

# THE IMPACT OF EDUCATION, TEAMWORK, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT THE WOMEN'S EMPOWERMENT AND CHILD PROTECTION OFFICE OF THE RIAU ISLANDS PROVINCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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## Abstract

This study analyzes the influence of education, teamwork, and communication on the performance of employees at the Department of Women's Empowerment and Child Protection of Riau Islands Province, with organizational commitment as an intervening variable. The high number of cases of violence against women and children from 2020 to 2024 presents a serious challenge for government institutions in effectively carrying out their main duties and functions. This research employs a quantitative approach, using survey methods for data collection. Questionnaires were distributed to 105 employees of the Department of Women's Empowerment and Child Protection of Riau Islands Province. The results indicate that improving education and strengthening teamwork have a significant direct effect on employee performance and organizational commitment. In contrast, communication does not significantly influence performance or organizational commitment. Moreover, the indirect effect of communication on performance through organizational commitment was also found to be insignificant. Based on these findings, it is recommended that efforts be focused on improving digital communication skills among employees, as well as other factors that have a stronger direct impact on enhancing employee performance at the Department of Women's Empowerment and Child Protection, Population Control, and Family Planning of the Riau Islands Province.

**Keywords:** *Performance, Organizational Commitment, Education, Teamwork, Communication*

## INTRODUCTION

Currently, there is widespread media coverage regarding the increasing cases of violence against women and children in Indonesia, which has become increasingly concerning with a growing number of incidents. According to data from the Women's and Children's Protection Online Information System (SIMFONI PPA) from January to December 2024, there have been 31,947 cases of violence, with 27,658 cases affecting women and 6,894 cases affecting men. Among these, 21,646 victims of violence were children aged 0 to 18 years. Given the large number of incidents of violence against women and children, this issue must become a priority for all parties to help reduce the alarming number of cases. The government's concern for violence against women and children is substantial, as evidenced by the legal framework in place to address child protection, including Law No. 35 of 2014 on Amendments to Law No. 23 of 2002 on Child Protection, Law No. 12 of 2022 on Sexual Violence Crimes, while the legal framework for protecting women from violence includes Law No. 23 of 2004 on the Elimination of Domestic Violence and Law No. 12 of 2002 on Sexual Violence Crimes. The Ministry of Women's Empowerment and Child Protection Regulation (Permen PPPA) No. 2 of 2022 on the Standards for Women's and Children's Protection Services also supports this framework. In addition to the incidents of violence against children, there are other dangers threatening the safety of women and children, such as domestic violence (KDRT), sexual harassment, and human trafficking (TPPO). According to data from the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia, the incidents of violence against women and children, sexual harassment, and human

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trafficking crimes have been continuously increasing every year. This poses a significant danger to the future of the nation, as it will affect the development and continuity of the nation's future generation—Indonesia's children. In the Riau Islands Province itself, based on data from the 2024 Online Information System Report for the Protection of Women and Children, the number of reported cases in the Riau Islands Province was 577, with 523 female victims. The issues of women and children must be a serious concern for stakeholders in the Riau Islands Province to reduce the number of incidents of violence against women and children. The following is data on cases or incidents of violence against women and children in the Riau Islands Province from 2020 to 2024. In Riau Islands Province, the number of reported cases of violence against women and children has fluctuated from 2020 to 2024. In 2020, there were 479 reported cases, which decreased to 382 cases in 2021. However, in 2022, the number of cases rose to 547, continuing to increase to 590 cases in 2023. In 2024, there were 577 reported cases. These statistics reflect the ongoing challenges in addressing violence against women and children in the region, emphasizing the need for continued efforts from all stakeholders to reduce these incidents

In 2020, Riau Islands Province recorded 229 cases of domestic violence (KDRT), which continued to rise to 259 cases in 2021. In 2022, the number of cases increased to 269, and by 2023, the number dropped slightly to 260 cases. However, in 2024, the number of domestic violence cases surged again to 298. The Riau Islands Provincial Government has shown great concern for the cases affecting women and children, such as violence against women and children, domestic violence, and human trafficking (TPPO). This commitment is evident in the establishment of a specialized regional government organization to address these issues. According to Governor Regulation No. 12 of 2023, concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of Regional Apparatus, the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of Riau Islands Province was formed. Based on Governor Regulation No. 12 of 2023, this office is tasked with assisting the Governor in carrying out government affairs in the fields of Women's Empowerment, Child Protection, Population Control, and Family Planning. Additionally, according to the work plan of the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of Riau Islands Province, it is noted that several Key Performance Indicators (IKU) of the office have shown a decline.

