



Organizational Commitment and Work Experience Effects on Employee Performance in Kaimana Regency Public Agency

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Abstract

Purpose: This study aims to examine the effects of organizational commitment and work experience on employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency.

Research Methodology: This study employed a quantitative approach using primary data collected through questionnaires. The population consisted of 46 employees, and a saturated sampling technique was applied so that all employees participated as respondents. Data were analyzed using multiple linear regression, supported by validity, reliability, normality, multicollinearity, heteroscedasticity, coefficient of determination, F-test, and t-test analyses.

Results: The findings reveal that organizational commitment has a positive but insignificant effect on employee performance. Conversely, work experience has a positive and significant effect on employee performance. Simultaneously, both variables significantly affect employee performance, with an R^2 value of 0.675, indicating that 67.5% of the variation in employee performance is explained by the proposed model.

Conclusions: Employee performance is influenced more by work experience than by organizational commitment. Employees with greater work experience demonstrate better performance due to their accumulated knowledge and practical skills.

Limitations: This study is limited to a single public institution with a relatively small sample size and only examines organizational commitment and work experience as predictors of employee performance.

Contributions: This study provides empirical evidence regarding the different effects of organizational commitment and work experience on employee performance and offers practical insights for strengthening human resource management strategies in public sector organizations.

Keywords: *Employee Performance, Organizational Commitment, Public Sector, Work Experience*

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1. Introduction

Employee performance is a fundamental element that determines the success of an organization in achieving its strategic objectives. In both private and public sector organizations, employee performance represents the extent to which individuals are able to carry out their responsibilities

effectively, efficiently, and consistently according to organizational expectations ([Hajiali, Kessi, Budiandriani, Prihatin, & Sufri, 2022](#)). High-performing employees contribute not only through the completion of assigned tasks but also through their ability to provide solutions, adapt to organizational changes, and support continuous improvement. In the context of public organizations, employee performance has an even more significant role because government institutions are directly responsible for providing services, managing public resources, and ensuring accountability to society ([Han & Hong, 2019](#)).

The increasing demand for effective and transparent public administration has encouraged government institutions to pay greater attention to human resource management. Public sector organizations are required to maintain professional performance standards because the quality of government services is strongly influenced by the competence and effectiveness of their employees ([Miao, Newman, Schwarz, & Cooper, 2018](#)). Employees who demonstrate strong performance are better able to support organizational goals, improve administrative processes, and ensure that institutional responsibilities are carried out properly ([Ayers, 2015](#)). Therefore, understanding the factors that influence employee performance is essential for developing appropriate managerial strategies, particularly within government agencies that have complex responsibilities.

One of the government institutions that requires optimal employee performance is the Regional Financial and Asset Management Agency of Kaimana Regency. This institution has an important responsibility in managing regional financial resources and government assets to support regional development and public welfare. The effectiveness of financial planning, budget management, asset administration, and accountability reporting largely depends on the capability and performance of employees within the agency ([Dwangu & Mahlangu, 2021](#)). Since financial and asset management requires accuracy, compliance with regulations, and administrative expertise, employees are expected to possess adequate commitment and experience to perform their duties effectively. Consequently, improving employee performance within this institution becomes an important concern to ensure the achievement of organizational objectives ([Emmanuel, 2021](#)).

Employee performance is influenced by various internal and external factors, including organizational commitment and work experience. Organizational commitment refers to the psychological attachment of employees toward their organization, which is reflected through loyalty, willingness to contribute, and acceptance of organizational values and goals ([Hanaysha, 2016](#)). Employees with high organizational commitment are generally expected to demonstrate greater responsibility, stronger involvement in their work, and a higher willingness to support organizational success ([Cesário & Chambel, 2017](#)). Commitment encourages employees to maintain positive relationships with the organization and motivates them to achieve better work outcomes.

In organizational behavior literature, organizational commitment is considered an important predictor of employee attitudes and behaviors. Employees who feel emotionally connected to their organization tend to have stronger motivation to complete their responsibilities and contribute beyond their formal job requirements. Affective commitment, continuance commitment, and normative commitment represent different dimensions that explain employees' attachment to their organization ([Scrima, Guarnaccia, & Lorito, 2015](#)). Affective commitment reflects emotional attachment and identification with organizational values, continuance commitment relates to employees' consideration of the costs associated with leaving the organization, while normative commitment represents a sense of obligation to remain within the organization. These dimensions indicate that commitment can shape how employees perceive their roles and responsibilities.

