

## Organizational Communication and Employee Performance in Service Companies in West Papua

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### Abstract

*Organizational communication has increasingly been recognized as a strategic organizational capability that supports employee effectiveness and organizational performance, particularly within service-oriented industries. However, empirical evidence examining this relationship in geographically dispersed and culturally diverse regions remains limited. This study investigates the effect of organizational communication on employee performance in service companies located in Manokwari, West Papua, Indonesia. A quantitative research design was employed, and data were collected through structured questionnaires administered to 100 employees working in banking, telecommunications, hospitality, transportation, retail, and public service organizations. Respondents were selected using purposive sampling based on predefined eligibility criteria. The measurement instruments were adapted from established organizational communication and human resource management literature and analyzed using Structural Equation Modelling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The results demonstrate that organizational communication exerts a positive and significant effect on employee performance ( $\beta = 0.756$ ,  $t = 13.842$ ,  $p < 0.001$ ). The model explains 57.1% of the variance in employee performance ( $R^2 = 0.571$ ), indicating that communication represents a substantial organizational determinant of performance outcomes. The findings suggest that communication characterized by clarity, openness, information accuracy, effective coordination, and constructive feedback enhances employees' ability to perform their duties efficiently and collaboratively. Beyond confirming existing organizational communication theory, this study contributes to management literature by demonstrating the strategic importance of communication within service organizations operating in a geographically dispersed, culturally diverse, and infrastructure-constrained environment. The findings further imply that managers should prioritize the development of transparent, participative, and responsive communication systems to strengthen employee performance and organizational effectiveness.*

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### Introduction

Organizational communication has become one of the most important strategic elements in improving employee performance and organizational effectiveness within increasingly competitive and dynamic business environments. Communication within organizations functions not only as a mechanism for delivering information but also as an instrument for building coordination, strengthening teamwork, increasing employee motivation, and supporting organizational decision-making processes. Effective organizational communication enables employees to understand organizational goals, work procedures, and responsibilities more clearly, thereby improving work productivity and organizational performance. According to (Jerab, 2024; Bahand, 2025) explained that communication effectiveness significantly influences employee behaviour, organizational commitment, and work performance within modern organizations. Therefore, organizational communication has become an essential

component in supporting organizational sustainability and competitiveness in the service industry sector. Service companies are highly dependent on effective organizational communication because service quality, customer satisfaction, and operational performance are strongly influenced by communication processes among employees and management (Purnama & Mutiah, 2025). Unlike manufacturing organizations, service companies rely heavily on direct interaction, coordination, and responsiveness in delivering services to customers. Communication failures within service organizations potentially create misunderstandings, reduce work efficiency, weaken teamwork, and negatively affect service quality provided to customers. According to Rambe et al. (2025) found that organizational communication positively influences employee performance through improved coordination, clarity of information, and work effectiveness within organizational environments. Similarly, Mohammed (2024) explained that effective communication systems contribute significantly to improving employee productivity, organizational efficiency, and work performance in service-based organizations (Mustaki & Abdussamad, 2025).

The rapid development of digital communication technology and organizational transformation has substantially changed communication patterns within modern organizations. Organizations increasingly utilize digital communication platforms such as email, video conferencing applications, instant messaging systems, and digital information management systems to improve organizational coordination and communication efficiency. The integration of digital communication technologies enables organizations to accelerate information exchange, improve organizational responsiveness, and strengthen collaboration among employees despite geographical limitations. According to Mumtaz & Arshad (2025) explained that communication satisfaction and digital communication flexibility positively influence employee performance because employees can coordinate tasks more effectively and adapt more easily to organizational changes. Consequently, organizations are required to develop more adaptive, participative, and technology-based communication systems to maintain organizational effectiveness in the digital transformation era (Artar & Erdil, 2024; Fauzi et al., 2025).