The Gender Empowerment Index (IDG) has decreased from 75.12 in 2023 to 74.85 in 2024, indicating that women's participation in accessing resources and decision-making is still not optimal. Additionally, the ratio of violence against children has increased from 2.95 to 3.14 per 10,000 children, reflecting weaknesses in the protection mechanisms and follow-up on complaints. The ratio of violence against women has stagnated and remains above the target, suggesting the persistence of structural and social barriers in protecting women. The proportion of active child protection institutions has decreased compared to the previous year, attributed to low budget support and insufficient guidance. The gender-responsive program in the regional budget (APBD) has not reached the 5% target, indicating a weak integration of gender perspectives in regional budget planning. Employee participation in Gender Mainstreaming Training (PUG) is still low (72%), which impacts the lack of technical understanding in the implementation of gender-based programs. This reflects the performance issues among employees at the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of Riau Islands Province. Efforts to reduce violence require strengthening the internal governance sector, especially within the Women's Empowerment and Child Protection Office of Riau Islands Province, which is the responsible agency.

In the era of bureaucratic reform, the performance of civil servants (ASN) is crucial for the implementation of policies. Employee performance directly impacts the success of programs related to women's empowerment and child protection. The success of an agency is not only determined by technical abilities but also by psychological factors, such as education, teamwork, and communication within an organization. Based on the data above, the increase in the number of violence cases against women and children indicates a decline in performance among the employees at the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of Riau Islands Province. The decline in performance, or suboptimal performance, may be influenced by several factors, one of which is education. According to the Indonesian Dictionary (KBBI), education is the process of changing individual or group attitudes and behaviors as an effort to mature oneself through teaching, training, processes, and methods of education. Nowadays, education can be conducted by utilizing various available media. One way to improve the performance of employees at the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of Riau Islands Province is through continuous educational improvements. Education includes various formal training, seminars, technical guidance, and workshops, both conducted online and offline. A well-designed educational program can enhance employees' understanding of their duties and responsibilities, as well as improve their performance. In addition to education, teamwork is another factor that influences employee performance. Through good and coordinated teamwork, better performance and work achievements can be attained.

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Teamwork, which synergizes different talents and innovative solutions, impacts an agency in facing various challenges. In the context of the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of Riau Islands Province, teamwork is crucial because handling cases, providing counseling, and conducting outreach to the community are not only limited to Tanjungpinang or the Bintan area but also cover the entire Riau Islands Province, which is vast and geographically unique, consisting of several islands separated by the sea. Therefore, teamwork is essential, dividing employees into teams assigned to each district or city within the province. It is expected that with this teamwork, issues such as outreach and prevention of violence against women and children, as well as the dangers of early marriage, can be directly communicated to the communities in need, and cases involving cross-sectoral cooperation can be handled effectively. Communication among employees at the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of Riau Islands Province is also crucial, as it affects the agency's performance. Communication helps establish good relationships among employees and superiors, creating a sense of comfort and satisfaction with the quality of service provided to the public

## LITERATURE REVIEW

### *The Influence of Education on Performance*

Education is crucial and must be continuously implemented so that the organization can provide satisfaction to employees regarding the work programs carried out by the organization. Below are the definitions of education according to several experts. According to Adawiyah (2015:52), education is the process of learning from ignorance to knowledge. Education is an essential need for human life, and efforts to nurture and develop the goals of the educational process must be optimally achieved. Education holds significant importance for individuals and, more broadly, has a great influence on the progress of a nation. Education is an important activity to be conducted within an organization. The education provided includes matters related to the tasks performed by employees. Effective training is training that provides skills and knowledge to employees, enabling them to better understand and comprehend their work. When employees are familiar with and understand their work, their performance will improve because they have gained the necessary skills and knowledge from the training they have undertaken. Research conducted by Mangkunegara and Waris (2015) shows that training, competence, and work discipline collectively influence employee performance. A study by Nasution and Lesmana (2018) also indicates that training has a significant positive effect on employee performance.

