



The Effect of Organizational Communication on Employee Work Motivation in the State-Owned Sector

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ABSTRACT: The PT Bank Negara Indonesia (Persero) Tbk Kaliabang Branch Office, often known as the BNI Kaliabang Branch Office, is a state-owned corporation that provides a variety of financial services to promote Indonesia's economic growth and industrial development. The purpose of this study was to examine the relationship between organizational communication and employee motivation at the BNI Kaliabang Branch Office and to investigate how communication influenced motivation. The study adopted a quantitative descriptive method with a total sample of 80 respondents. To assess the causal relationship, data were analyzed using descriptive statistics and basic linear regression. The results showed that organizational communication had a significant impact on employee motivation, as demonstrated by a determination coefficient of 57.6% and a significance level of 0.000. The study highlighted that organizational communication within the branch was effective, and employee motivation levels were high. Despite these positive findings, areas for improvement were identified, including leveraging electronic media to enhance message dissemination, fostering employee skills to boost creativity and productivity, and introducing a "Best Employee of the Month" program to further motivate staff. These recommendations aimed to strengthen the organization's communication strategies and sustain high employee performance, ultimately contributing to its overall operational success.

KEYWORDS: Organizational communication; work motivation; employee performance; job satisfaction; people management.

1. Introduction

The workplace was a fundamental component of organizational operations, serving as more than just a physical location. It functioned as an environment where individuals collaborated to achieve shared objectives while supporting administrative and managerial processes critical to organizational success. This space enabled leadership to direct operations, facilitate decision-making, and execute strategies effectively. The workplace was integral to aligning various organizational functions, making it a central hub for activities that drove productivity and goal achievement. Organizations relied on diverse resources such as financial capital, physical assets, advanced technology, and human capital to produce goods or services for the

market. These resources had to be utilized efficiently to maximize outcomes and minimize waste. The workplace also supported innovation, teamwork, and adaptability, which were crucial for maintaining competitiveness in evolving markets. By strategically designing and managing the workplace to encourage continuous improvement, organizations optimized performance at both individual and collective levels, ensuring sustainable success [1].

Human resources (HR) were fundamental assets within organizations, playing a pivotal role in achieving objectives and driving operations. Unlike other resources, employees were the primary force behind transforming plans into actions, ensuring organizational goals were met while fostering innovation, collaboration, and productivity. The sustainability and competitiveness of a business depended significantly on the effective management of its human resources, as employees not only optimized individual and collective potential but also influenced external interactions, stakeholder satisfaction, and the broader socio-economic environment [2]. Strategic alignment of employee competencies with organizational needs enhanced operational excellence and adaptability to market dynamics, allowing organizations to address complex challenges and sustain meaningful relationships with their surroundings. Consequently, human resources served as the cornerstone of organizational success, shaping a resilient and high-performing culture that benefited both internal stakeholders and the wider community. Unlocking the full potential of employees within an organization required coaching and empowerment, which aimed to enhance productivity and enable individuals to perform at their best. However, this objective could not be fully achieved without effective communication, which played a crucial role in facilitating meaningful interactions and ensuring the seamless exchange of information. Communication went beyond the mere conveyance of messages; it formed the foundation for a collaborative and inclusive work environment. Transparent and open communication fostered trust, mutual respect, and a sense of belonging, which were critical for encouraging creativity, innovation, and a strong commitment to organizational goals [3].

Additionally, a workplace that prioritized effective communication enabled employees to express their ideas, address concerns, and actively participate in decision-making processes, boosting morale and enhancing problem-solving capacity. Clear communication minimized misunderstandings, reduced conflict, and created a harmonious atmosphere where employees thrived. For office workers, a transparent communication culture channeled creativity and dedication toward achieving organizational success. Consequently, efficient communication was undeniably a key factor in an organization's success, bridging gaps between individuals, aligning team efforts with organizational objectives, and strengthening the overall workplace dynamic. By fostering a culture of communication, organizations created an environment where employees felt valued, motivated, and equipped to contribute meaningfully, thereby cultivating a productive, innovative, and cohesive workforce [4].