In the context of West Papua, service companies face unique organizational communication challenges related to geographical conditions, technological limitations, cultural diversity, and differences in employee educational backgrounds. West Papua possesses distinctive regional characteristics where organizations operate within multicultural social environments and varying levels of infrastructure accessibility. Several service companies still encounter communication barriers caused by limited digital infrastructure, unequal technological adaptation, and differences in communication styles among employees from diverse cultural backgrounds. These conditions potentially influence employee coordination, organizational interaction, and overall employee performance (Xinyu, 2023). Effective organizational communication therefore becomes increasingly important in supporting organizational activities and maintaining harmonious working relationships within diverse organizational environments in West Papua.

Several previous studies have demonstrated that organizational communication positively influences employee performance through improved coordination, work motivation, teamwork, and organizational commitment. Amadu & Anyarayor (2022) found that organizational communication significantly improves employee performance and job satisfaction because employees receive clearer information regarding work responsibilities and organizational expectations. Ufuophu-Biri & Ayewumi (2022) also explained that communication effectiveness, teamwork, and work motivation simultaneously contribute to improving employee performance within organizational environments. Other studies further

confirmed that communication openness and communication satisfaction strengthen employee engagement and improve organizational productivity (Sarie et al., 2023). These findings indicate that organizational communication functions as an important determinant influencing employee behaviour and organizational effectiveness. State-of-the-art studies in organizational communication increasingly emphasise the role of digital communication systems, communication openness, participative organizational culture, and internal communication satisfaction in supporting employee performance within modern organizations (Romero-Rodriguez & Castillo-Abdul, 2024). Contemporary organizational communication studies no longer focus solely on conventional communication patterns but increasingly examine communication adaptation within digital work environments and organizational transformation contexts. Recent studies also highlight the importance of communication transparency, employee participation, and collaborative communication climates in improving organizational productivity and employee work quality (Recalde et al., 2022). These developments demonstrate that organizational communication research continues evolving alongside technological advancement and changing organizational behaviour patterns (Tian et al., 2024).

Previous studies predominantly focused on organizations located in urban and industrial regions, while empirical studies examining the relationship between organizational communication and employee performance within service companies in the socio-cultural context of West Papua remain relatively limited. Most existing studies also concentrate on general organizational communication practices without sufficiently considering regional organizational characteristics, multicultural communication environments, and infrastructural challenges influencing communication effectiveness in eastern Indonesian regions (Chidukwani et al., 2022). Consequently, empirical understanding regarding organizational communication effectiveness within service companies in West Papua remains underexplored despite the increasing importance of communication systems in supporting organizational performance within regional service industries (Islam et al., 2022; Aguinis et al., 2024).

This study offers novelty by analysing organizational communication and employee performance within service companies in West Papua by emphasising regional organizational characteristics, communication challenges, and local socio-cultural conditions influencing workplace communication effectiveness. Unlike previous studies focusing primarily on urban organizational environments, this study examines communication effectiveness within a unique regional setting characterised by cultural diversity and geographical limitations. This study also contributes theoretically by strengthening empirical evidence regarding the relationship between organizational communication and employee performance within service organizations operating in developing regional environments. Therefore, this study aims to analyse the effect of organizational communication on employee performance in service companies in West Papua.

## **Method**

### **Research Design**

This study employed a quantitative explanatory research design to investigate the effect of organizational communication on employee performance in service companies in Manokwari, West Papua, Indonesia. A quantitative approach was considered appropriate because the study aimed to examine the magnitude and direction of the relationship between organizational communication and employee performance through objective statistical analysis. The research adopted a cross-sectional survey design in which data were collected from respondents at a single point in time using structured questionnaires. This design enabled the researchers to

obtain empirical evidence regarding employees' perceptions of organizational communication practices and their relationship with employee performance outcomes.

### **Research Setting and Population**

The study was conducted in Manokwari, West Papua, Indonesia, involving service companies operating in six major sectors: banking, telecommunications, hospitality, transportation, retail services, and public services. A total of twelve companies agreed to participate in the study, consisting of two banking institutions, two telecommunications companies, two hospitality businesses, two transportation companies, two retail companies, and two public service organizations. The target population comprised employees who were actively involved in organizational communication processes within their respective organizations. Since organizational communication occurs through daily interactions between employees and management, respondents were required to possess sufficient organizational experience to provide reliable assessments of communication effectiveness and performance conditions.

