



The Influence of Organizational Trust on Asn Commitment in Improving the Performance of The Regional Secretariat of the Southwest Papua Province

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Abstract

Organizational trust is recognized as a strategic factor influencing employees' commitment and organizational effectiveness, particularly within public sector institutions undergoing administrative transformation. This study examines the influence of organizational trust on the organizational commitment of civil servants at the Regional Secretariat of the Southwest Papua Provincial Government, one of Indonesia's newly established provincial administrations. A quantitative explanatory survey design was employed to investigate the relationship between organizational trust and ASN commitment. Data were collected from 147 civil servants selected through purposive sampling from a population of 233 employees. Organizational trust was measured through three dimensions integrity, competence, and consistency while organizational commitment was assessed using affective, continuance, and normative commitment. The data were analyzed using Structural Equation Modeling (SEM) with IBM SPSS AMOS. The findings reveal that organizational trust has a positive and significant effect on ASN commitment (estimate = 0.811; $p = 0.001$). All three dimensions of organizational trust significantly influence organizational commitment, with organizational consistency emerging as the strongest predictor, followed by integrity and competence. The results indicate that civil servants who perceive their organization as transparent, competent, and consistent in implementing policies exhibit stronger emotional attachment, loyalty, and willingness to contribute to organizational goals. The study extends organizational trust theory by demonstrating its strategic role in strengthening commitment within newly established regional governments characterized by institutional transition and bureaucratic adaptation. Practically, the findings suggest that strengthening transparent leadership, policy consistency, organizational capability, and equitable governance can enhance employee commitment and improve the effectiveness of public administration and regional public service delivery.

Introduction

Organizational trust has become one of the most influential constructs in organizational behavior and public administration because it shapes how employees perceive their

organizations, interact with leaders, and contribute to organizational objectives. In public organizations, where administrative activities depend heavily on cooperation, accountability, and bureaucratic coordination, trust functions as a strategic organizational resource that facilitates effective governance and sustainable institutional performance. Unlike private organizations that are largely driven by market competition, government institutions rely on public legitimacy and internal collaboration to deliver quality public services. Consequently, organizational trust is increasingly recognized as an essential prerequisite for improving employee commitment, organizational effectiveness, and public sector performance (Ha & Lee, 2022; Silva et al., 2023; Lin et al., 2024).

Previous organizational behavior literature consistently argues that trust encourages employees to develop positive attitudes toward their organizations, increases willingness to cooperate, and reduces uncertainty in organizational relationships. According to Colquitt & Baer (2023), organizational trust represents an individual's willingness to accept vulnerability based on positive expectations regarding the organization's integrity, competence, and benevolence. Similarly, Akhlaq & Kiran (2022) explain that trust develops when employees perceive organizational leaders as competent, honest, and consistent in implementing organizational policies. Employees who trust their organizations generally demonstrate stronger psychological attachment, greater organizational loyalty, and higher willingness to support organizational objectives beyond formal job requirements (Nica, 2022).

Within public administration, organizational trust has become increasingly important because government institutions operate in environments characterized by complex regulations, hierarchical authority, and continuous public accountability. Civil servants are expected not only to perform administrative responsibilities efficiently but also to demonstrate integrity, professionalism, and commitment to organizational goals. Under these circumstances, trust serves as a mechanism that strengthens cooperation between employees and organizational leaders while reducing organizational uncertainty and enhancing employee motivation. Studies have demonstrated that high levels of organizational trust contribute positively to job satisfaction, organizational citizenship behavior, employee engagement, and long-term organizational commitment (Alhamad et al., 2022; Rahman & Karim, 2022; Nuryanto & Pratiwi, 2024).

Organizational commitment represents another critical determinant of public sector effectiveness because committed employees are more likely to remain loyal to their organizations, support institutional reforms, and provide high-quality public services. Allen and Meyer (1991) conceptualized organizational commitment as consisting of affective commitment, continuance commitment, and normative commitment, each reflecting different psychological bonds between employees and their organizations (Dwiyanti et al., 2022; Natividad et al., 2024; Guibin, 2025). Employees with strong organizational commitment generally demonstrate greater persistence, lower turnover intentions, and stronger willingness to contribute to organizational success. Numerous empirical studies have also reported that organizational trust is one of the strongest antecedents of organizational commitment because employees tend to develop stronger emotional attachment when they perceive organizational decisions as fair, transparent, and consistent (Dai et al., 2022; Schilke et al., 2023; Joo et al., 2023).