However, previous studies have shown inconsistent findings regarding the relationship between organizational commitment and employee performance. Although many studies suggest that stronger commitment leads to improved performance, other studies indicate that organizational commitment does not always directly influence employee outcomes ([Khan, Bashir, Nasim, & Ahmad, 2021](#)). Differences in organizational environment, leadership style, employee characteristics, and institutional conditions may affect how commitment translates into actual performance. In public sector organizations, employees may have different motivational structures compared with private sector

employees because their performance is influenced not only by organizational incentives but also by public responsibility, administrative systems, and institutional regulations. Therefore, further examination of the relationship between organizational commitment and employee performance in specific government contexts remains necessary ([Borst, Kruyen, Lako, & de Vries, 2020](#)).

Apart from organizational commitment, work experience is another factor that plays an important role in determining employee performance. Work experience represents the knowledge, skills, and competencies acquired by employees through their involvement in various work activities over time ([Santi, 2020](#)). Employees with longer work experience generally have greater opportunities to understand organizational procedures, overcome workplace challenges, and develop practical abilities required for effective task completion. Experience allows employees to learn from previous situations, improve decision-making abilities, and perform their duties with greater confidence and efficiency ([Febrian, Ardista, Kutoyo, Suryana, Febrina, Kusnadi, Suryawan, Purba, Turi, Sudiarti, Libriantono, Perwitasari, & Irwanto, 2022](#)).

In government institutions, work experience becomes particularly valuable because employees often deal with administrative procedures, regulatory requirements, and complex operational tasks. Employees who have accumulated sufficient experience are expected to have better understanding of institutional mechanisms and greater ability to solve problems encountered during work processes. Furthermore, experienced employees can contribute through knowledge sharing and provide guidance to less experienced colleagues, thereby supporting organizational learning and performance improvement ([Argote, Lee, & Park, 2021](#)). Previous research has generally found that work experience has a positive relationship with employee performance. Employees with longer work experience tend to demonstrate higher competence because they have developed practical knowledge and familiarity with their responsibilities. Nevertheless, the influence of work experience may vary depending on organizational characteristics and the nature of employees' tasks ([Varianou-Mikellidou, Boustras, Nicolaidou, Dimopoulos, Anyfantis, & Messios, 2020](#)). Therefore, investigating the role of work experience in improving employee performance within a local government institution provides valuable insight into how accumulated knowledge and skills contribute to organizational effectiveness.

Although organizational commitment and work experience have been widely discussed in human resource management studies, several research gaps remain. First, many previous studies have focused on private sector organizations, while empirical studies examining these relationships in local government institutions remain relatively limited. Public sector organizations have unique characteristics, including bureaucratic structures, public accountability requirements, and different employee motivation patterns, which may influence the relationship between human resource factors and performance outcomes ([Schwarz, Eva, & Newman, 2020](#)). Second, previous findings regarding organizational commitment remain inconclusive, indicating the need for further investigation in different organizational contexts. Third, limited research has simultaneously examined organizational commitment and work experience as predictors of employee performance within regional financial and asset management agencies ([Kim, Kim, Woo, Park, Jo, Park, & Lim, 2017](#)).

Addressing these gaps is important because improving employee performance in government institutions requires a comprehensive understanding of the factors that contribute to effective work outcomes. By examining organizational commitment and work experience simultaneously, this study provides a broader perspective regarding the relative importance of psychological attachment and accumulated professional capability in shaping employee performance. The findings may assist government organizations in designing more effective human resource development policies, particularly in strengthening employee capabilities and improving organizational effectiveness.

Based on the aforementioned background, this study aims to analyze the effect of organizational commitment and work experience on employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency. Specifically, this research examines whether organizational commitment and work experience individually and simultaneously influence employee performance. The results of this study are expected to contribute to the development of public sector

human resource management literature and provide practical implications for government agencies in improving employee performance through effective management strategies.