Organizational communication was a critical system encompassing both internal and external communication processes, playing a vital role in businesses and agencies by facilitating the flow of information, exchange of ideas, and transmission of meaning within the organization. It involved the interaction and transfer of information that shaped how employees communicated with each other and influenced the organization's overall dynamics and culture. This communication process went beyond professional interactions and significantly impacted individuals' personal lives by affecting relationships, social connections, and overall well-being [5]. For instance, communication patterns within an organization determined which

colleagues employees interacted with, fostering specific social connections while limiting others. The quality of these interactions influenced employees' feelings, preferences, and sense of belonging, creating either a supportive, collaborative environment or one that led to misunderstandings and diminished productivity.

Furthermore, organizational communication was instrumental in shaping individuals' goals, motivations, and aspirations. Effective communication ensured that employees understood their roles, aligned with the organization's mission, and had a clear sense of personal objectives in relation to the organization's goals. Through clear communication channels, employees received feedback, guidance, and support, enabling them to perform their tasks more efficiently, which ultimately contributed to their success and the organization's overall performance [6]. Thus, organizational communication was not merely a functional aspect of business operations but an essential element that influenced the behavior, attitudes, and outcomes of individuals within the organization. In managing an organization effectively, leaders recognized the importance of communication with their subordinates to ensure that the organization functioned cohesively. It was crucial for leaders to avoid relying on authoritarian power dynamics, which could create a rigid structure and hinder collaborative efforts. Instead, leaders prioritized functional cooperation, fostering a work environment that emphasized mutual respect and teamwork. Leaders' roles did not focus on creating an atmosphere of fear or dependence on hierarchical control but rather on developing a culture where employees felt confident and empowered in their roles [7]. This confidence was built by providing employees with the resources, support, and trust needed to perform their tasks effectively.

Leaders demonstrated their own professional competence and commitment, as their ability to lead by example directly influenced the motivation and engagement of their team. Establishing this environment of trust and professionalism not only improved individual performance but also strengthened collective enthusiasm within the organization. By encouraging open communication, offering constructive feedback, and providing opportunities for professional growth, leaders ensured that employees were motivated to contribute meaningfully to the organization's goals [8]. Ultimately, it was the leaders' responsibility to create a work culture that fostered collaboration, accountability, and enthusiasm, enabling the organization to achieve long-term success. Therefore, rather than relying on a rigid power structure, the focus was on building relationships based on trust, competence, and shared goals, where each employee felt valued and motivated to excel in their work.

Effective communication, a balanced personality, emotional stability, and a sound mind were essential qualities for leadership. Leaders also possessed a keen understanding of their team's needs, desires, emotions, and aspirations to guide them effectively. A leader's performance was often evaluated based on the extent to which their followers met their responsibilities and contributed to organizational goals. Achieving a satisfactory level of performance was a significant accomplishment for employees, as it motivated them to continually improve their work [9]. In cases where performance fell short, it was critical for leaders to offer consistent incentives, such as recognition or rewards, to encourage improvement. Furthermore, addressing performance-related concerns, providing constructive feedback, and implementing strategies to support employee development were vital for enhancing overall workforce productivity and fostering a culture of continuous improvement and excellence.

2. Materials and Methods

The researchers employed a quantitative approach, which aligns with the positivist paradigm grounded in the belief that knowledge is derived from empirical and observable phenomena. This methodology adheres to scientific principles such as objectivity, measurability, and repeatability, ensuring that the research process is systematic and concrete. Quantitative methods are inherently empirical, relying on data that can be quantified and subjected to statistical analysis. These methods are confirmatory in nature, enabling the validation or refutation of hypotheses or claims.