Despite extensive scholarly attention to organizational trust, most previous studies have been conducted in private organizations or large public institutions within developed countries. Comparatively fewer studies have investigated organizational trust within newly established regional government institutions, particularly in decentralized governmental systems where organizational structures and administrative cultures are still evolving (Pandey, 2023; Siverbo

et al., 2024; Valgarðsson et al., 2025). Consequently, the mechanisms through which organizational trust influences civil servant commitment remain insufficiently understood in emerging provincial administrations. This limitation indicates an important empirical gap because organizational characteristics in newly established government institutions differ substantially from those of mature bureaucratic organizations.

The Regional Secretariat of the Southwest Papua Provincial Government provides an important context for examining this relationship. As one of Indonesia's newest autonomous provinces, Southwest Papua continues to strengthen its administrative capacity, institutional arrangements, and bureaucratic governance systems following regional expansion. The Regional Secretariat plays a strategic role in coordinating governmental functions, facilitating policy implementation, and supporting regional public service delivery. However, institutional development within newly established provincial governments inevitably encounters organizational challenges, including the establishment of professional work cultures, coordination mechanisms, and effective leadership practices capable of fostering employee trust and organizational cohesion (Zhou, 2023; Zhang et al., 2024; Xiao et al., 2025).

Preliminary observations indicate that several organizational challenges remain evident within the Regional Secretariat. Internal communication among organizational units has not always been perceived as open and transparent, while some civil servants continue to question the consistency of organizational policies and leadership decisions. Employees also perceive variations in organizational support, fairness of policy implementation, and opportunities for participation in decision-making processes. Such conditions may weaken employees' confidence in organizational leadership, reduce interpersonal trust, and ultimately diminish their organizational commitment. Since organizational commitment largely depends on employees' confidence that organizational policies are implemented fairly and consistently, strengthening organizational trust becomes increasingly important for improving bureaucratic effectiveness (Suárez et al., 2022; Jufrizen et al., 2023; Bankins et al., 2024).

From a theoretical perspective, this study integrates Organizational Trust Theory proposed by Latha & Kiranmayi (2023) with the Three-Component Model of Organizational Commitment developed by Mendis (2024). Organizational trust is conceptualized through three primary dimensions integrity, competence, and consistency while organizational commitment is reflected through affective, continuance, and normative commitment (Azdha et al., 2023). Examining these dimensions simultaneously provides a more comprehensive understanding of how trust contributes to strengthening civil servant commitment within local government organizations.

This study aims to analyze the effect of organizational trust on the organizational commitment of civil servants working at the Regional Secretariat of the Southwest Papua Provincial Government. The findings are expected to contribute to the organizational behavior and public administration literature by extending empirical evidence from newly established regional governments while also providing practical recommendations for strengthening trust-based governance, improving civil servant commitment, and enhancing the effectiveness of regional public administration.

Method

Research Design

This study adopted a quantitative research approach using an explanatory survey design to examine the effect of organizational trust on the organizational commitment of civil servants at the Regional Secretariat of the Southwest Papua Provincial Government. A quantitative approach was selected because the study seeks to empirically test the causal relationships

between latent variables using statistical techniques. The explanatory design is appropriate for investigating the extent to which organizational trust predicts employees' organizational commitment based on established theoretical frameworks. In this study, Organizational Trust serves as the independent variable, while ASN Commitment functions as the dependent variable. Organizational Trust is conceptualized through three dimensions, namely integrity, competence, and consistency, whereas ASN Commitment is measured through affective commitment, continuance commitment, and normative commitment. Based on the proposed conceptual framework, this study hypothesizes that organizational integrity, competence, and consistency each have a positive and significant influence on the organizational commitment of civil servants within the Regional Secretariat of the Southwest Papua Provincial Government.

