employee Performance	Direct	0.256	2.603	0.010	Supported
H3	Self-Efficacy → Organizational Commitment	Direct	0.494	4.206	0.000	Supported
H4	Communication → Organizational Commitment	Direct	0.416	3.676	0.000	Supported
H5	Organizational Commitment → Employee Performance	Direct	0.152	1.563	0.119	Not Supported
H6	Self-Efficacy → Organizational Commitment → Employee Performance	Indirect	0.075	1.394	0.164	Not Supported

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H7	Communication → Organizational Commitment → Employee Performance	Indirect	0.063	1.506	0.133	Not Supported
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Source: Processed SmartPLS 3.0 data (2023)

The results indicate that self-efficacy has a strong and statistically significant direct effect on employee performance, suggesting that employees’ belief in their ability to successfully perform tasks is a key determinant of work outcomes. Communication also exerts a significant positive influence on performance, highlighting the importance of clear information exchange and interpersonal interaction in supporting task execution.

Furthermore, both self-efficacy and communication significantly enhance organizational commitment. These findings suggest that confident employees and those who experience effective communication are more likely to develop psychological attachment to the organization. However, organizational commitment itself does not have a significant direct effect on employee performance, indicating that commitment alone is insufficient to drive performance improvements in the studied context.

The mediation analysis further reveals that organizational commitment does not mediate the relationship between self-efficacy and performance, nor between communication and performance. This indicates that the effects of self-efficacy and communication on performance occur primarily through direct pathways rather than indirectly through attitudinal attachment. Such findings are consistent with studies conducted in public-sector organizations, where performance is often shaped more by individual capability and operational processes than by affective commitment.

### 5. Model Predictive Power

The explanatory and predictive capability of the model was assessed using R<sup>2</sup> and Q<sup>2</sup> values.

**Table 5. Model Predictive Power**

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Endogenous Variable	R <sup>2</sup>	Q <sup>2</sup>	Interpretation
Organizational Commitment	0.795	0.611	Strong
Employee Performance	0.825	0.654	Strong

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The high R<sup>2</sup> values indicate that self-efficacy and communication explain a substantial proportion of variance in organizational commitment and employee performance. Furthermore, Q<sup>2</sup> values greater than zero confirm strong predictive

relevance, demonstrating that the model has robust explanatory and predictive power.

## **6. Discussion**

This study examines how self-efficacy and communication influence employee performance in a public-sector utility organization, with organizational commitment tested as a mediating mechanism. The findings provide clear evidence that performance is primarily driven by individual capability and interactional processes rather than attitudinal attachment.

The results confirm that self-efficacy has a strong and significant direct effect on employee performance. This supports social cognitive theory, which emphasizes that individuals' beliefs in their capabilities shape effort, persistence, and task execution. Employees with high self-efficacy are better equipped to handle technical challenges and service demands, which is particularly critical in public utility organizations. This finding is consistent with prior studies demonstrating the central role of self-efficacy in enhancing performance (Ramadanis et al., 2023; Sulastri & Uriawan, 2020; Rialmi & Morsen, 2020).

Communication is also found to significantly improve employee performance. This result aligns with organizational communication theory, which highlights the role of effective communication in reducing ambiguity and facilitating coordination. The strong loading of relational and attitudinal communication indicators suggests that performance benefits arise not only from information exchange but also from trust-building and shared understanding. Similar results have been reported in previous empirical studies (Pauzi & Komariah, 2022; Siahaan & Masriah, 2022).

In addition, both self-efficacy and communication positively influence organizational commitment. Employees who feel competent and experience transparent, supportive communication are more likely to develop psychological attachment to their organization. These findings are consistent with earlier research linking perceived competence and communication quality to stronger organizational commitment (Dewi, 2020; Saputri & Pratama, 2020; Clarissa & Edalmen, 2022; Ie et al., 2021).

However, organizational commitment does not have a significant direct effect on employee performance and does not mediate the effects of self-efficacy and communication. This finding suggests that in public-sector organizations, where tasks are highly standardized and regulated, commitment may enhance loyalty and retention rather than day-to-day performance. Similar patterns have been observed in

previous public-sector studies (Kharisma et al., 2019; Hendri & Kirana, 2021).

Overall, the findings indicate that employee performance in public utility organizations is more strongly influenced by self-efficacy and communication than by organizational commitment. This highlights the importance of prioritizing capability development and communication effectiveness in public-sector performance management, while recognizing that commitment plays a supportive rather than mediating role.

## **CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS**

This study investigates the effects of self-efficacy and communication on employee performance, with organizational commitment examined as a mediating variable, in the context of a public-sector water utility organization. The findings demonstrate that both self-efficacy and communication have significant and direct effects on employee performance. Employees who possess strong confidence in their capabilities and experience effective communication tend to perform their tasks more effectively, particularly in operational and service-oriented environments.

Furthermore, the results indicate that self-efficacy and communication significantly enhance organizational commitment. Employees who feel competent and are supported by clear and constructive communication develop stronger psychological attachment to the organization. However, organizational commitment does not directly influence employee performance and does not mediate the relationships between self-efficacy, communication, and performance. This suggests that, within public-sector organizations characterized by standardized procedures and regulatory constraints, performance is driven more by individual competence and interaction quality than by attitudinal attachment.

Overall, this study contributes to the literature by highlighting that organizational commitment, while important for employee loyalty and retention, may not function as a key explanatory mechanism for performance in stable public-sector contexts. Instead, performance improvement efforts should prioritize strengthening self-efficacy and communication effectiveness.

Despite its contributions, this study has several limitations. First, the research employs a cross-sectional design, which limits the ability to infer causal relationships among variables over time. Second, the data were collected from a single public-sector organization, which may restrict the generalizability of the findings to other sectors or institutional contexts. Third, the study relies on self-reported questionnaire data, which may be subject to common method bias and social desirability effects. Finally, the model focuses on a limited set of psychological and organizational

variables and does not account for other potential determinants of performance, such as leadership style, organizational culture, or reward systems.

Based on the findings, several practical and theoretical recommendations can be proposed. From a managerial perspective, public-sector organizations should focus on enhancing employee self-efficacy through targeted training, skill development programs, and performance feedback mechanisms. In addition, improving communication quality particularly relational and feedback-oriented communication can strengthen both performance and organizational commitment.

From a theoretical perspective, future studies are encouraged to adopt longitudinal research designs to better capture dynamic relationships among psychological factors, commitment, and performance. Researchers may also expand the model by incorporating additional variables, such as leadership, job satisfaction, or organizational culture, to provide a more comprehensive explanation of employee performance. Comparative studies across public and private sectors are also recommended to examine whether the role of organizational commitment differs across institutional settings.

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