### *The Influence of Teamwork on Performance*

According to Sibarani (2018), teamwork is the combination of group work supported by various skills with a clear goal, backed by leadership and communication, in order to achieve performance that exceeds individual performance. Davis (2014:76) states that teamwork involves a group of people working together to achieve the same goal, and this goal can be more easily achieved through teamwork rather than working alone. Teamwork is one of the factors that influence employee performance because if teamwork is effective, each employee's performance will be maximized. However, if teamwork is not functioning well, it will reduce employee performance. Based on research by Luh De Puryatini Putri and Ni Ketut Sariyathi (2017), it was found that the teamwork variable has a positive and significant effect on employee performance. Contrarily, research by Ramadhan Abdillah and Eka Purnama Sari (2023) found that teamwork does not have a significant effect on employee performance.

### *The Influence of Communication on Performance*

According to Effendy (2017), communication science is a systematic effort to formulate the principles of information delivery and the formation of opinions and attitudes. In general, communication can be defined as the transmission of information and understanding to others. The importance of communication for humans is undeniable, and the same applies to organizations. With effective communication, an organization can function smoothly and succeed; conversely, a lack of communication will hinder an organization's operations. For example, if the leadership of an organization fails to provide clear information to employees about when activities will begin and what the roles and responsibilities of each employee are, it is likely that employees will not show up for work, which can lead to employee dissatisfaction. From the above, it is clear that communication plays a crucial role for managers/leaders in carrying out their tasks. The primary and foremost skill of a manager is communication skills, both interpersonal and intra-organizational communication. Leaders have their own unique communication style, whether as a sender or receiver of messages. The ability to speak (communicate) is one characteristic of a leader and manager in enhancing productivity and innovation through open dialogue. Of course, this dialogue must be

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meaningful in achieving both individual and organizational goals. This statement is supported by previous research conducted by Setia and Hendry (2018) entitled "The Influence of Work Discipline and Communication on Employee Performance at PT. Sekar Mulia Abadi Medan," which shows that communication has a positive and significant impact on employee performance. This implies that the better the interpersonal communication, the higher the employee performance.

## *Organizational Commitment as an Intervening Variable*

Organizational commitment plays a crucial role in enhancing employee performance, especially when influenced by factors such as education, teamwork, and communication. Effective education can improve employees' skills and knowledge, which in turn strengthens their commitment to the organization (Nawang Sari, Mintarti, & Sudjatno, 2025). A solid teamwork environment creates a collaborative work atmosphere, enhances a sense of ownership toward the organization's goals, and reinforces employees' commitment (Arifin, 2024). Clear and open communication between leadership and staff also contributes to improving organizational commitment, as employees feel valued and involved in the decision-making process (Arini, 2025). Research by Nawang Sari et al. (2025) shows that organizational commitment acts as a significant intervening variable in the relationship between work motivation and employee performance. Similarly, Arifin (2024) found that organizational commitment mediates the effect of teamwork on employee performance. These findings are consistent with previous studies indicating that organizational commitment can amplify the positive impact of various factors on employee performance (Widyo Bharoto, 2023). Therefore, in the context of the Women's Empowerment and Child Protection Office of the Riau Islands Province, strengthening education, teamwork, and communication through improved organizational commitment can be an effective strategy to enhance employee performance.

## **METHOD**

This research utilizes a quantitative approach, which focuses on obtaining measurable data to establish reliable and valid conclusions using statistical methods. The study investigates the influence of education, teamwork, and communication on employee performance and organizational commitment within the Department of Women's Empowerment, Child Protection, Population Control, and Family Planning in Riau Islands Province. The method of data collection is survey-based, utilizing questionnaires distributed to 105 employees, representing the entire population of the department. The research location is the aforementioned department, and the research duration spans from December 2024 to July 2025. The study employs non-probability sampling, specifically a saturated sample where all 105 employees are selected as respondents. The key variables examined in the study include: Education, measured through specific educational programs and training. Teamwork, focusing on collaboration and its impact on organizational goals. Communication, which was evaluated based on clarity, frequency, and effectiveness in organizational settings. Performance, as the dependent variable, assessed based on employee output and work quality. Organizational Commitment, serving as an intervening variable to examine its mediating role between the independent variables (education, teamwork, and communication) and employee performance. For data analysis, the study uses Partial Least Squares (PLS), a robust statistical method ideal for this type of research. The data from the survey were processed using Smart PLS software, and the relationships between variables were tested using statistical procedures to validate the proposed hypotheses. Instrumentation includes a Likert scale for responses, with five options ranging from "Strongly Disagree" to "Strongly Agree". The reliability and validity of the instruments were confirmed through Cronbach's Alpha and validity tests. This methodology ensures the study produces accurate, generalizable findings that provide insights into the influence of various organizational factors on employee performance and commitment in public administration.