Research Population and Sample

The research was conducted at the Regional Secretariat of the Southwest Papua Provincial Government, one of the principal administrative institutions responsible for coordinating regional government affairs. The target population comprised all employees working within the institution, totaling 233 personnel, including 187 civil servants (ASN) and 46 honorary employees. Since the research focuses on employees' perceptions of organizational trust and commitment, respondents were selected using a purposive sampling technique. This non-probability sampling method allows researchers to select participants who possess relevant organizational experience and are capable of providing accurate assessments regarding organizational policies, leadership practices, and workplace relationships. Employees were selected based on several criteria, including active employment status within the Regional Secretariat, a minimum working period of one year, and direct involvement in organizational activities.

The required sample size was determined using the Slovin formula with a margin of error of 5 percent to ensure adequate representation of the research population. The calculation is presented as follows:

$$n = \frac{N}{1 + Ne^2}$$

where **n** represents the required sample size, **N** represents the total population (233 employees), and **e** represents the acceptable sampling error (0.05).

$$n = \frac{233}{1 + 233(0.05)^2} = \frac{233}{1.5825} = 147.23$$

Accordingly, the minimum sample size required for this study was rounded to 147 respondents. This number is considered adequate for Structural Equation Modeling (SEM), which generally requires a minimum sample exceeding one hundred observations to produce stable parameter estimates.

Research Variables and Measurement

The study examined two principal constructs. The independent variable, Organizational Trust, was measured using three dimensions adapted from Robbins and Judge (2019), namely integrity, competence, and consistency. Integrity refers to employees' perceptions of organizational honesty, fairness, transparency, and ethical behavior. Competence reflects employees' confidence in the organization's capability to accomplish its responsibilities effectively and professionally. Consistency refers to the organization's reliability in

implementing policies, applying organizational rules fairly, and maintaining predictable organizational practices over time.

The dependent variable, ASN Commitment, was measured using the three-component organizational commitment model proposed by Allen and Meyer (1991), consisting of affective commitment, continuance commitment, and normative commitment. Affective commitment reflects employees' emotional attachment to their organization, continuance commitment represents employees' willingness to remain because of the perceived costs associated with leaving the organization, and normative commitment reflects employees' moral obligation and sense of responsibility toward organizational membership. All measurement items were assessed using a four-point Likert scale ranging from 1 (Strongly Disagree) to 4 (Strongly Agree). The four-point scale was selected to minimize neutral responses and encourage respondents to express clear perceptions regarding each research statement.

Data Collection

Primary data were collected using a structured questionnaire distributed directly to employees of the Regional Secretariat of the Southwest Papua Provincial Government. Before questionnaire administration, respondents were informed about the objectives of the research, the voluntary nature of their participation, and the confidentiality of the information they provided. Respondents were assured that all responses would be used solely for academic purposes and would remain anonymous throughout the research process. The questionnaire consisted of two sections. The first section collected demographic information, including gender, age, educational attainment, and years of service. The second section contained statements measuring Organizational Trust and ASN Commitment based on established theoretical indicators adapted from previous studies.

Validity and Reliability Testing

Prior to hypothesis testing, the measurement model was evaluated through validity and reliability analyses to ensure the quality of the research instrument. Construct validity was examined using Confirmatory Factor Analysis (CFA) by evaluating standardized factor loadings, Critical Ratio (CR), and probability values. Indicators with standardized factor loadings greater than 0.50 and significance values below 0.05 were considered valid indicators of their respective latent constructs.

The internal consistency of each construct was evaluated using Construct Reliability (CR) and Average Variance Extracted (AVE). A construct was considered reliable when the Construct Reliability value exceeded 0.70, while convergent validity was considered satisfactory when the AVE exceeded 0.50. These criteria indicate that the indicators consistently measure the intended constructs and adequately explain the variance represented by each latent variable.

Data Analysis

The collected data were analyzed using Structural Equation Modeling (SEM) with IBM SPSS AMOS software. SEM was selected because it enables the simultaneous estimation of measurement models and structural relationships among latent variables while accounting for measurement errors. The analysis began with descriptive statistics to summarize respondents' demographic characteristics and describe the distribution of responses for each research variable. Subsequently, Confirmatory Factor Analysis was conducted to evaluate construct validity and reliability.