The essence of this approach lies in its ability to transform research questions into measurable variables that can be systematically observed and analyzed. Numbers, as the primary form of data, provide a solid foundation for conducting statistical evaluations, thereby making research findings more credible and replicable [10]. The empirical nature of quantitative research distinguishes it from other approaches by emphasizing objective measurement and verification. Designed to examine patterns, correlations, and causal relationships, this approach contributes to the accumulation of generalizable knowledge [11]. It is particularly effective in fields where precision and replicability are essential. The use of statistical tools to analyze large datasets ensures that conclusions are based on empirical evidence, minimizing bias and subjectivity. As a result, the quantitative approach provides a robust framework for conducting scientific research and delivering clear, objective, and reproducible results.

This study employs both descriptive and causal research approaches. The descriptive approach focuses on the statistical evaluation of data, offering an explanation or overview of the data as it exists without making significant conclusions or broad generalizations. Its aim is to accurately present phenomena using available data while avoiding unnecessary interpretations. Descriptive research strives to offer a clear representation of observed conditions through systematic data collection, processing, and presentation in an easily understandable manner. Data are typically presented as numerical values or statistics, reflecting real-world conditions in the field [12].

The main objective of the descriptive approach is to deliver factual, objective information that serves as a reliable foundation for future research or insight into current trends. This method is particularly valuable in studies aiming to document and analyze the status of various phenomena without manipulating variables or establishing cause-and-effect relationships. It is especially useful when the goal is to define the existing situation and provide a comprehensive understanding of the subject [13]. By emphasizing accurate descriptions and organized data, the descriptive approach contributes to a clearer understanding of the topic, highlighting patterns or trends that inform future research.

Descriptive research serves as a fundamental strategy for acquiring essential knowledge that informs later inquiries across various academic and practical domains, laying the groundwork for advanced studies and applications. It facilitates the formation of clear observations and categorizations, which serve as the foundation for further investigation.

Causal research, on the other hand, focuses on identifying and studying cause-and-effect relationships between variables to better understand how one variable influences another. This method requires actual evidence indicating that changes in the independent variable result in direct changes in the dependent variable. Given its emphasis on understanding these relationships, causal research typically demands a more detailed and sophisticated approach,

often involving experimental designs or complex statistical analysis to determine the nature of the impact.

The combination of descriptive and causal research methods is particularly beneficial for studies seeking both a detailed understanding of existing phenomena and insights into underlying causal mechanisms [14]. This research, for instance, investigates the influence of organizational communication on employee work motivation by employing both descriptive and causal methods. The descriptive aspect provides a clear portrayal of the current state of organizational communication, while the causal component evaluates the potential impact of such communication on employees' work motivation levels.

By integrating these two methods, a comprehensive understanding of the phenomenon is achieved, offering a more nuanced perspective on how organizational communication affects employee motivation [14]. This dual approach lays the groundwork for targeted and actionable recommendations aimed at enhancing organizational practices and improving workplace dynamics and productivity. The combination of descriptive and causal research methods ensures a well-rounded and evidence-based foundation for addressing practical challenges and advancing scholarly inquiry in this field.

3. Results and Discussion

3.1. Descriptive analysis of organizational communication (X).

The results of the recapitulation of respondents' answers regarding the organizational communication variable indicate that the environmental subvariable achieved the highest percentage, at 83.4%, placing it in the "very good" category. This percentage was derived from a questionnaire distributed to 80 respondents. Specifically, the statement, "The work environment supports the work activities of organizational members," within the environmental subvariable received the highest score, at 67.5%, with 54 respondents agreeing. These findings suggest that a conducive work environment plays a crucial role in supporting the work activities of organizational members. Goldhaber's theory underscores this by emphasizing the importance of the organizational environment, which encompasses individual decisions related to both physical and social aspects within a system [15].

The overall proportion of the organizational communication variable stands at 81.2%, which falls within the range of 81.25% to 100%, categorizing it as "very good." These results highlight the significant role the organizational environment plays in fostering effective communication, which is essential for achieving optimal performance. A conducive environment for communication enables organizational members to interact more efficiently, share information seamlessly, and collaborate effectively, all of which contribute to the organization's success. A well-structured environment encourages the flow of ideas, minimizes misunderstandings, and facilitates efficient decision-making processes [16].