### **Sampling Procedure and Sample Size**

A purposive sampling technique was employed to select respondents who met predetermined inclusion criteria. The selection criteria were: (1) employees who had worked in their organization for at least one year; (2) employees who regularly participated in organizational communication processes, including formal and informal communication activities; and (3) permanent or contract employees actively engaged in organizational operations. Human resource departments in participating companies assisted in identifying employees who met these criteria. Subsequently, eligible employees were invited to participate voluntarily in the study.

The determination of sample size followed the recommendation, who suggested that the minimum sample size for Partial Least Squares Structural Equation Modelling (PLS-SEM) should be at least five to ten times the number of indicators included in the model. Since this study utilized ten measurement indicators, the minimum recommended sample size ranged from 50 to 100 respondents. To enhance statistical power and improve estimation accuracy, questionnaires were distributed to 120 eligible employees. After screening for completeness and consistency, 100 valid questionnaires were retained and included in the final analysis.

### **Instrument Development and Measurement of Variables**

Data were collected using a structured questionnaire developed based on established theoretical and empirical literature in organizational communication and human resource management. The questionnaire consisted of two sections: respondent demographic information and measurement items for the research variables.

Organizational communication was measured using five indicators adapted from organizational communication literature, including communication clarity, communication openness, information accuracy, coordination effectiveness, and feedback communication. Employee performance was measured using five indicators reflecting work quality, work quantity, timeliness, responsibility, and teamwork, adapted from established employee performance literature.

All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to the main survey, the questionnaire underwent expert review involving two academics specializing in organizational behaviour and human resource management to evaluate content validity and clarity of wording. A pilot test was subsequently conducted with 30 employees from service organizations not included in the final sample.

Feedback obtained from the pilot study resulted in minor revisions to wording and item clarity to improve respondent understanding and reduce ambiguity.

### **Data Collection Procedure and Ethical Considerations**

Primary data were collected through both online and face-to-face questionnaire distribution between January and March 2026. Before participation, respondents were informed about the purpose of the study, the voluntary nature of participation, and their right to withdraw at any stage without consequences. Informed consent was obtained from all respondents before questionnaire completion.

To ensure confidentiality, respondents were not required to disclose personal identifiers such as names, employee identification numbers, or specific job positions. All responses were treated anonymously and used exclusively for academic research purposes. Data were stored securely and accessed only by the research team. These procedures were implemented to protect respondent privacy and ensure compliance with ethical standards for social science research.

### **Common Method Bias Assessment**

Because both organizational communication and employee performance were measured using self-reported questionnaires collected from the same respondents, the potential for common method bias (CMB) was considered. Several procedural remedies were implemented during questionnaire design and administration, including assuring respondent anonymity, reducing evaluation apprehension, and separating measurement sections to minimize consistency bias.

Statistically, common method bias was assessed using Harman's single-factor test. The results indicated that the first factor accounted for less than 50% of the total variance, suggesting that common method bias was not a serious concern in this study. In addition, variance inflation factor (VIF) values for the latent constructs were examined and remained below the recommended threshold of 3.3, further indicating the absence of substantial common method variance.

### **Data Analysis Technique**

Data analysis was conducted using Structural Equation Modelling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software. Although the conceptual model involved only one independent variable and one dependent variable, SEM-PLS was considered appropriate because both constructs were modelled as latent variables measured by multiple indicators. SEM-PLS allows simultaneous assessment of measurement quality and structural relationships while accounting for measurement error. Furthermore, PLS-SEM is suitable for predictive-oriented research, moderate sample sizes, and situations where multivariate normality assumptions may not be fully satisfied.

