Functional Competence, Affective Commitment, and Internal Communication As Predictors of Civil Servant Performance: Evidence From Kampar Regency, Indonesia

Maisyarah[1], Abd. Rasyid Syamsuri[2]*, Arwinence Pramadewi[3]

[1,2,3]Faculty of Economics and Business, University of Riau, Pekanbaru, Riau, Indonesia
*Corresponding author:
Email: abd.rasyidsyamsuri@lecturer.unri.ac.id

Abstract
This study aims to analyze the effect of functional competence, affective commitment, and internal communication on the performance of Civil Servants at the Kampar Regent's Office. The study was conducted from February to March 2026. The study population consisted of 116 civil servants, all of whom were included as respondents using the total sampling technique. Data were collected through questionnaires, supported by observation and documentation. Data analysis was conducted using multiple linear regression analysis with the assistance of SmartPLS 4.0 software. The results indicate that functional competence has a positive and significant effect on employee performance, with a coefficient of 0.191 and a significance value of 0.013. Affective commitment also has a positive and significant effect on employee performance, with a coefficient of 0.255 and a significance value of 0.005. Internal communication has a positive and significant effect on employee performance, with a coefficient of 0.442 and a significance value of less than 0.001. Simultaneously, functional competence, affective commitment, and internal communication have a significant effect on employee performance. The adjusted coefficient of determination (adjusted R-square) of 0.681 indicates that the three independent variables explain 68.1% of the variation in employee performance, while the remaining 31.9% is explained by other factors outside the research model. These findings indicate that functional competence, affective commitment, and internal communication are important factors in improving the performance of civil servants at the Kampar Regent's Office.

Keywords: *Functional Competence; Affective Commitment; Internal Communication; Employee Performance and Civil Servants.*

I. INTRODUCTION

Employee performance is an important factor in the ability of government organizations to achieve their objectives and deliver public services. It reflects employees' work outcomes in relation to established responsibilities, targets, and standards [1]. Competence and organizational commitment are also relevant to employee performance in public institutions [8], while internal communication can support trust, coordination, and organizational commitment [11]. In the public sector, these factors matter because employees must carry out administrative duties consistently and respond to service needs. At the Kampar Regent's Office, employee performance is assessed in part through Employee Work Targets and work behavior. The available organizational data show that the average Employee Work Target score declined from 81.91 in 2022 to 81.59 in 2023 and 80.95 in 2024. This trend provides a practical reason to examine factors associated with employee performance. The annual averages are presented in Table 1.

Table 1. Average Employee Work Target Value at the Kampar Regent's Office in 2022-2024

Year	Average Employee Performance Target Value
2022	81.91
2023	81.59
2024	80.95

Source: Data processing from the Kampar Regent's Office (2025).

The average Employee Work Target score decreased from 81.91 in 2022 to 80.95 in 2024. Although these descriptive figures do not identify the causes of the decline, they indicate a need to examine factors potentially associated with employee performance. A preliminary survey of 15 civil servants at the Kampar Regent's Office was therefore conducted to identify perceived performance issues.

Table 2. Results of the Pre-Survey of Civil Servant Performance at the Kampar Regent's Office

No.	Statement	Agree, (%)	Don't agree, (%)
1	I am able to produce the amount of work output according to the set targets.	6 (40%)	9 (60%)

2	I produce good quality work according to the specified standards.	5 (33%)	10 (67%)
3	I completed the work on time according to the predetermined schedule.	7 (47%)	8 (53%)
4	I use the budget efficiently in carrying out work.	4 (27%)	11 (73%)
5	I am able to produce innovations that provide benefits to the organization.	3 (20%)	12 (80%)

Source: Pre-survey processed data (2026).

The preliminary survey indicates that several respondents perceived difficulties in meeting performance expectations. Sixty percent disagreed that they achieved the required work output, 67% disagreed that they produced work of the required quality, 53% disagreed that they completed work on time, 73% disagreed that they used budgets efficiently, and 80% disagreed that they produced beneficial innovations. These responses are exploratory and are based on a small preliminary sample; they should not be interpreted as estimates for all civil servants in the office.