## **RESULTS AND DISCUSSION**

### *Validity test*

Discriminant validity is conducted to ensure that each concept of the latent model is distinct from other variables. The purpose of discriminant validity is to assess whether an indicator of a construct variable is valid, which is done by observing the Heterotrait-Monotrait Ratio of Correlation (HTMT) value. If the HTMT value is  $< 0.90$ , then the variable has good discriminant validity (valid) (Hair, Hult, Ringle, & Sarstedt, 2014).

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**Table 1.** Validitas test

	Education	Performance	Commitment	Cooperation	Communication
Education	0,840				
Performance	0,218	0,836			
Commitment	0,539	0,670	0,889		
Cooperation	0,033	0,451	0,348	0,884	
Communication	0,140	0,156	0,302	0,258	0,806

Based on the table above, the correlation between the Education variable (X1) and Teamwork (X2) is 0.033. The correlation between the Education variable (X1) and Communication (X3) is 0.140. The correlation between the Education variable (X1) and Organizational Commitment (Z) is 0.539. The correlation between the Education variable (X1) and Performance (Y) is 0.218. All variables have correlation values <0.900, therefore, the correlation values of all variables are considered valid.

**Reliability Test**

Composite Reliability analysis is a form of reliability used to assess the consistency of results across items on the same test. Composite Reliability testing uses the composite reliability value, with the criterion that a variable is considered reliable if the composite reliability value is > 0.600 (Christiono, 2017:15).

**Table 2.** Reability test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Education	0,959	0,968	0,963	0,671
Performance	0,964	0,969	0,968	0,700
Commitment	0,976	0,976	0,978	0,791
Cooperation	0,970	0,975	0,974	0,743
Communication	0,949	0,956	0,956	0,624

The composite reliability analysis indicates that the variables in this study are reliable. The Education variable (X1) has a composite reliability value of 0.963, which is greater than 0.600, thus making the Education variable (X1) reliable. Similarly, the Teamwork variable (X2) has a composite reliability value of 0.974, which is also greater than 0.600, indicating that the Teamwork variable (X2) is reliable. The Communication variable (X3) has a composite reliability value of 0.956, exceeding the 0.600 threshold, confirming that the Communication variable (X3) is reliable. The Organizational Commitment variable (Z) has a composite reliability value of 0.978, which is above 0.600, signifying that the Organizational Commitment variable (Z) is reliable. Finally, the Performance variable (Y) has a composite reliability value of 0.968, which is greater than 0.600, thus confirming the reliability of the Performance variable (Y).

**R2 (R-square) results**

R-Square is a measure of the proportion of variation in the dependent (endogenous) variable that can be explained by the independent (exogenous) variables. It is useful for predicting whether the model is good or poor (Juliandi, 2018).

**Table 3.** Correlation Value (r2)

	R Square	R Square Adjusted
Performance	0,727	0,710
Commitment	0,622	0,606

The influence of the Education, Teamwork, and Communication variables on Performance is 0.727, meaning that the combined effect of Education, Teamwork, and Communication on Performance is 72.7% (moderate).

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Meanwhile, the influence of the Education, Teamwork, and Communication variables on Organizational Commitment is 0.622, indicating that the combined effect of Education, Teamwork, and Communication on Organizational Commitment is 62.2% (moderate).

**Hypothesis Testing**

Hypothesis testing aims to prove the hypotheses regarding the influence of one variable on another. If the probability value (P-Value) < Alpha (0.05), then the null hypothesis (Ho) is accepted (the influence of one variable on another is significant). If the probability value (P-Value) > Alpha (0.05), then the null hypothesis (Ho) is rejected (the influence of one variable on another is not significant).