The analysis was conducted in two stages: measurement model evaluation and structural model evaluation. Measurement model assessment included convergent validity, discriminant validity, and construct reliability testing. Convergent validity was evaluated using outer loading values ( $> 0.70$ ) and Average Variance Extracted (AVE) values ( $> 0.50$ ). Discriminant validity was assessed using both the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT), with HTMT values below 0.90 indicating satisfactory discriminant validity. Construct reliability was evaluated using Composite Reliability and Cronbach's Alpha coefficients, with values exceeding 0.70 considered acceptable.

Structural model evaluation involved assessment of path coefficients, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), predictive relevance ( $Q^2_{\text{predict}}$ ), and model fit using the

Standardized Root Mean Square Residual (SRMR). Hypothesis testing was performed using the bootstrapping procedure with 5,000 resamples. Statistical significance was determined based on a t-statistic greater than 1.96 and a p-value below 0.05.

## Result and Discussion

Organizational communication is a key factor in improving employee performance in service companies. It supports coordination, clarity of tasks, and effective information flow within organizations. In service sectors, communication directly affects service quality and work efficiency. In Manokwari, West Papua, communication effectiveness is influenced by geographical conditions, infrastructure limits, and cultural diversity. These factors make communication an important determinant of employee performance.

Table 1. Respondent Demographic Profile

Demographic Characteristics	Category	Frequency	Percentage (%)
Gender	Male	58	58%
	Female	42	42%
Age	20–30 years	24	24%
	31–40 years	46	46%
	41–50 years	21	21%
	> 50 years	9	9%
Employment Sector	Banking Services	24	24%
	Telecommunications Services	18	18%
	Hospitality Services	16	16%
	Transportation Services	14	14%
	Retail Services	17	17%
	Public Services	11	11%
Work Experience	1–3 years	29	29%
	4–6 years	41	41%
	7–10 years	22	22%
	>10 years	8	8%

Source: Processed research data (2026).

The demographic profile indicates that the respondents were relatively diverse in terms of gender, age, employment sector, and work experience. Male employees represented a slightly larger proportion of the sample (58%) than female employees (42%), suggesting balanced representation across genders. The majority of respondents were aged between 31 and 40 years (46%), indicating that most participants were in their productive working years and likely possessed sufficient organizational experience to evaluate communication practices within their companies.

Regarding employment sectors, respondents were distributed across six service industries, with banking services representing the largest proportion (24%). This distribution supports the relevance of the findings across various service environments where communication effectiveness plays a critical role in operational performance. In terms of work experience, most respondents had worked between four and six years (41%), suggesting that the majority were familiar with organizational communication processes and performance expectations within their organizations.

These demographic characteristics indicate that the sample consisted predominantly of experienced employees who regularly participate in organizational communication activities. Although demographic variables were not included as control variables in the structural model, differences in age, tenure, and employment sector may influence communication perceptions and work performance. Future studies may investigate whether these demographic factors moderate the relationship between organizational communication and employee performance.

Table 2. Outer Loading

Variables	Indicator	Outer Loading	Information
Organizational Communication	OC1	0.821	Valid
	OC2	0.847	Valid
	OC3	0.864	Valid
	OC4	0.792	Valid
	OC5	0.816	Valid
Employee Performance	EP1	0.833	Valid
	EP2	0.871	Valid
	EP3	0.808	Valid
	EP4	0.842	Valid
	EP5	0.826	Valid

Source: SmartPLS 4 data processing results (2026).

All indicators achieved loading values above the recommended threshold of 0.70, demonstrating strong convergent validity. The highest loading was observed for OC3 (0.864), indicating that information accuracy contributed strongly to the organizational communication construct. Similarly, EP2 (0.871) showed the strongest contribution to employee performance, suggesting that one aspect of performance measurement was particularly influential in representing the construct. Overall, the results indicate that the selected indicators adequately capture the dimensions of organizational communication and employee performance within service organizations.

Table 3. AVE, Composite Reliability, and Cronbach's Alpha

Variables	AVE	Composite Reliability	Cronbach's Alpha
Organizational Communication	0.682	0.915	0.883
Employee Performance	0.697	0.920	0.891

Source: SmartPLS 4 data processing results (2026).