Table 3. Results of the Pre-Survey of Civil Servant Functional Competencies at the Kampar Regent's Office

No.	Statement	Agree, (%)	Don't agree, (%)
1	I carry out work responsibilities in accordance with the assigned field of work.	5 (33%)	10 (67%)
2	I understand and am able to follow applicable work procedures in carrying out work.	7 (47%)	8 (53%)
3	I actively update my knowledge to support the implementation of my duties.	4 (27%)	11 (73%)
4	I have skills that match the demands of the job I do.	7 (47%)	8 (53%)
5	I am able to solve work problems without always having to wait for instructions from my superiors.	6 (40%)	9 (60%)

Source: Pre-survey processed data (2026).

Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in an organization. Prior work has examined affective commitment in public organizations [4] and the relationship between organizational commitment and job performance [6]. In the preliminary survey, 73% of respondents disagreed that they had a strong emotional attachment to the agency, 60% disagreed that they were willing to support agency policies and participate in activities that advance the organization, and 67% disagreed that they strongly wished to remain with the agency. These responses suggest that affective commitment warrants further examination in this context.

Table 4. Results of the Pre-Survey of Affective Commitment of Civil Servants at the Kampar Regent's Office

No.	Statement	Agree, (%)	Don't agree, (%)
1	I have a strong emotional attachment to this agency.	4 (27%)	11 (73%)
2	I am willing to support any policy set by the agency.	6 (40%)	9 (60%)
3	I actively participate in activities that support the progress of the agency.	6 (40%)	9 (60%)
4	I have a strong desire to continue working in this agency.	5 (33%)	10 (67%)

Source: Pre-survey processed data (2026).

Internal communication refers to the exchange of information within an organization to support coordination, shared understanding, and task execution. Previous studies have discussed communication in public relations [5], organizational culture [9], and employee motivation and performance [14]. In this study, internal communication covers the clarity of work instructions, opportunities to provide suggestions, supervisors' responses to feedback, communication among colleagues, and openness in sharing information.
The preliminary survey found that 53% of respondents disagreed that work instructions were communicated clearly, 60% disagreed that they could easily provide suggestions to supervisors, and 67% disagreed that communication among colleagues was clear and effective and that information was shared openly. These findings provide contextual motivation for examining internal communication alongside functional competence and affective commitment.

Table 5. Results of the Pre-Survey of Civil Servant Internal Communication at the Kampar Regent's Office

No.	Statement	Agree, (%)	Don't agree, (%)
1	The work instructions I received from my superiors were conveyed clearly.	7 (47%)	8 (53%)
2	I have the ease of conveying suggestions or input to superiors.	6 (40%)	9 (60%)
3	The superior responded well to the feedback I provided.	7 (47%)	8 (53%)
4	Communication between colleagues in my unit is clear and effective.	5 (33%)	10 (67%)
5	There is openness in sharing information in my work environment.	5 (33%)	10 (67%)

Source: Pre-survey processed data (2026).

Previous studies have examined competence, organizational commitment, communication, and employee performance [6], [7], [10], [13]–[15]. However, the relative associations of functional competence, affective commitment, and internal communication with civil servant performance in the Kampar Regent's Office have not been established by the data presented here. This study therefore examines the partial associations of the three predictors with employee performance and evaluates their joint statistical contribution. Its intended contribution is contextual and empirical: to provide evidence that may inform human resource management in a local-government office. The study does not assume that results from one office automatically generalize to other government institutions.

II. METHODS

This quantitative study was conducted at the Kampar Regent's Office, Kampar Regency, Riau Province, Indonesia, from February to March 2026. The study population comprised 116 civil servants, and total sampling was used so that all 116 members of the population were included as respondents. Primary data were collected using a questionnaire; organizational documents, observation, and documentation provided supporting information. The questionnaire measured functional competence (X_1), affective commitment (X_2), internal communication (X_3), and employee performance (Y). Functional competence covered responsibility in the assigned field, understanding of work procedures, updating job-related knowledge, relevant skills, and independent problem-solving. Affective commitment covered emotional attachment, organizational identification, involvement, and the desire to remain in the organization.

Internal communication covered clarity of instructions, opportunities to provide feedback, supervisors' responses, communication among colleagues, and information openness. Employee performance was measured using the indicators specified in the research instrument. The questionnaire was administered to all respondents using the study's data-collection procedure. The analysis included descriptive statistics and inferential tests. The manuscript reports validity and reliability testing, normality assessment, multicollinearity assessment, heteroscedasticity assessment, multiple linear regression, t-tests for individual coefficients, an F-test for the joint contribution of the predictors, and the coefficient of determination. Multiple linear regression was used to estimate the associations between the three predictors and employee performance. The manuscript reports SmartPLS 4.0 as the software used for the analysis.