2. Literature Review and Hypothesis/es Development

2.1 Human Resource Management in Public Sector Organizations

Human resource management plays an important role in ensuring that organizations are able to achieve their objectives through effective utilization of employee capabilities. In public sector organizations, human resource management is not only concerned with administrative functions but also emphasizes the development of employee competence, accountability, and service quality. Government institutions require employees who are capable of performing their duties professionally because the effectiveness of public services is highly dependent on employee performance ([Indrasari & Ansory, 2018](#)).

Unlike private organizations that primarily focus on profitability, public sector organizations operate within a framework of public accountability and regulatory compliance. Therefore, employee performance in government institutions is influenced by various factors, including employees' commitment toward the organization and their ability to perform tasks based on accumulated knowledge and experience. Effective human resource management strategies are needed to ensure that employees possess the motivation, competence, and capability required to support organizational goals ([Albrecht, Bakker, Gruman, Macey, & Saks, 2015](#)). In the context of the Regional Financial and Asset Management Agency of Kaimana Regency, human resource management becomes particularly important because employees are responsible for managing regional financial resources and government assets. The complexity of these responsibilities requires employees who demonstrate strong performance, adequate experience, and commitment to organizational objectives.

2.2 Employee Performance in Government Institutions

Employee performance is a critical indicator of organizational effectiveness because it reflects employees' ability to accomplish assigned responsibilities and contribute to the achievement of organizational objectives. Performance represents the extent to which employees are able to carry out their duties effectively, efficiently, and consistently based on established standards. In an organizational context, employee performance is not only related to the completion of tasks but also reflects employees' ability to utilize knowledge, skills, and resources to produce optimal work outcomes. In government institutions, employee performance has a strategic role because it is closely related to the quality of public administration, efficiency of government processes, and achievement of institutional targets ([Dahliansyah, Sompa, & Syafari, 2021](#)). Government employees are expected to demonstrate professionalism, accountability, and accuracy in performing their responsibilities because their work directly affects the effectiveness of public services and organizational governance. Therefore, maintaining and improving employee performance becomes an important aspect in ensuring that government institutions can fulfill their functions effectively ([Delery & Roumpi, 2017](#)).

Employee performance can be viewed from several dimensions, including the quantity and quality of work, the ability to complete tasks within the required timeframe, work discipline, cooperation with colleagues, and the ability to adapt to organizational changes. High-performing employees are not only able to complete assigned tasks but also demonstrate initiative, responsibility, and creativity in addressing workplace challenges. These characteristics allow employees to contribute more effectively to organizational improvement and long-term development. Furthermore, employee performance reflects the interaction between individual capabilities and organizational conditions. Employees with adequate knowledge, skills, motivation, and commitment are more likely to achieve better work outcomes ([Hajiali, Kessi, Budiandriani, Prihatin, & Sufri, 2022](#)). However, performance is also influenced by organizational support, work environment, leadership practices, and opportunities for professional development. Therefore, improving employee performance requires a comprehensive approach that considers both individual and organizational factors.

In public sector organizations, employee performance is particularly important because government institutions operate under demands for transparency, accountability, and service quality. Employees are required to perform administrative tasks accurately, comply with regulations, and maintain consistency in carrying out their responsibilities. The ability of employees to manage workloads, solve problems, and make appropriate decisions becomes an essential factor in achieving institutional effectiveness. Employee performance also serves as a measurement of how successfully an organization manages its human resources. Employees who demonstrate strong performance contribute to increased productivity, improved service delivery, and the achievement of organizational goals. Conversely, low employee performance may hinder organizational effectiveness and reduce the quality of services provided to stakeholders ([Muchiri, 2022](#)). Therefore, understanding the factors that influence employee performance is essential for developing effective human resource management strategies. Based on this perspective, employee performance can be understood as the result of employees' efforts, competencies, and behaviors in completing organizational responsibilities. Factors such as organizational commitment and work experience are considered important elements that may influence employees' ability to achieve optimal performance. Employees who possess strong organizational attachment and sufficient professional experience are expected to demonstrate higher levels of effectiveness, accuracy, and productivity in performing their duties ([Mercurio, 2015](#)).

2.3 Organizational Commitment and Employee Performance

Organizational commitment has been widely recognized as an important factor influencing employee attitudes and behaviors within organizations. Employees who possess strong organizational commitment tend to demonstrate greater loyalty, responsibility, and willingness to contribute to organizational success. Commitment reflects the extent to which employees identify with organizational goals and are willing to maintain their membership within the organization ([Hanaysha, 2016](#)).