Organizational leaders and management should prioritize creating an environment that nurtures open and transparent communication. This can be achieved by providing appropriate resources, establishing clear communication channels, and promoting a culture that values the free exchange of information. Effective communication within a supportive environment not only enhances individual performance but also strengthens team collaboration, leading to improved organizational outcomes. The findings underscore the importance of a well-managed organizational environment in achieving high levels of communication and performance. By

fostering an environment conducive to effective communication, organizations can enhance productivity, promote innovation, and ensure sustainable success.

3.2. Characteristics of respondents.

The researcher employed questionnaires to analyze the impact of organizational communication on employee work motivation at PT Bank Negara Indonesia, Kaliabang Branch Office. From a total population of 287 employees, a sample of 113 active workers was selected. The questionnaire included 10 indicators, divided evenly into 5 questions for organizational communication (X) and 5 questions for work motivation (Y). Data processing was carried out using SPSS version 25, which was utilized to perform a simple regression analysis. The respondents' characteristics were classified and are presented in Figures 1, 2, and 3.

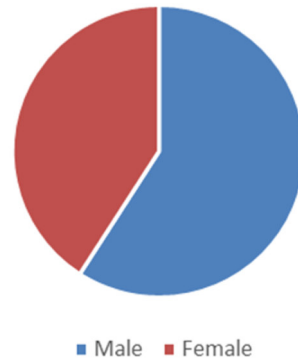


Figure 1. Characteristics of respondents based on gender.

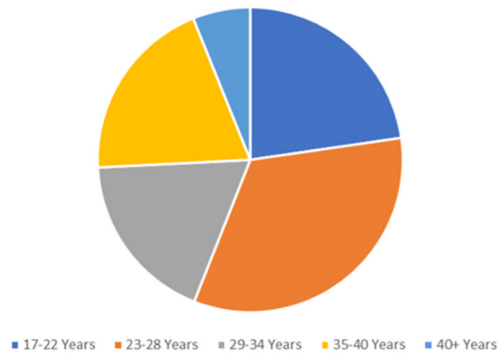


Figure 2. Characteristics of respondents based on age.

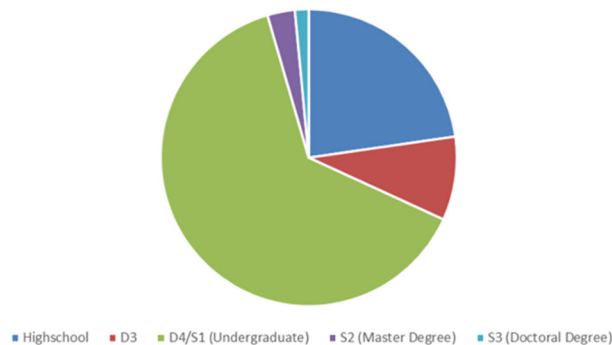


Figure 3. Characteristics of respondents based on education level.

3.3. Validity test of X variable.

The influence of organizational communication on work motivation was assessed using five questions associated with variable X, aimed at evaluating the adequacy of the respondents' answers [17]. A validity test, conducted at a 5% significance level (0.05), indicated that the calculated r-value exceeded the r-table value ($r_{\text{count}} > r_{\text{table}}$). This result confirms that the data is valid and suitable for research purposes. Establishing the validity of variable X provides a robust foundation for analyzing the relationship between organizational communication and employee work motivation (Table 1).

Table 1. Validity test of X variable.