III. RESULTS AND DISCUSSION

A. Respondent Characteristics

Respondent characteristics were summarized by gender, age, highest education, and length of service to describe the 116 civil servants included in the study.

Table 6. Respondent Characteristics

Characteristics	Category	Amount	Percentage (%)
Gender	Man	59	50.9
	Woman	57	49.1
Age	18–25 years	6	5.2
	26–30 years	11	9.5
	31–35 years	25	21.6
	36–40 years	28	24.1
	41–45 years	34	29.3
	46–58 years	12	10.3

Characteristics	Category	Amount	Percentage (%)
last education	Senior High School	43	37.1
	Diploma	1	0.9
	S1	56	48.3
	S2	16	13.8
Years of service	1–5 years	7	6.0
	6–10 years	15	12.9
	11–15 years	22	19.0
	16–20 years	25	21.6
	21–25 years	32	27.6
	26–30 years	11	9.5
	31–35 years	4	3.4

Source: Processed research data, 2026.

The sample comprised 59 men (50.9%) and 57 women (49.1%). The largest age group was 41–45 years (34 respondents; 29.3%). A total of 56 respondents (48.3%) held a bachelor's degree. The largest length-of-service group was 21–25 years (32 respondents; 27.6%). The sample therefore included respondents with varied demographic profiles and work experience.

B. Descriptive Statistics of the Research Variables

Descriptive statistics were calculated for functional competence, affective commitment, internal communication, and employee performance using responses from 116 participants. Table 7 reports the mean, median, minimum, maximum, and standard deviation for each composite score.

Table 7. Descriptive Statistics of Research Variables

Variables	Mean	Median	Minimum	Maximum	Standard deviation
Functional competency	17,440	18,000	9	25	3,920
Affective commitment	13,776	13,000	8	20	3,259
Internal communication	17,716	18,000	11	24	3,474
Employee performance	17,578	18,000	10	24	3,343

Source: Processed research data, 2026.

The mean scores were 17.440 for functional competence, 13.776 for affective commitment, 17.716 for internal communication, and 17.578 for employee performance. Internal communication had the highest mean among the three predictor scores. These means describe the observed composite scores; without predefined and justified category cut-offs, they should not be interpreted as indicating a "high" or "low" level of each construct.

C. Regression Diagnostic Checks

Normality Assessment

The draft reports a Q–Q plot and skewness statistics as part of its normality assessment. Skewness values describe distributional asymmetry but, on their own, do not establish that regression residuals are normally distributed. The Q–Q plot should therefore be identified clearly as a plot of the model residuals if that is what was assessed, and the interpretation should be based on the residual distribution rather than on the predictor and outcome scores alone.

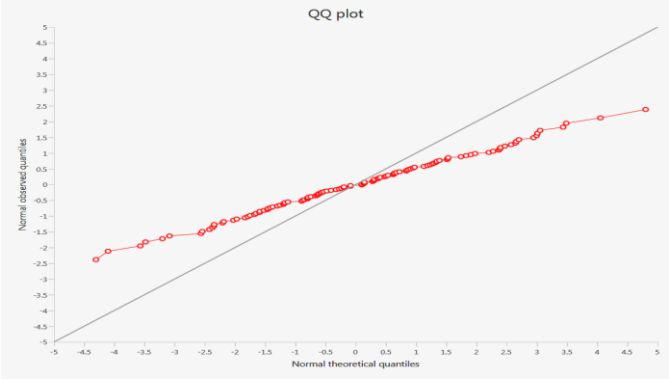


Fig. 1. Q–Q Plot for the Normality Assessment

Source: Data Processed Using SmartPLS 4, 2026

The skewness values reported in Table 8 range from −0.175 to 0.153. These values indicate relatively limited asymmetry in the reported variable scores, but they are not a substitute for assessing the regression residuals. The residual plot and its interpretation should be verified against the original statistical output.

Table 8. Skewness Test Results

	Skewness
Functional Competence	-0.057
Affective Commitmen	0.153
Internal Communication	-0.160
Employee Performance	-0.175

Source: Data Processed Using SmartPLS 4, 2026

The reported skewness values fall between −2 and +2. This range may be used as a descriptive rule of thumb for univariate skewness, but it does not independently demonstrate that the regression residuals satisfy a normality assumption.