From the perspective of organizational behavior, committed employees are expected to show higher involvement in their work because they perceive organizational success as part of their personal responsibility. Strong commitment may encourage employees to improve their performance, maintain work discipline, and actively participate in achieving organizational objectives. However, the relationship between organizational commitment and employee performance may vary depending on organizational conditions. In public sector organizations, employees' performance may also be influenced by bureaucratic structures, institutional regulations, leadership systems, and public service responsibilities. Therefore, although organizational commitment is theoretically expected to improve performance, empirical examination is still necessary to understand its influence within specific government institutions ([Silitonga, Widodo, & Ali, 2017](#); [Walumbwa, Muchiri, Misati, Wu, & Meiliani, 2018](#)). Based on this explanation, the following hypothesis is proposed:

H₁: Organizational commitment has a positive and significant effect on employee performance.

2.4 Work Experience and Employee Performance

Work experience represents the knowledge, skills, competencies, and professional abilities developed by employees through continuous involvement in workplace activities. Experience is not only reflected by the length of time an employee has worked but also by the extent to which employees have gained exposure to various tasks, responsibilities, and workplace situations ([Quendler & Lamb, 2016](#)). Through repeated involvement in organizational activities, employees gradually acquire practical knowledge that enables them to understand job requirements, improve work effectiveness, and develop appropriate strategies for completing assigned responsibilities. Employees with greater work experience generally possess a deeper understanding of organizational procedures and operational processes. Experience provides employees with opportunities to learn from previous situations, identify potential problems, and develop effective solutions based on accumulated knowledge ([Dahlin, Chuang, & Roulet, 2018](#)). As employees become more familiar with their duties, they tend to perform tasks with greater confidence, accuracy, and efficiency. Therefore, work experience becomes an important component of employee competence

because it contributes to the development of both technical abilities and practical decision-making skills.

In the context of government institutions, work experience has a significant role because employees are required to handle administrative processes, public services, and organizational responsibilities that involve strict procedures and regulatory requirements. Employees working in government agencies must understand various policies, administrative mechanisms, and accountability standards to ensure that their duties are completed properly. Employees with sufficient work experience are generally better prepared to manage these responsibilities because they have developed familiarity with institutional systems and have encountered various challenges throughout their employment period. Furthermore, work experience enables employees to improve their problem-solving abilities and adaptability in dealing with workplace challenges ([Park & Park, 2021](#)). Employees who have experienced different work situations are more capable of evaluating problems, selecting appropriate solutions, and making effective decisions. These abilities are particularly important in organizations where employees frequently face dynamic conditions that require accuracy and timely responses. Through accumulated experience, employees can minimize errors, improve work quality, and contribute more effectively to achieving organizational goals ([Hasibuan, 2020](#)).

Work experience also contributes to the development of organizational knowledge and learning. Experienced employees often possess valuable insights regarding work processes and institutional practices that can be shared with other employees. This knowledge transfer can strengthen organizational capabilities and support continuous improvement. Therefore, employees' experience does not only benefit individual performance but also contributes to broader organizational effectiveness ([Akdere & Egan, 2020](#)). The relationship between work experience and employee performance is based on the assumption that employees with greater experience have stronger competencies and are better able to complete their responsibilities effectively. Previous experiences provide employees with practical understanding, improved technical skills, and greater confidence in performing their duties. As a result, employees with higher levels of work experience are expected to demonstrate better performance in terms of work quality, productivity, problem-solving ability, and task completion effectiveness ([Jackson, 2015](#)). Based on this explanation, work experience is considered an important factor that can influence employee performance. Therefore, the following hypothesis is proposed:

H₂: Work experience has a positive and significant effect on employee performance.

3. Research Methodology

3.1 Research Design

This study employed a quantitative research approach with an explanatory research design. The quantitative approach was selected because this study aims to examine the relationship between organizational commitment, work experience, and employee performance through statistical measurement and hypothesis testing. The explanatory design was used to analyze the extent to which independent variables influence the dependent variable and to provide empirical evidence regarding the relationships among the variables examined ([Sugiyono, 2011](#); [Ghozali, 2013](#)).