Statement	Counted R	Table R	Explanation
X1	0,644	0,230	Valid
X2	0,728	0,230	Valid
X3	0,736	0,230	Valid
X4	0,696	0,230	Valid
X5	0,599	0,230	Valid

3.4. Validity test of Y variable.

The influence of organizational communication on work motivation was assessed using five questions associated with variable Y [17]. A validity test, conducted at a 5% significance level (0.05), indicated that the calculated r-value surpassed the r-table value, confirming the data's validity. This provides a robust foundation for analyzing the relationship between organizational communication and employee work motivation (Table 2).

Table 2. Validity test of Y variable.

Statement	Counted R	Table R	Explanation
Y1	0,743	0,230	Valid
Y2	0,762	0,230	Valid
Y3	0,755	0,230	Valid
Y4	0,579	0,230	Valid
Y5	0,591	0,230	Valid

3.5. Reliability test of X variable.

The reliability test evaluates the consistency and accuracy of questionnaire measurements, ensuring the trustworthiness of research results. Reliability is determined using the Cronbach's Alpha value, where a value exceeding 0.60 indicates acceptable reliability [18]. The table above presents a Cronbach's Alpha value of 0.789, confirming the reliability of the data. Similarly, Table 3 demonstrates reliability with a Cronbach's Alpha value of 0.694, which surpasses the required threshold of 0.60.

Table 3. Reliability test of X variable.

Test	Cronbach's Alpha	N of Items
X	0,766	5
Y	0,694	5

3.6. Descriptive analysis of work motivation (Y).

The findings revealed that the "desire for existence" subvariable within the Work Motivation variable (Y) achieved the highest percentage score of 82.2%, placing it in the "very high" category. This result was derived from a questionnaire distributed to 80 respondents,

highlighting that the need for survival plays a significant role in employee motivation at PT Bank Negara Indonesia (Persero) Tbk Kaliabang Branch Office. The subvariable specifically addresses material and environmental needs, which are fundamental to job motivation. Among its indicators, the statement “A quiet and comfortable work environment” received the highest score of 72.5% in the "strongly agree" category, emphasizing the importance of a supportive workplace. The significance of a comfortable work environment aligns with the Existence, Relatedness, and Growth (ERG) theory, which posits that fulfilling material needs, such as a pleasant and peaceful workplace, is a crucial driver of job motivation. According to this theory, meeting basic needs like a harmonious work environment is foundational for fostering employee motivation [19]. In the context of PT Bank Negara Indonesia (Persero) Tbk Kaliabang Branch Office, the emphasis on employee comfort and tranquility reflects these theoretical principles, underscoring the positive impact of such an environment on overall motivation.

The Work Motivation variable (Y) also achieved an overall score of 80.9%, falling within the range of 62.5% to 81.25%, which is categorized as "high." This indicates that employees at PT Bank Negara Indonesia (Persero) Tbk Kaliabang Branch Office are generally highly motivated. The results suggest that the primary motivator for employees is the comfortable and peaceful work environment, which plays a pivotal role in maintaining motivation and engagement. These findings underscore the importance of addressing basic needs to sustain a motivated workforce, as highlighted by motivational theories. This study's findings are consistent with existing research. For example, Sulfira and Rusyidi (2021) demonstrated that effective organizational communication significantly enhances work motivation by fostering a sense of belonging and clarity among employees [1]. Similarly, Himawan et al. (2023) showed that material and environmental factors are critical for sustaining employee engagement. The current study builds on these insights by integrating both organizational communication and motivation, offering a comprehensive understanding of how these variables interact to drive employee performance [2].

The implications of these findings are multifaceted. For organizational leaders, prioritizing the development of an environment conducive to communication and addressing employees' basic needs are critical strategies for enhancing motivation and performance. This includes regular assessments of workplace conditions, investments in infrastructure, and fostering a culture that values open dialogue and mutual respect. By aligning organizational practices with theoretical insights from Goldhaber and ERG theories, companies can cultivate a high-performing and motivated workforce capable of achieving sustained success. This comprehensive analysis not only deepens the interpretation of the results but also bridges the findings with established theories and prior research, offering actionable insights for both academia and practice.