**Table 4.** Hypotesis testing

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Edukasi -&gt; kinerja</b>	0,176	0,188	0,082	2,146	<b>0,032</b>
<b>Kerja sama -&gt; kinerja</b>	0,441	0,436	0,077	5,738	<b>0,000</b>
<b>Komunikasi -&gt; kinerja</b>	0,030	0,045	0,119	0,255	<b>0,799</b>
<b>Edukasi -&gt; komitmen</b>	0,484	0,492	0,082	5,926	<b>0,000</b>
<b>Kerja sama -&gt; komitmen</b>	0,288	0,287	0,074	3,903	<b>0,000</b>
<b>Komunikasi -&gt; komitmen</b>	0,173	0,182	0,102	1,693	<b>0,091</b>
<b>Komitmen -&gt; kinerja</b>	0,685	0,689	0,089	7,680	<b>0,000</b>
<b>Edukasi -&gt; komitmen -&gt; kinerja</b>	0,331	0,340	0,075	4,389	<b>0,000</b>
<b>Kerja sama -&gt; komitmen -&gt; kinerja</b>	0,197	0,198	0,058	3,407	<b>0,001</b>
<b>Komunikasi -&gt; komitmen -&gt; kinerja</b>	0,119	0,124	0,069	1,718	<b>0,086</b>

**Direct Influence of Education on Performance**

The direct influence of the Education variable on the Performance variable has a path coefficient value of 2.146 (positive), meaning that an increase in the education provided will be followed by an improvement in the Performance variable. The P-Value for the influence of the Education variable on Performance is 0.032 < 0.05, indicating that the result is statistically significant, meaning that education has a significant effect on the performance of employees at the Women’s Empowerment and Child Protection Office of the Riau Islands Province. The relationship between education and employee performance can be explained as follows: the more intense or frequent the education received by employees, the greater the effect on their performance. This finding is consistent with the situation at the Women’s Empowerment and Child Protection Office of the Riau Islands Province, where education is considered an essential activity within the organization. The education provided focuses on aspects related to the work performed by the employees (Adawiyah, 2015:52).

Effective education, such as training, provides employees with the skills and knowledge necessary for them to better understand and perform their jobs. Once employees understand and are familiar with their tasks, their performance will improve because they have acquired the necessary skills and knowledge from the training. Based on observations and interviews with several employees at the Women’s Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate that education significantly influences employee performance, influenced by several factors, including the ongoing education programs at the office. These programs are well-managed, with the human resources and planning departments regularly budgeting and preparing training programs for employees each year and providing information about various educational opportunities available to staff. This ensures that employees continually acquire better knowledge and competencies. As knowledge and skills improve, tasks are completed more efficiently, thus enhancing employee performance to an optimal level. These findings align with previous research by Waris (2015), which showed that training, competence, and work discipline

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collectively influence employee performance. Research by Nasution and Lesmana (2018) also demonstrated that training has a significant positive impact on employee performance.

## Direct Influence of Teamwork on Performance

The direct influence of the Teamwork variable on employee performance has a path coefficient of 5.738 (positive), indicating that an increase in the Teamwork variable will be followed by an improvement in employee performance. The P-Value for the influence of Teamwork on employee performance is  $0.000 < 0.05$ , meaning that the result is statistically significant, and that teamwork has a significant impact on employee performance at the Women's Empowerment and Child Protection Office of the Riau Islands Province. According to Davis (2014:76), teamwork is the driving force that encourages individuals to achieve extraordinary results. Similarly, an organization will be able to achieve its desired goals through positive collaboration and effective teamwork. However, if employees work primarily as individuals, it will be difficult for the organization to achieve its goals. Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate that teamwork significantly influences employee performance. This is evident, for example, in the process of resolving cases of violence against women and children. The resolution of these cases involves multiple departments, both internal and external, such as the Police and the Social Service Department. The collaboration within the team greatly facilitates the tasks, allowing them to be completed quickly, thus achieving the organization's goals. This, in turn, directly improves the performance of employees. These findings align with previous research by Sariyathi (2017), which showed that teamwork has a positive and significant effect on employee performance. However, contrary findings were reported by Sari (2023), who found that teamwork did not have a significant effect on employee performance.