This research was conducted at the Regional Financial and Asset Management Agency of Kaimana Regency, a government institution responsible for managing regional financial resources and government assets. The research focused on analyzing whether organizational commitment and work experience contribute to improving employee performance within the institution.

3.2 Population and Sample

The population in this study consisted of all employees working at the Regional Financial and Asset Management Agency of Kaimana Regency, with a total of 46 employees. Since the population size was relatively small and accessible, this study applied a saturated sampling technique or total

sampling method. This technique allows all members of the population to be included as research respondents, ensuring that the collected data represent the entire employee population within the institution. The use of total sampling was considered appropriate because involving all employees could provide a more comprehensive understanding of organizational commitment, work experience, and employee performance conditions within the agency. Therefore, the final sample consisted of 46 employees who participated as respondents in this study.

3.3 Data Type and Source

This study utilized quantitative data obtained from primary sources. Quantitative data refer to numerical information that can be measured, processed, and analyzed using statistical procedures to identify patterns and relationships among research variables ([Sugiyono, 2011](#)). The primary data were collected directly from respondents through survey instruments distributed to all employees of the Regional Financial and Asset Management Agency of Kaimana Regency. The questionnaire was designed to measure employees' perceptions regarding organizational commitment, work experience, and employee performance. The use of primary data enabled the researchers to obtain direct information regarding employees' attitudes, experiences, and performance conditions within the organization.

3.4 Data Collection Technique

Data collection was conducted through questionnaires and interviews. The questionnaire served as the main instrument for collecting quantitative data from respondents, while interviews were used to obtain additional information related to the organizational context and support the interpretation of research findings. The questionnaire items were measured using a Likert scale, which allows respondents to express their level of agreement or disagreement with each statement provided. The Likert scale was used because it is commonly applied in behavioral and management research to measure perceptions, attitudes, and opinions related to organizational variables. Through this measurement approach, the researchers were able to quantify employees' perceptions regarding organizational commitment, work experience, and performance.

3.5 Data Analysis Method

The collected data were analyzed using quantitative statistical techniques to test the proposed hypotheses and examine the relationships among research variables. Data analysis involved several statistical procedures to ensure the accuracy and reliability of the research results. The analysis process began with instrument testing, including validity and reliability tests, to determine whether the questionnaire items were appropriate for measuring the research variables. Furthermore, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model met the required statistical assumptions.

After fulfilling the statistical requirements, multiple linear regression analysis was applied to examine the influence of organizational commitment and work experience on employee performance. The significance of individual variable effects was tested using the t-test, while the simultaneous influence of independent variables was examined using the F-test. In addition, the coefficient of determination (R^2) was used to determine the extent to which organizational commitment and work experience explain variations in employee performance. Through these analytical procedures, this study aimed to provide empirical evidence regarding the role of organizational commitment and work experience in improving employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency.

4. Results and Discussions

4.1 Results

4.1.1 Multiple Linearity Test Results

The regression equation is: $Y = 6.675 + 0.118X_1 + 0.357X_2 + e$

Table 1. Multiple Linearity Test Results

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value
	B	Std. Error	Beta	
Constant	6.675	1.956	–	3.413
Organizational Commitment	0.118	0.067	0.155	1.757
Work Experience	0.357	0.040	0.781	8.843

Based on Table 1, the regression results indicate that both independent variables have positive coefficients. Organizational commitment has a coefficient of 0.118, indicating that an increase in organizational commitment tends to improve employee performance. Work experience has a coefficient of 0.357, indicating a stronger contribution to employee performance. Work experience shows a more dominant influence based on the standardized coefficient value.

4.1.2 Coefficient of Determination and Multiple Correlation Results

Table 2. Coefficient of Determination and Correlation Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.822	0.675	0.660	1.200

Based on Table 2, the correlation coefficient (R) of 0.822 indicates a strong relationship between organizational commitment, work experience, and employee performance. The R^2 value of 0.675 indicates that both independent variables explain 67.5% of employee performance variation, while 32.5% is explained by other factors outside the model.