Heteroscedasticity Assessment

The draft evaluates heteroscedasticity using a scatterplot of predicted values against residuals and a Breusch–Pagan test. The scatterplot should be interpreted by examining whether residual spread changes systematically across predicted values; it should not be described as an autocorrelation plot.

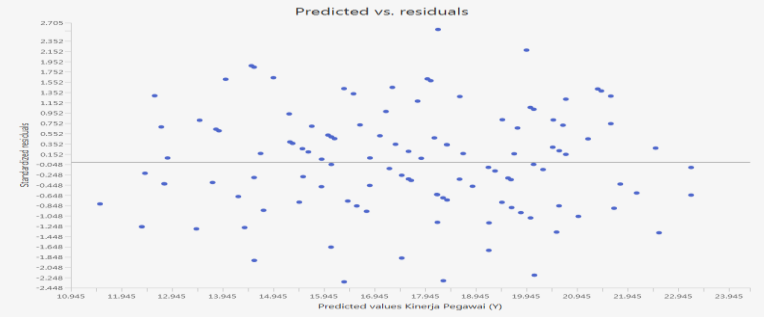


Fig. 2. Residuals-versus-Predicted Values Plot

Source: Data Processed Using SmartPLS 4, 2026

The plotted points appear distributed on both sides of the zero-residual line without an obvious systematic pattern. This visual inspection is consistent with, but does not by itself prove, constant residual variance. The interpretation should be considered alongside the reported Breusch–Pagan test.

Table 9. Breusch–Pagan Test Results

	Test Statistics	df	P value
Breusch-Pagan Test	0.607	3	0.895

Source: Data Processed Using SmartPLS 4, 2026

The reported Breusch–Pagan test has a statistic of 0.607 with 3 degrees of freedom and a p-value of 0.895. If these values are confirmed from the original output, the test does not provide evidence of heteroscedasticity at the 0.05 significance level.

Multicollinearity Assessment

Variance inflation factors (VIFs) were used to assess multicollinearity among the predictors. VIF values below 5 are commonly treated as indicating no serious multicollinearity concern, although the threshold should be stated consistently with the chosen methodological reference.

Table 10. Multicollinearity Test Results

Variables	VIF
Functional competency	2.823
Affective commitment	2.740
Internal communication	1.868

Source: Data Processed Using SmartPLS 4, 2026

The reported VIF values are 2.823 for functional competence, 2.740 for affective commitment, and 1.868 for internal communication. All are below 5, suggesting that severe multicollinearity is unlikely under this diagnostic criterion, provided that the values have been transcribed correctly from the original output.

D. Multiple Linear Regression Results

The reported regression model examines the statistical association of functional competence, affective commitment, and internal communication with civil servant performance. The coefficient estimates are summarized in Table 11.

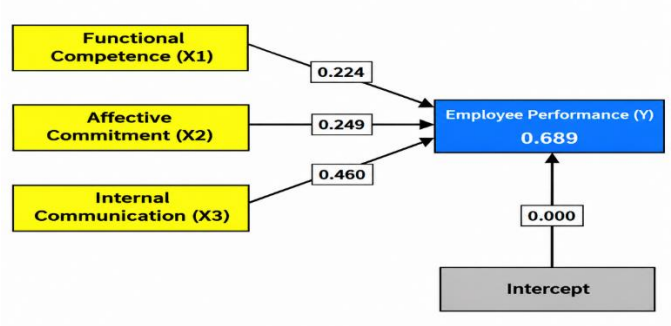


Fig. 3. Regression Model and Reported Standardized Coefficients

Source: Data Processed Using SmartPLS 4, 2026

The reported unstandardized coefficients are 0.191 for functional competence, 0.255 for affective commitment, and 0.442 for internal communication. The corresponding standardized coefficients are 0.224, 0.249, and 0.460. All three coefficients are positive in the reported model. Standardized coefficients suggest that internal communication has the largest relative association with employee performance among the three predictors, conditional on the specification of this model. This comparison should not be interpreted as proof of causality.

Table 11. Results of Multiple Linear Regression Analysis

Variables	Unstandardized coefficient (B)	Standardized coefficient (β)	SE	p-value
Constant	2.893	0.000	0.955	0.003
Functional competency	0.191	0.224	0.075	0.013
Affective commitment	0.255	0.249	0.089	0.005
Internal communication	0.442	0.460	0.069	0.000

Source: Processed research data, 2026.