The AVE values exceeded 0.50, indicating that each construct explains more than half of the variance of its indicators. Composite Reliability and Cronbach's Alpha values surpassed 0.70, demonstrating satisfactory internal consistency. These findings suggest that the measurement instruments are both reliable and capable of consistently capturing the latent constructs investigated in this study.

Table 4. Fornell–Larcker Criterion

Variables	Organizational Communication	Employee Performance
Organizational Communication	0.826	
Employee Performance	0.756	0.835

Source: SmartPLS 4 data processing results (2026).

The square roots of AVE for each construct exceeded the corresponding inter-construct correlations, indicating satisfactory discriminant validity.

Table 5. HTMT Ratio

Variables	HTMT Value
Organizational Communication ↔ Employee Performance	0.845

Source: *SmartPLS 4 data processing results (2026)*.

The HTMT value was below the recommended threshold of 0.90, providing additional evidence that organizational communication and employee performance are empirically distinct constructs. The inclusion of HTMT strengthens confidence in the discriminant validity of the measurement model.

Table 6. R-Square

Endogenous Variable	R <sup>2</sup> / R <sup>2</sup> Adjusted	Category
Employee Performance	0.571 / 0.566	Moderate

Source: *SmartPLS 4 data processing results (2026)*.

The R<sup>2</sup> value of 0.571 indicates that organizational communication explains 57.1% of the variance in employee performance. This represents substantial explanatory power for a model containing only a single predictor variable. However, approximately 42.9% of employee performance variance remains unexplained, suggesting that other organizational factors such as leadership style, organizational culture, job satisfaction, employee engagement, and work motivation may also contribute to performance outcomes. Therefore, organizational communication should be viewed as an important, but not exclusive, determinant of employee performance.

Table 7. Effect Size (f<sup>2</sup>)

Variable Relationship	f <sup>2</sup>	Category
Organizational Communication → Employee Performance	1.331	Large

Source: *SmartPLS 4 data processing results (2026)*.

The effect size of 1.331 is considerably higher than the conventional benchmark for a large effect (0.35). This finding suggests that organizational communication is a dominant predictor of employee performance within the present model. Nevertheless, the exceptionally large effect should be interpreted cautiously because the model contains only one exogenous variable. In simplified SEM models, effect sizes may appear inflated because no competing explanatory variables are included. Future studies incorporating additional predictors may provide a more balanced estimation of the relative contribution of organizational communication.

Table 8. Predictive Relevance (Q<sup>2</sup>predict)

Indicator	Q <sup>2</sup> predict
EP1	0.461
EP2	0.514
EP3	0.428
EP4	0.447
EP5	0.473

Source: *SmartPLS 4 data processing results (2026)*.

All Q<sup>2</sup>predict values exceeded zero, indicating that the model possesses predictive relevance. The relatively high predictive values suggest that organizational communication can effectively predict various dimensions of employee performance, including work quality, timeliness, responsibility, and teamwork.

Table 9. Model Fit (SRMR)

Model Fit Indicator	Value
SRMR	0.074

Source: *SmartPLS 4 data processing results (2026)*.

The SRMR value of 0.074 falls below the recommended threshold of 0.08, indicating a satisfactory model fit and suggesting that the proposed model adequately represents the observed data.

Table 10. Path Coefficients

Variable Relationship	$\beta$	T-Statistic	p-value	Result
Organizational Communication → Employee Performance	0.756	13.842	0.000	Significant

Source: *SmartPLS 4 data processing results (2026)*.

The results reveal that organizational communication exerts a positive and significant effect on employee performance ( $\beta = 0.756$ ,  $p < 0.001$ ). The relatively high path coefficient indicates that improvements in organizational communication are strongly associated with improvements in employee performance. This finding highlights the strategic importance of communication practices within service organizations, where effective coordination, information sharing, and feedback mechanisms are essential for service delivery and operational efficiency.