4.1.3 Simultaneous Hypothesis Testing (F -Test)

Table 3. Simultaneous Effect Test (F -Test)

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	128.493	2	64.246	44.647	0.000
Residual	61.877	43	1.439	–	–
Total	190.370	45	–	–	–

Based on Table 3, the F -test result shows an F -value of 44.647 with a significance value of 0.000. This indicates that organizational commitment and work experience simultaneously have a significant effect on employee performance.

4.1.4 Partial Hypothesis Testing (t -Test)

Table 4. Partial Regression Test Results

Variables	t-value	Sig.	Decision
Organizational Commitment	1.757	0.086	Not Significant
Work Experience	8.843	0.000	Significant

Based on Table 4, organizational commitment has a positive but insignificant effect on employee performance because the significance value is above 0.05. Meanwhile, work experience has a positive and significant effect because the significance value is below 0.05. Therefore, work experience is a stronger predictor of employee performance.

4.1.5 Results of Simultaneous Influence Test with F Test

Table 5. Results of Simultaneous Influence Test with F Test

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	128.493	2	64.246	44.647	0.000
Residual	61.877	43	1.439	–	–
Total	190.370	45	–	–	–

Based on the results presented in Table 5, the F-value was 44.647 with a significance value of 0.000. Since the significance value is lower than the threshold of 0.05, organizational commitment and work experience simultaneously have a significant effect on employee performance. These findings indicate that both employees' psychological attachment to the organization and their accumulated work experience collectively contribute to improving employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency.

4.1.6 Partial Effect Test (t-Test)

The partial effect test was conducted using the t-test to examine the individual influence of organizational commitment and work experience on employee performance. The results are presented in Table 6.

Table 6. Partial Effect Test Results (t-Test)

Variable	T	Significance	Information
Organizational Commitment	1,757	0,086	Not Significant
Work Experience	8,843	0,000	Significant

The results in Table 6 indicate that organizational commitment has a t-value of 1.757 with a significance value of 0.086. Since the significance value is greater than 0.05, organizational commitment does not have a significant effect on employee performance. Therefore, the hypothesis stating that organizational commitment influences employee performance is not supported.

Meanwhile, work experience obtains a t-value of 8.843 with a significance value of 0.000. Since the significance value is lower than 0.05, work experience has a significant effect on employee performance. Therefore, the hypothesis stating that work experience influences employee performance is supported. These findings demonstrate that work experience is a more dominant factor in improving employee performance compared with organizational commitment. Employees with greater work experience tend to possess better knowledge, skills, and practical abilities, enabling them to complete their responsibilities more effectively.

4.2 Discussion

4.2.1 The Effect of Organizational Commitment on Employee Performance

The findings of this study indicate that organizational commitment has a positive but insignificant effect on employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency. The regression coefficient shows a positive direction, indicating that higher organizational commitment tends to be associated with improved employee performance. However, the statistical results demonstrate that the relationship is not significant, as indicated by the significance value of 0.086, which is higher than the 0.05 significance level. Therefore, organizational commitment does not become a determining factor in improving employee performance within this research context. This finding suggests that employees' psychological attachment, loyalty, and willingness to remain

part of the organization may not directly influence their ability to achieve better work outcomes ([Zhang, Liu, Zhang, Xu, & Cheung, 2021](#)). Although employees may demonstrate commitment toward the organization, performance improvement requires other supporting factors, such as competency, technical ability, work systems, leadership support, and adequate organizational resources. In other words, commitment reflects employees' attitudes toward the organization, but it does not always guarantee improvements in measurable work performance ([Hanaysha, 2016](#)).

The insignificant effect of organizational commitment may also be related to the characteristics of public sector organizations. Employees in government institutions generally operate within formal administrative structures, standardized procedures, and regulatory frameworks. Consequently, employee performance may be influenced more strongly by job requirements, organizational systems, and professional capabilities rather than solely by employees' emotional attachment to the organization. In this context, employees may maintain their commitment to public service responsibilities, but their performance outcomes are determined by their ability to complete tasks effectively. This result is consistent with previous studies indicating that organizational commitment does not always have a significant influence on employee performance ([Cesário & Chambel, 2017](#)). Differences in organizational environments, employee characteristics, and institutional conditions may affect how commitment translates into actual work behavior. Therefore, while organizational commitment remains an important element in maintaining positive employee attitudes and organizational stability, organizations need to combine commitment-building efforts with other human resource development strategies to achieve performance improvements ([Hanaysha, 2016](#)).