3.7. Value of path coefficient of organizational communication on work motivation in employees of PT Bank Negara Indonesia (Persero) Tbk Kaliabang branch office.

The impact of organizational communication on work motivation in this study was assessed through simple linear regression analysis. This method aims to predict the value of the dependent variable (Y) based on the independent variable (X) [20]. The analysis revealed that organizational communication influences work motivation by 57.6%. The strongest indicator contributing to this relationship was the statement, “Bonds or interpersonal relationships take

place well in the organization,” which received 63 responses agreeing, representing 78.8%. Another significant item was the statement, “Organization members can establish social relationships with colleagues,” with 61 responses agreeing, corresponding to 76.3%. These findings underscore the substantial role that effective communication plays in enhancing motivation within the workplace. These results align with the previous study, who identified four key functions of communication within organizations: control, motivation, emotional disclosure, and information sharing. Organizational communication serves as a vital tool for directing, motivating, and fostering an environment that promotes contribution and collaboration. Communication is essential for leading, guiding, and inspiring members while cultivating an organizational atmosphere that encourages active engagement and cooperation. This theory reinforces the pivotal role of communication in shaping work motivation and facilitating the achievement of organizational goals [11].

Table 4. Value of path coefficient.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.563	1.552		2.247	.035
	Organizational Communication	.218	.055	.248	3.333	.003
	Work Motivation	.578	.061	.637	8.793	.000

a. Dependent Variable: Work Motivation

The findings (Table 4) suggest that communication within an organization is essential for enhancing employee motivation. Effective communication enables leaders to provide clear guidance to employees regarding task execution and expectations. It also serves to motivate workers by offering encouragement and constructive feedback on performance, further stimulating engagement and productivity [11]. Moreover, communication plays a significant role in managing employee behavior, addressing grievances, and ensuring that organizational members remain aligned with the organization’s objectives and values. This comprehensive approach to organizational communication supports the development of a motivated and productive workforce.

4. Conclusions

The study investigated the impact of organizational communication on work motivation among employees at PT Bank Negara Indonesia (Persero) Tbk Kaliabang Branch Office. The research aimed to address the relationship between these two variables, presenting four key findings that provide valuable insights into how organizational communication influences work motivation within the bank’s operations. The first key finding involved a correlation test (r), which revealed a significant and positive relationship between organizational communication (X) and work motivation (Y). The correlation coefficient was 0.759, indicating a strong association. This value falls within the range of 62.5% to 81.25%, suggesting a high level of connection between the two variables. The strong correlation highlights the importance of effective organizational communication in fostering motivation among employees at PT Bank Negara Indonesia (Persero) Tbk Kaliabang Branch Office. The second finding examined the coefficient of determination, which measures the degree of influence one variable has on another. The analysis showed that organizational communication (X) accounts for 57.6% of

the variation in work motivation (Y) at the branch office. This finding underscores the substantial impact of communication practices on employees' motivation. However, the remaining 42.4% of work motivation is influenced by other factors not explored in the study. This suggests that while organizational communication is a significant factor, it is not the sole determinant of work motivation within the institution. These findings suggest that improving organizational communication can substantially boost employee motivation. Effective communication is essential in shaping employees' perceptions of their work environment and engagement, making it crucial for management to prioritize communication practices. Future research could explore additional factors influencing work motivation in banking institutions, such as leadership styles, organizational culture, or market influences. Investigating these aspects could provide a deeper understanding of what drives motivation and performance. The results highlight the importance of continuous improvement in communication practices to cultivate a more motivated workforce and enhance overall organizational performance at PT Bank Negara Indonesia (Persero) Tbk Kaliabang Branch Office.

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Author Contribution

Conceptualization and design of the study, oversight of data collection and analysis, data analysis, literature review, manuscript drafting, data interpretation, and critical revisions were shared responsibilities. All contributions were involved in the revision process, and the final manuscript was read and approved.

Competing Interest

The researcher has declared there is no competing interest in this research.

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