## Direct Influence of Communication on Performance

The direct influence of the Communication variable on the Performance variable has a path coefficient of 0.255 (positive), indicating that an increase in the Communication variable will be followed by an improvement in performance. The P-Value for the influence of Communication on performance is  $0.799 > 0.05$ , suggesting that communication has an influence, but it is not statistically significant in affecting employee performance at the Women's Empowerment and Child Protection Office of the Riau Islands Province. According to Effendy (2017:29), communication science is a systematic effort to formulate the principles of information delivery and the formation of opinions and attitudes. In general, communication can be defined as the transmission of information and understanding to others. With effective communication, an organization can function smoothly in achieving its goals, and conversely, without it, the organization may struggle to succeed. For example, in an organization, if the leadership fails to provide clear information to employees about when activities will begin and what tasks each employee will be responsible for, there is a high likelihood that employees will not follow the instructions, which will negatively impact their performance.

Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate that communication has a direct but not significant effect on employee performance. This is because communication often involves simply delivering information and instructions, but it does not always lead to actions or changes. Communication may proceed smoothly, but the message conveyed may not always be understood correctly, leading to potential misinterpretations. Additionally, in today's digitalized system, many tasks are automated, reducing the frequency of direct communication. Communication increasingly occurs through various platforms, such as email, chat, task managers, and chatbots, but employees may lose context, which weakens team synergy and motivation, thus not directly impacting performance. Digital transformation often changes working methods and creates a skills gap, where employees who are not familiar with digital systems may not work optimally and may fail to understand the information they receive. Therefore, communication continues, but it does not have a direct impact on performance. We can conclude that digitalization and current technologies are changing the form and medium of communication to be more systematic and automated, potentially losing emotional expression, tone of voice, and body language, which can lead to misinterpretations. Furthermore, differences in bureaucratic communication rules across partner institutions also pose a challenge to communication within the Women's Empowerment and Child Protection Office of the Riau Islands Province. This statement is consistent with the findings of a previous study by Setiawan & Lestari (2020), entitled "The Influence of Organizational Culture, Communication, Work Environment, and Motivation on Organizational Commitment in Enhancing Employee Performance at the BPS of Bengkulu Province," which showed that communication has a positive but not significant effect on employee performance.

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## Direct Influence of Education on Organizational Commitment

The direct influence of the Education variable on Organizational Commitment has a path coefficient of 5.926 (positive), indicating that an increase in the education provided will be followed by an increase in organizational commitment. The P-Value for the influence of Education on Organizational Commitment is  $0.000 < 0.05$ , thus confirming that there is a significant positive direct effect of education on employees' organizational commitment. Education is one of the efforts to enhance organizational commitment. Employees who do not yet possess optimal knowledge and skills require education to improve the quality of human resources through employee development programs. According to Newstrom (2018), organizational commitment is the degree to which employees identify with the organization and wish to continue participating actively in it.

Decsa (2021:58) states that education is the process of changing an individual's or group's attitudes and behavior to mature individuals through various situations, events, or efforts in education and training. Education needs to be provided to individuals throughout their lives, from the beginning of their ability to understand something until the end of their lives. This is because all aspects of daily life require education. Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate that education has a significant effect on employees' commitment. This is attributed to several factors, including the fact that the education programs followed by employees at the Women's Empowerment and Child Protection Office are well-structured and meet the needs of the staff, thus enhancing their commitment. Furthermore, the methods, goals, and content of the education provided are aligned with technological advancements, allowing employees to engage in the educational process and strengthen their commitment to the organization. These findings are supported by previous research conducted by Adam (2020), where the results showed a positive and significant effect of education on organizational commitment.

## Direct Influence of Teamwork on Organizational Commitment

The direct influence of the Teamwork variable on Organizational Commitment has a path coefficient of 3.903 (positive), meaning that an increase in the Teamwork variable will be followed by an improvement in organizational commitment. The P-Value for the influence of Teamwork on Organizational Commitment is  $0.000 < 0.05$ , indicating that there is a significant positive direct effect of Teamwork on Organizational Commitment. According to Newstrom (2018), organizational commitment is the degree to which employees identify with the organization and wish to continue participating actively in it. Organizational commitment involves personal engagement in the organization with trust, willingness to work, and the desire to remain a part of the organization. Teamwork can enhance employees' organizational commitment because tasks are easier to accomplish when worked on together, and even tasks that seem too difficult can be completed more easily. This naturally leads employees to feel more comfortable staying in the organization, as a strong team makes the completion of tasks more manageable and creates a supportive work environment.