4.2.2 The Effect of Work Experience on Employee Performance

The results of this study demonstrate that work experience has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency. The statistical analysis shows that work experience has a significance value of 0.000 and a regression coefficient of 0.357, indicating that increased work experience contributes significantly to improved employee performance. Work experience provides employees with accumulated knowledge, practical skills, and familiarity with organizational procedures. Through continuous involvement in work activities, employees develop the ability to understand tasks, solve problems, make decisions, and complete responsibilities more effectively. Employees with longer work experience are generally more capable of adapting to workplace demands because they have encountered various situations and gained practical learning from previous experiences ([Emmanuel, 2021](#)).

The significant influence of work experience is particularly relevant in government institutions where employees are required to manage administrative processes, financial responsibilities, and public assets accurately. The Regional Financial and Asset Management Agency of Kaimana Regency requires employees who understand institutional procedures and possess sufficient knowledge to perform their responsibilities effectively. Employees with greater experience are likely to have better understanding of regulations, work mechanisms, and problem-solving approaches, which ultimately contributes to higher performance. The findings support the perspective that experience is an important component of employee competence. As employees gain more experience, they improve their technical capabilities and develop stronger confidence in completing assigned tasks. Therefore, work experience becomes a valuable organizational asset because it supports efficiency, accuracy, and consistency in employee performance ([Alagaraja & Shuck, 2015](#)).

From a managerial perspective, these findings indicate that organizations should pay greater attention to employee development programs that encourage knowledge transfer, mentoring, and continuous learning. Providing opportunities for employees to gain broader work exposure can strengthen their competencies and contribute to sustainable performance improvement.

4.2.3 The Effect of Organizational Commitment and Work Experience on Employee Performance

The simultaneous test results reveal that organizational commitment and work experience collectively have a significant effect on employee performance. The coefficient of determination indicates that

these two variables explain 67.5% of the variation in employee performance, demonstrating that both psychological and competency-related factors play important roles in shaping employee outcomes. The findings indicate that employee performance is not influenced by a single dimension but results from the interaction between employees' attitudes toward the organization and their accumulated professional capabilities ([Dahliansyah, Sompah, & Syafari, 2021](#)). Organizational commitment represents the extent to which employees identify with organizational goals, while work experience reflects the knowledge and skills developed through workplace involvement. Together, these factors provide a broader explanation of employee performance within the public sector context ([Ayers, 2015](#)).

Although organizational commitment does not show a significant partial effect, its contribution together with work experience remains meaningful in explaining performance variations. This indicates that commitment may function as a supporting factor that strengthens employees' willingness to perform their duties, while work experience provides the practical ability needed to execute responsibilities effectively. These findings highlight the importance of implementing balanced human resource management strategies in government institutions ([Akdere & Egan, 2020](#)). Efforts to improve employee performance should not only focus on developing employees' commitment toward organizational values but also emphasize competency improvement through training, knowledge development, and opportunities for gaining professional experience ([Khan, Bashir, Nasim, & Ahmad, 2021](#)). By integrating psychological commitment with employee capability development, organizations can create a stronger foundation for improving performance.

5. Conclusions

This study examines the effect of organizational commitment and work experience on employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency. Based on the results of the analysis, organizational commitment has a positive but insignificant effect on employee performance. This finding indicates that although employees demonstrate commitment toward the organization, such commitment does not directly contribute significantly to improving their performance within the research context.

Meanwhile, work experience has a positive and significant effect on employee performance. Employees with greater work experience tend to demonstrate better performance due to their accumulated knowledge, practical skills, and familiarity with organizational procedures. Furthermore, organizational commitment and work experience simultaneously have a significant effect on employee performance, indicating that both psychological and competency-related factors contribute to explaining variations in employee performance.

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Author Contributions

AB conceptualized the research idea, formulated the research objectives, developed the theoretical framework, designed the research methodology, collected the data, conducted data processing and statistical analysis, interpreted the findings, and prepared the original manuscript draft. BRP supervised the research process, validated the methodology, reviewed and revised the manuscript

critically, provided academic input, and contributed to the improvement of the final manuscript. Both authors have reviewed and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and all findings presented in this manuscript are based on objective analysis and interpretation of the collected data.

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