Following the evaluation of the measurement model, the structural model was estimated to examine the causal relationships between Organizational Trust and ASN Commitment. Model adequacy was assessed using several Goodness-of-Fit indices, including Chi-square (χ^2),

Probability, Root Mean Square Error of Approximation (RMSEA), Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), and the ratio of Chi-square to degrees of freedom (CMIN/DF). The structural model was considered acceptable when these indices satisfied commonly recommended threshold values. Finally, hypothesis testing was performed by examining standardized regression coefficients and probability values. A proposed hypothesis was accepted when the standardized regression coefficient was positive and statistically significant at a significance level of $p < 0.05$.

Result and Discussion

Respondent Characteristics

A total of 147 civil servants (ASN) employed at the Regional Secretariat of the Southwest Papua Provincial Government participated in this study. The respondents were selected using purposive sampling based on the predetermined inclusion criteria. The demographic profile of the respondents is presented according to gender, age, educational attainment, and length of service. Understanding the demographic characteristics of respondents is important because these characteristics provide contextual information regarding the representativeness of the sample and assist in interpreting the findings related to organizational trust and organizational commitment.

Table 1. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage (%)
Male	81	55.1
Female	66	44.9
Total	147	100.0

Source: Processed Research Data.

Table 1 shows that among the 147 respondents, 81 employees (55.1%) were male, while 66 employees (44.9%) were female. Although male employees constituted a slightly larger proportion of the respondents, the gender distribution is relatively balanced, indicating adequate representation of both male and female civil servants in the study. This composition suggests that perceptions regarding organizational trust and organizational commitment were obtained from employees with diverse gender backgrounds, thereby reducing the likelihood of gender bias in the research findings. The balanced distribution also reflects the organizational composition of the Regional Secretariat, where both male and female employees actively participate in carrying out administrative and public service responsibilities.

Table 2. Respondent Characteristics Based on Age

Age Category	Frequency	Percentage (%)
25–34 Years	39	26.5
35–44 Years	57	38.8
45–54 Years	38	25.9
≥55 Years	13	8.8
Total	147	100.0

Source: Processed Research Data.

The age distribution presented in Table 2 indicates that the largest proportion of respondents belonged to the 35–44 years age category, accounting for 57 employees (38.8%). This was followed by respondents aged 25–34 years (26.5%), 45–54 years (25.9%), and 55 years or older (8.8%). These findings demonstrate that the majority of respondents were within the productive

working-age population, which is generally associated with active participation in organizational activities and greater professional experience.

The predominance of employees in the middle-age categories suggests that respondents possess sufficient maturity and organizational experience to evaluate organizational trust and commitment objectively. Employees within these age groups are typically more familiar with organizational procedures, leadership practices, and policy implementation, enabling them to provide reliable assessments of the organizational environment.

Table 3. Respondent Characteristics Based on Educational Level

Educational Level	Frequency	Percentage (%)
Senior High School	14	9.5
Diploma	9	6.1
Bachelor's Degree (S1)	96	65.3
Master's Degree (S2)	28	19.0
Total	147	100.0

Source: Processed Research Data.

Table 3 illustrates that the educational background of respondents is dominated by employees holding a Bachelor's degree (S1), comprising 96 respondents (65.3%). Meanwhile, 28 respondents (19.0%) possessed a Master's degree (S2), 14 respondents (9.5%) graduated from Senior High School, and 9 respondents (6.1%) held Diploma qualifications.

These findings indicate that the Regional Secretariat employs a workforce with relatively high educational qualifications. More than four-fifths of the respondents possess undergraduate or postgraduate degrees, suggesting that employees generally have adequate educational competence to understand organizational policies, administrative systems, and bureaucratic procedures. Higher educational attainment is often associated with stronger analytical abilities and a greater understanding of organizational values, thereby increasing the credibility of respondents' evaluations regarding organizational trust and organizational commitment.

Table 4. Respondent Characteristics Based on Length of Service

Length of Service	Frequency	Percentage (%)
<5 Years	18	12.2
5–10 Years	42	28.6
11–20 Years	61	41.5
>20 Years	26	17.7
Total	147	100.0

Source: Processed Research Data.