### **Organizational Communication as a Strategic Organizational Capability in Service Companies**

The central contribution of this study lies not in demonstrating that organizational communication influences employee performance, as this relationship has been extensively documented in management and organizational behaviour literature, but in revealing the extent to which communication functions as a foundational organizational capability within service organizations operating under the distinctive socio-cultural and infrastructural conditions of West Papua. Contemporary management research increasingly recognizes that organizational performance is not solely determined by technical resources, formal structures, or financial capital, but also by the quality of relational processes that enable individuals to coordinate actions, exchange knowledge, and align behaviours toward common objectives (Aguilera et al., 2024). Communication constitutes one of the most important of these relational processes because it determines how organizational intentions are translated into employee actions. The findings suggest that communication should not be viewed merely as an administrative mechanism for information dissemination but rather as an organizational infrastructure that enables performance itself (Agustian et al., 2023; Adamik & Walecka, 2024). This interpretation is consistent with the argument advanced by Schiuma et al. (2024), who conceptualize organizational communication as the process through which organizations are continuously constituted and maintained. Similar conclusions have been reached in studies by Ramos & Román (2022), all of whom demonstrate that communication effectiveness shapes

employee attitudes, behavioural engagement, and work outcomes across diverse organizational settings. From a management perspective, the findings indicate that organizational communication should be understood as a strategic resource rather than an operational support function. Resource-Based View (RBV) theory suggests that sustainable organizational advantages emerge from valuable, difficult-to-imitate, and organizationally embedded resources (Phakamach et al., 2023). Effective communication systems satisfy these criteria because they facilitate knowledge transfer, strengthen coordination, reduce ambiguity, and enhance organizational responsiveness. Unlike physical resources, communication capabilities are deeply embedded within organizational routines and social interactions, making them difficult for competitors to replicate. Previous research has repeatedly shown that communication quality influences organizational effectiveness through its impact on trust, collaboration, and knowledge sharing (Huda, 2024; Hodzic et al., 2025; Rajhi & Aljuhmani, 2026). The present findings reinforce these arguments by demonstrating that communication capability remains highly consequential even within relatively resource-constrained regional environments. This observation is theoretically important because it suggests that communication may serve as a compensatory organizational capability in contexts where infrastructural and technological resources are unevenly distributed.

The significance of organizational communication becomes particularly evident when examined through the characteristics of service organizations. Unlike manufacturing environments, where performance is often supported by standardized production systems, service organizations rely heavily on employee interactions, coordination quality, and responsiveness to customer needs (Hossain & Mahmood, 2022; Shish & Shafa, 2023; Ouanhlee & Ouanhlee, 2024; Akash, 2024). Service quality is largely produced through human interaction rather than physical products. Consequently, communication failures frequently translate into operational failures, customer dissatisfaction, service delays, and inconsistent service delivery. Research by Tkalac et al. (2023) demonstrates that internal communication quality directly affects employee behaviour and, subsequently, customer experiences (Sun et al., 2023; Sinitsyna et al., 2024; Maczuga, 2025). The findings of this study support this perspective by suggesting that communication effectiveness enables employees to coordinate activities more efficiently, understand organizational expectations more clearly, and respond more appropriately to changing service demands. In this sense, communication acts as an organizational mechanism through which service quality is indirectly created and sustained.

The contextual setting of West Papua provides an additional layer of theoretical significance that has largely been overlooked in mainstream organizational communication research. Much of the existing literature has been developed within urbanized, technologically advanced, and institutionally mature environments where communication infrastructures are relatively stable (Chatti & Majeed, 2022; Agboola & Tunay, 2023; Omweri, 2024; Adeleke et al., 2025). Such contexts often assume continuous access to communication technologies, standardized communication practices, and relatively homogeneous organizational cultures. These assumptions are not necessarily applicable to peripheral regions characterized by geographical dispersion, infrastructural inequalities, and cultural diversity. Organizations operating in West Papua must frequently manage communication across varying levels of technological accessibility, diverse linguistic backgrounds, and distinct cultural norms. Under such conditions, communication performs a more fundamental organizational role because it becomes the primary mechanism through which uncertainty is reduced and coordination is achieved. The findings therefore extend current organizational communication theory by demonstrating that the strategic value of communication may become even more pronounced in geographically and culturally complex environments.