## Direct Influence of Communication on Organizational Commitment

The direct influence of the Communication variable on Organizational Commitment has a path coefficient of 1.693 (positive), indicating that an increase in the Communication variable will be followed by an improvement in organizational commitment. The P-Value for the influence of Communication on Organizational Commitment is  $0.091 > 0.05$ , suggesting that there is a direct effect of communication on organizational commitment, but it is not statistically significant. According to Bandura in Krisniawan (2014:57), several factors influence an individual's communication ability, including trust, sportsmanship, openness, and self-confidence. Communication is positively related to organizational commitment, meaning that the better someone's communication is, the higher the organizational commitment they will have. Conversely, if someone's communication is poor, their organizational commitment will likely decrease as well. Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate that there is no significant effect of communication on employees' organizational commitment. This is due to several factors, one of which is that communication among employees is not effective, as employees often work outside the office, such as providing outreach and empowerment to the community. As a result, communication between employees is primarily done through media such as mobile phones, which often leads to misunderstandings. Communication within an organization is indeed important for building organizational commitment, but in the digital transformation era, communication does not always directly impact commitment. This is because digital communication has made communication faster and more efficient, often sidelining personal relationships, employee engagement, organizational culture, vision, and organizational values.



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Without emotional involvement, organizational commitment is difficult to achieve. Organizational commitment is closely related to employee engagement, but digital communication often feels one-way, lacking space for feedback and failing to impact employees' psychological and personal values. Organizational commitment requires meaningful communication, not just information. Communication must be able to reach employees' emotional aspects to ensure that their commitment to the organization is well-established.

## Direct Influence of Organizational Commitment on Performance

The direct influence of the Organizational Commitment variable on employee performance has a path coefficient of 7.680 (positive), meaning that an increase in organizational commitment among employees will be followed by an improvement in their performance. The P-Value for the influence of organizational commitment on employee performance is  $0.000 < 0.05$ , indicating that there is a significant positive direct effect of organizational commitment on employee performance. According to Nasution (2017:111), organizational commitment is the binding force between an individual and the organization, idea, or project, expressed as a commitment to the organization's mission. Newstrom (Wibowo, 2017:214) defines organizational commitment as the degree to which employees identify with the organization and wish to continue participating actively in it. Thus, an employee with high organizational commitment will show a willingness to work hard to achieve the organization's goals. Organizational commitment and organizational performance are seen as reciprocals, where employees' contributions to the organization are matched by the organization's commitment to them. When many employees have strong organizational commitment, it will result in optimal performance.

Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate a significant influence of organizational commitment on employee performance. This is consistent with the situation at the Women's Empowerment and Child Protection Office, where the organization acknowledges the performance of employees, involves them in the formulation of internal policies, and provides opportunities for career development through training. As a result, employees feel valued and loyal to the organization, leading to an increase in their commitment. With enhanced commitment, employees are motivated to complete their tasks, which, in turn, improves their performance. These findings are in line with research conducted by Nurhaliza (2021), which showed that organizational commitment has a positive and significant effect on employee performance. This indicates that the higher the commitment an employee has toward the organization, the higher their performance will be.

## Indirect Influence of Education on Employee Performance through Organizational Commitment

Based on the hypothesis testing results, the indirect influence of education on performance, with organizational commitment as an intervening variable, has a T-statistic value of  $4.389 > 1.96$  and a P-Value of  $0.00 < 0.05$ . This indicates that organizational commitment significantly intervenes in the relationship between education and employee performance at the Women's Empowerment and Child Protection Office of the Riau Islands Province. According to Mukhoirotin (2018:25), education is a form of activity aimed at delivering information or material about a subject, intending to improve the behavior of the target audience. Thus, the education provided by the organization has many benefits for employees. When the organization is able to provide appropriate education, such as training and development, employees will feel valued. Training and development can encourage employees to serve their organization longer, as they become more skilled, educated, and confident, which, in turn, enhances their organizational commitment. Employees with high organizational commitment tend to work harder and take more responsibility. Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate a significant influence of education on performance, with organizational commitment as an intervening variable. This is due to the organization's facilitation and provision of opportunities for employees to engage in educational processes through training and development, making employees feel valued and important to the organization. Employees continuously receive updated knowledge and information, which enhances their competence and knowledge. It is expected that frequent participation in education, such as training, will result in improved employee performance and increased organizational commitment. These findings support previous research conducted by Nugraha (2017) and Wahyuni (2016), which showed that education significantly and positively influences employee performance through organizational commitment. In other words, the better the education employees receive, the more likely it is to improve their performance and strengthen their commitment to the organization.