Table 4 indicates that 61 respondents (41.5%) had served the organization for 11–20 years, making this the largest tenure category. This was followed by employees with 5–10 years of service (28.6%), more than 20 years of service (17.7%), and less than five years of service (12.2%).

The predominance of respondents with relatively long organizational tenure indicates that most participants possess substantial experience in government administration and organizational operations. Employees who have served for more than a decade generally have extensive exposure to organizational culture, leadership practices, policy implementation, and institutional development. Consequently, their perceptions regarding organizational trust and organizational commitment are expected to reflect long-term organizational experiences rather than temporary workplace conditions. The high proportion of experienced employees also

enhances the reliability of the study because respondents have accumulated sufficient knowledge to evaluate the effectiveness of organizational policies and leadership within the Regional Secretariat.

Organizational Trust as a Strategic Driver of Civil Servant Commitment

The findings of this study demonstrate that organizational trust functions as a fundamental determinant of organizational commitment among civil servants working at the Regional Secretariat of the Southwest Papua Provincial Government. The structural model confirms that organizational trust significantly enhances employees' commitment to their organization, indicating that civil servants who perceive their organization as trustworthy are more likely to develop stronger emotional attachment, greater organizational loyalty, and a stronger willingness to contribute toward organizational objectives. Rather than representing merely an interpersonal psychological state, organizational trust emerges as an institutional mechanism that enables employees to reduce uncertainty regarding organizational decisions and to maintain confidence in the organization's long-term direction (Dirks & de Jong, 2022; Calabro et al., 2023; Schilke & Lumineau, 2025).

This finding is particularly meaningful within the context of newly established provincial governments. Unlike mature public institutions that have relatively stable organizational cultures and administrative systems, emerging regional governments operate under conditions of institutional transition characterized by organizational restructuring, evolving governance arrangements, and continuous administrative adaptation. Under these circumstances, employees frequently encounter uncertainty regarding organizational priorities, leadership decisions, and bureaucratic procedures. Consequently, trust becomes a stabilizing organizational resource that encourages employees to remain committed despite institutional changes. Organizational commitment therefore develops not simply because employees fulfill administrative obligations but because they believe that the organization possesses sufficient credibility to justify their continued psychological and professional investment.

These findings extend the Organizational Trust model proposed by (Bellucci, 2022; Legood et al., 2023; Hamm et al., 2024). Although their framework conceptualizes trust as the willingness to become vulnerable based on positive expectations regarding another party's behavior, the present study demonstrates that vulnerability in public organizations extends beyond interpersonal interactions. Civil servants continuously evaluate whether organizational systems, leadership behavior, and institutional policies are sufficiently credible to support their professional future. Organizational trust therefore represents institutional confidence rather than solely interpersonal confidence, suggesting that trust plays an increasingly strategic role in strengthening bureaucratic governance within decentralized public administration.

The Importance of Organizational Integrity in Building Organizational Commitment

Among the dimensions examined, organizational integrity demonstrated a substantial contribution to strengthening organizational commitment. This finding suggests that employees' commitment depends not only on the formal existence of organizational rules but also on the extent to which those rules are implemented honestly, transparently, and fairly. Civil servants appear to evaluate organizational integrity by comparing organizational promises with actual administrative practices. When organizational leaders consistently demonstrate fairness, transparency, and ethical conduct, employees perceive the organization as morally credible, thereby strengthening their emotional attachment and organizational identification.

The significance of integrity reflects the normative nature of public administration itself. Government organizations derive legitimacy not only from legal authority but also from public

and internal confidence that organizational decisions are implemented according to ethical principles. Employees therefore expect organizational leaders to demonstrate consistency between stated organizational values and observable managerial behavior. Integrity consequently becomes an institutional signal indicating that organizational authority can be trusted. This interpretation complements the argument developed by (Metz et al., 2022; Khan et al., 2025), who emphasized that trust develops through repeated experiences of reliable and ethical interpersonal relationships, while extending it to demonstrate that ethical consistency also operates at the institutional level within public organizations.