The reported intercept is 2.893. The unstandardized coefficients indicate the expected change in the outcome score associated with a one-unit increase in a predictor, holding the other predictors constant, under the fitted linear model. This interpretation is appropriate only if the estimates were obtained from the stated multiple linear regression procedure.

E. Hypothesis Testing

Partial Tests (t-Tests)

The reported t-test results indicate a positive coefficient for functional competence (B = 0.191, t = 2.531, p = 0.013). At the 0.05 significance level, this result supports a statistically significant positive association between functional competence and employee performance, subject to verification of the original regression output.

Table 12. t-Test Results

	Unstandardized coefficients	Standardized coefficients	SE	T value	P value
Intercept	2.893	0.000	0.955	3.028	0.003
Functional Competence	0.191	0.224	0.075	2.531	0.013
Affective Commitment	0.255	0.249	0.089	2.854	0.005
Internal Communication	0.442	0.460	0.069	6.386	<0.001

Source: Processed research data, 2026.

Affective commitment was reported as positively associated with employee performance (B = 0.255, t = 2.854, p = 0.005). Internal communication was also reported as positively associated with employee performance (B = 0.442, t = 6.386, p < 0.001). Thus, all three partial coefficients are statistically significant at the 0.05 level according to the reported results. These are statistical associations in the fitted model and should not be interpreted as establishing causal effects.

Simultaneous Test (F-Test)

The joint test of the three predictors yielded a reported F-statistic of 82.798 (df = 3, 112; p < 0.001). The sums of squares and mean squares are presented in Table 13.

Table 13. F Test Results

	Sum square	df	Mean square	F	P value
Total	1296.302	115	11.272	0.000	0.000
Error	402.853	112	3.597	0.000	0.000
Regression	893.449	3	297.816	82.798	<0.001

Source: Processed research data, 2026.

If the reported F-statistic and p-value are confirmed, the joint test indicates that the predictors collectively explain a statistically significant amount of variation in employee performance relative to an intercept-only model. This test does not establish that each predictor has an independent causal effect.

Coefficient of Determination

The coefficient of determination summarizes the proportion of variation in the outcome explained by the fitted model. R^2 and adjusted R^2 should be reported from the same model output and interpreted in the context of the study design.R^2R^2

Table 14. Results of the Determination Coefficient Test

	Employee Performance
R-square	0.689
R-square adjusted	0.681
Durbin-Watson test	1,723

Source: Processed research data, 2026.

The reported R^2 is 0.689 and the adjusted R^2 is 0.681. Thus, the model accounts for 68.9% of the observed variation in employee performance, while the adjusted estimate is 68.1%. The remaining variation is not explained by the predictors included in this model and may be associated with other measured or unmeasured factors. These figures describe model fit in this sample and do not establish predictive performance in a new sample.

IV. CONCLUSIONS

Based on the reported regression results, functional competence, affective commitment, and internal communication are positively and statistically significantly associated with civil servant performance at the Kampar Regent's Office. The unstandardized regression coefficients are 0.191 (p = 0.013), 0.255 (p = 0.005), and 0.442 (p < 0.001), respectively. Internal communication has the largest standardized coefficient (β = 0.460), followed by affective commitment (β = 0.249) and functional competence (β = 0.224). The adjusted coefficient of determination (adjusted R^2 = 0.681) indicates that the model explains 68.1% of the variation in employee performance within the study sample. From a practical perspective, the findings suggest that the Kampar Regent's Office should prioritize improving internal communication by strengthening the clarity of work instructions, establishing effective feedback mechanisms, encouraging employee input, and promoting transparent information sharing. These efforts should be complemented by targeted functional competency development and managerial initiatives that strengthen employees' emotional attachment and involvement in the organization. This study has limitations. First, the respondents were drawn from a single government office, which limits the generalizability of the findings to other public sector organizations. Second, the cross-sectional questionnaire design captures relationships at a particular point in time and does not establish causal relationships among the variables. Future research could involve civil servants from multiple

government institutions, employ longitudinal or mixed-methods designs, and examine additional organizational factors to provide a broader understanding of civil servant performance.