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## Indirect Influence of Teamwork on Employee Performance through Organizational Commitment

Based on the hypothesis testing results, the indirect influence of Teamwork on performance, with organizational commitment as an intervening variable, has a T-statistic value of  $3.407 > 1.96$  and a P-Value of  $0.001 < 0.05$ , indicating that the influence of teamwork on employee performance, mediated by organizational commitment, is significant. According to Amirullah (2015:38), teamwork is an excellent tool for combining various talents and providing innovative solutions, making teamwork more advantageous than individual efforts. Teamwork is essential in achieving successful performance and can be effectively implemented when every employee has strong organizational commitment. An individual's performance is more apparent when compared directly to other employees within the team. Teamwork thus becomes an appropriate strategy for improving organizational performance. Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate that teamwork significantly influences performance through organizational commitment.

This is attributed to several factors, including the fact that the existing teamwork is highly effective in enhancing both the commitment and performance of employees. This can be seen, for example, in how the majority of empowerment, supervision, and protection work done by employees for the community is carried out through teamwork, both with fellow employees at the Women's Empowerment and Child Protection Office and with other agencies. The presence of effective teamwork facilitates the completion of tasks, thus improving employee performance and enhancing their commitment to the organization. These findings align with the research conducted by Juniati (2018), which showed that teamwork significantly and positively influences employee performance through organizational commitment. In other words, the better the teamwork among employees, the more likely it is to improve their performance and strengthen their commitment to the organization.

## Indirect Influence of Communication on Employee Performance through Organizational Commitment

Based on the hypothesis testing results, the indirect influence of Communication on performance, mediated by organizational commitment, has a T-statistic value of  $1.718 < 1.96$  and a P-Value of  $0.086 > 0.05$ , indicating that the influence of communication on employee performance through organizational commitment is not significant. According to Zahara (2018:112), communication is a process used to convey messages and ideas from a source to a destination. The source and destination in this communication process refer to human thoughts. Communication plays a crucial role in improving employee performance. With improved performance, organizational commitment among employees is directly enhanced. When an employee has high organizational commitment and believes they can meet the goals, they are more likely to work harder to achieve the set objectives and demonstrate higher job satisfaction. Based on observations and interviews with several employees at the Women's Empowerment and Child Protection Office of the Riau Islands Province, the research findings indicate that there is no significant influence of communication on employee performance through organizational commitment. This is due to the current communication patterns being ineffective and inefficient.

Additionally, there is a lack of effective communication among employees, leading to miscommunication and misinformation, which results in tasks not being completed properly. This, in turn, reduces both performance and organizational commitment. In the era of digitalization, communication that used to be face-to-face, fostering emotional closeness, has shifted to technology-based communication. While communication used to play a significant role in building emotional bonds, loyalty, and employee attachment to the organization, it is now often carried out through various platforms. As a result, communication loses its affective dimension, which is the foundation for building organizational commitment. Although communication still occurs technically, it does not have a significant impact on improving performance through organizational commitment. These findings are inconsistent with the research conducted by Komariah (2022), which found that communication significantly influences employee performance, mediated by organizational commitment. The study indicated that the better or higher the communication, the better or higher the employee performance through organizational commitment.

## CONCLUSION

This study found that education and teamwork have a positive and significant impact on employee performance at the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of the Riau Islands Province. This effect is also mediated by organizational commitment, which acts as an intervening variable. The analysis results indicate that employees who receive relevant education and engage in effective teamwork tend to exhibit better performance. Although communication has been shown to influence performance, its impact is not as significant when compared to education and teamwork.

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Based on the findings, it is recommended that management at the Women's Empowerment, Child Protection, Population Control, and Family Planning Office of the Riau Islands Province focus more on enhancing employee education through targeted training and seminars aimed at improving both technical and non-technical skills. Additionally, strengthening teamwork among employees as well as across agencies will accelerate decision-making and problem-solving processes. Regarding communication, although important, improvements are needed in communication methods, particularly by utilizing more effective interpersonal communication, considering the dominance of digital communication in the current era.

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**THE IMPACT OF EDUCATION, TEAMWORK, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT THE WOMEN'S EMPOWERMENT AND CHILD PROTECTION OFFICE OF THE RIAU ISLANDS PROVINCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE**

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