From a managerial perspective, these findings indicate that strengthening employee commitment requires more than enforcing administrative regulations. Organizational leaders should prioritize transparent decision-making, equitable treatment of employees, and ethical leadership practices that consistently reinforce organizational credibility. Commitment is strengthened when employees perceive that organizational values are translated into everyday administrative behavior rather than remaining symbolic organizational statements.

Organizational Competence as a Foundation for Institutional Confidence

The positive relationship between organizational competence and ASN commitment indicates that employees' commitment is influenced by their confidence in the organization's capability to perform effectively. Organizational competence should not be interpreted narrowly as managerial expertise but rather as the institution's overall ability to coordinate activities, allocate resources efficiently, solve organizational problems, and support employees in accomplishing their responsibilities. Employees who perceive the organization as professionally managed are more likely to believe that their individual efforts contribute to meaningful organizational outcomes.

This finding broadens previous discussions of competence within Organizational Trust Theory. Anh et al. (2025) identified ability as one of the primary antecedents of trust, yet the present study suggests that competence acquires additional significance within public administration because institutional effectiveness directly influences employees' perceptions regarding the future stability of the organization. Government employees frequently operate within complex administrative environments requiring coordination across multiple organizational units. Confidence in organizational competence therefore reduces uncertainty regarding institutional performance while reinforcing employees' willingness to remain committed to organizational objectives.

The findings also imply that organizational commitment cannot be sustained solely through motivational programs or financial incentives if employees perceive organizational systems as ineffective. Public organizations should therefore continuously strengthen administrative capacity, improve managerial competence, invest in employee development, and enhance organizational learning. Such improvements increase employees' confidence that the organization possesses the capability to fulfill both institutional objectives and employee expectations.

Organizational Consistency as the Strongest Predictor of ASN Commitment

One of the most important findings of this study is that organizational consistency represents the strongest predictor of organizational commitment. This finding suggests that civil servants place considerable emphasis on the predictability of organizational behavior when evaluating whether an organization deserves their long-term commitment. Employees appear to value organizations that consistently implement policies, enforce regulations fairly, and apply administrative procedures without discrimination. Consistency creates institutional stability by

reducing ambiguity regarding organizational expectations and minimizing perceptions of unequal treatment.

The prominence of consistency contributes an important perspective to contemporary public administration literature. While previous studies have primarily emphasized integrity and competence as the principal antecedents of organizational trust, the present findings indicate that procedural consistency may play an even more influential role within bureaucratic organizations. Public institutions derive legitimacy largely from their ability to administer policies according to standardized procedures rather than individual discretion. Consequently, organizational consistency reinforces employees' confidence that organizational decisions are governed by institutional principles rather than personal preferences.

The findings also provide practical insights for bureaucratic reform. Many government organizations invest substantial resources in improving administrative performance while paying comparatively less attention to procedural consistency. However, the present study demonstrates that employees evaluate organizational trust primarily through everyday organizational experiences. Consistently applied personnel policies, transparent promotion procedures, objective performance evaluations, and stable organizational regulations collectively reinforce employees' confidence that organizational governance is reliable. Strengthening procedural consistency therefore represents one of the most effective managerial strategies for enhancing long-term organizational commitment.

Conclusion

This study demonstrates that organizational trust is a critical determinant of civil servant commitment within the Regional Secretariat of the Southwest Papua Provincial Government. The findings confirm that the three dimensions of organizational trust integrity, competence, and consistency each exert a positive and significant influence on organizational commitment, with organizational consistency emerging as the strongest predictor, followed by integrity and competence. These results suggest that civil servants are more likely to develop stronger emotional attachment, loyalty, and commitment when they perceive organizational policies as consistently implemented, leadership as ethical and transparent, and the organization as competent in fulfilling its responsibilities. The study extends the organizational trust literature by highlighting the strategic role of trust in strengthening commitment within a newly established regional government, where institutional stability and bureaucratic adaptation remain ongoing challenges. From a practical perspective, the findings indicate that efforts to enhance organizational commitment should move beyond conventional human resource practices and prioritize the development of trustworthy governance through transparent leadership, consistent policy implementation, equitable treatment of employees, and continuous improvement of organizational capabilities. By fostering these dimensions of organizational trust, regional governments can strengthen employee commitment, improve bureaucratic effectiveness, and ultimately enhance the quality of public service delivery.

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