V. ACKNOWLEDGEMENTS

The authors would like to express their sincere gratitude to the Faculty of Economics and Business, Universitas Riau, for its academic support and institutional encouragement throughout the research and manuscript preparation process. The authors also gratefully acknowledge the Kampar Regency Government, particularly the Kampar Regent's Office, and all civil servants who participated in this study. Finally, the authors thank all individuals who provided valuable guidance and support during the conduct of the research and the preparation of this manuscript.

REFERENCES

[1] M. Maryadi, H. N. Utami, A. Prasetya, B. Hutahayan, Advancing the understanding of employee performance: A recent systematic literature review using PRISMA, Cogent Business & Management, 13(1), 2026, article 2612412. https://doi.org/10.1080/23311975.2025.2612412.

[2] S. Nawawi, K. Ingsih, F. Riyanto, R. A. A. R. P. Sari, M. Sartika, Does Digital Competence Improve Employee Performance? The Role of Smart Digital Services Mediation in the Public Sector, ***Jurnal Penelitian Ekonomi dan Bisnis***, 11(1), 2026, pp. 77–89. https://doi.org/10.33633/jpeb.v11i1.15497.

[3] L. M. Spencer, S. M. Spencer, Competence at Work: Models for Superior Performance, John Wiley & Sons, 1993.

[4] A. Gunawan, Komitmen Afektif dalam Organisasi Publik: Perspektif Psikologi Manajemen, Prenadamedia Group, 2024.

[5] O. U. Effendy, Hubungan Masyarakat: Suatu Studi Komunikasi, Remaja Rosdakarya, 2019.

[6] A. Susanty, R. Miradipta, Employee's Job Performance: The Effect of Attitude Toward Works, Organizational Commitment, and Job Satisfaction, ***Jurnal Teknik Industri***, 15(1), 2013, pp. 13–24. https://doi.org/10.9744/jti.15.1.13-24.

[7] A. Syawalia, Pengaruh Kompetensi Digital, Komunikasi Internal, dan Pelatihan SDM terhadap Kinerja Pegawai Negeri Sipil, Undergraduate Thesis, UIN Syarif Hidayatullah Jakarta, 2024.

[8] N. P. Dewi, I. Indrayani, C. Wibisono, A. E. Rumengan, Government Employee Assessment to Support Public Performance Organization Learned from Riau Island Province, Cogent Business & Management, 11(1), 2024. https://doi.org/10.1080/23311975.2024.2368322.

[9] V. P. Syafitri, A. Toni, Komunikasi Organisasi dalam Proses Pembentukan Budaya Organisasi Melalui Agent of Change, ***Jurnal Indonesia: Manajemen Informatika dan Komunikasi***, 5(2), 2024, pp. 1602–1610. https://doi.org/10.35870/jimik.v5i2.721.

[10] R. Sudiarti, I. Juliarsa, Kompetensi Sumber Daya Manusia dan Pengaruhnya terhadap Kinerja, Alfabeta, 2020.

[11] S. Wulandari, R. Pramukty, A. C. Trissetianto, Pengaruh Internal Communication terhadap Organizational Commitment melalui Employee Trust pada Sektor Pelayanan Publik, ***PRODUCTIVITY: Journal of Integrated Business, Management, and Accounting Research***, 1(2), 2024. https://doi.org/10.54373/product.v1i2.231.

[12] M. Zurnali, Affective Commitment dalam Organisasi Modern, Salemba Empat, 2021.

[13] D. M. Vernia, L. Sandiar, Peranan Kompetensi Kerja terhadap Kepuasan Kerja dan Kinerja. ***Jurnal Ilmiah Wahana Pendidikan***, 6(2), 2020, pp. 91–99. https://doi.org/10.5281/zenodo.3737979.

[14] E. Ufuophu-Biri, E. T. Ayewumi, Influence of Organizational Communication on Employee Job Motivation and Job Performance in Broadcasting Organizations in Delta State, Nigeria, ***Journal of Public Administration, Finance and Law***, (24), 2022, pp. 223–240. https://doi.org/10.47743/jopafl-2022-24-21.

[15] M. I. Sitinjak, Z. Adriani, F. Tialonawarmi, Peran Komunikasi Internal terhadap Efektivitas Kerja dan Kinerja Karyawan pada Dinas Ketahanan Pangan Provinsi Jambi, ***Journal Economic Excellence Ibnu Sina***, 3(1), 2025, pp. 244–253. https://doi.org/10.59841/excellence.v3i1.2392.