The findings further invite reconsideration of the dominant assumption that technological advancement alone enhances organizational communication effectiveness. Digital communication technologies undoubtedly increase communication speed and accessibility (Ntoa et al., 2022; Afridi et al., 2023; Salama et al., 2023; Mbatha, 2024), communication effectiveness ultimately depends on the quality of meaning construction rather than message transmission. Organizations frequently invest substantial resources in communication technologies while neglecting communication culture, communication competence, and interpersonal trust. The findings suggest that employee performance is influenced not simply by access to communication channels but by the extent to which communication processes facilitate clarity, openness, coordination, and feedback. This interpretation aligns with Media, Social Information Processing more recent digital workplace studies, which emphasize that communication outcomes depend on how communication systems are socially enacted rather than merely technologically implemented.

An important implication emerging from this study concerns managerial priorities in service organizations. Management literature has traditionally focused on leadership, compensation, training, and organizational culture as primary drivers of employee performance (hamsudin & Velmurugan, 2023; Adeniyi et al., 2024; Nofrizal & Wardi, 2026). While these factors remain important, the present findings suggest that communication deserves equivalent strategic attention because it functions as the mechanism through which many managerial interventions are implemented. Leadership effectiveness, organizational culture, employee engagement, and knowledge management all depend substantially upon communication quality. Poor communication can undermine otherwise well-designed organizational initiatives, whereas effective communication can enhance the effectiveness of existing managerial practices.

The findings should not be interpreted as suggesting that organizational communication alone determines employee performance. The explanatory power of the model, while substantial, also indicates that a considerable proportion of performance variation remains attributable to other organizational influences. Employee performance is inherently multidimensional and emerges from complex interactions among individual, social, and organizational factors. Leadership quality, organizational justice, employee motivation, job satisfaction, psychological safety, organizational commitment, and workplace learning are all well-established determinants of performance. Consequently, communication should be conceptualized not as a substitute for these factors but as an integrating mechanism through which they exert influence. Future theoretical developments would benefit from examining communication as part of a broader organizational capability system rather than as an isolated predictor.

The exceptionally strong effect observed in this study also warrants careful reflection. Rather than indicating that communication is the sole determinant of employee performance, the finding may reflect the central role communication plays in coordinating organizational activities within service-oriented environments. However, the simplified model employed in this study likely concentrates explanatory power within a single predictor variable. Scholars have long noted that parsimonious models may generate stronger path coefficients because alternative explanatory mechanisms are omitted. Future studies should therefore investigate how organizational communication interacts with leadership, organizational culture, employee engagement, and technological adaptation to produce performance outcomes. Such approaches would provide a more comprehensive understanding of the organizational processes through which communication generates value.

The findings contribute to management scholarship by positioning organizational communication as a strategic organizational capability that acquires heightened importance in geographically dispersed, culturally diverse, and infrastructure-constrained environments. The study suggests that communication effectiveness is not merely a consequence of organizational effectiveness but one of its underlying causes. For managers operating in service industries, particularly within emerging and peripheral regions, communication should be treated as a strategic investment rather than an administrative necessity. Organizations that develop communication systems characterized by openness, clarity, responsiveness, and continuous feedback are likely to be better positioned to enhance employee performance, strengthen service quality, and maintain organizational adaptability in increasingly complex operating environments.

## Conclusion

This study demonstrates that organizational communication constitutes a critical organizational capability that significantly enhances employee performance in service companies in Manokwari, West Papua. The findings indicate that communication practices characterized by clarity, openness, information accuracy, effective coordination, and constructive feedback contribute substantially to employees' ability to perform their roles effectively within service-oriented environments. Beyond confirming the established relationship between communication and performance, this study extends the organizational communication and management literature by highlighting the heightened strategic importance of communication in geographically dispersed, culturally diverse, and infrastructure-constrained contexts. The results suggest that communication should be viewed not merely as an operational function but as a strategic managerial resource that facilitates coordination, reduces uncertainty, aligns employee behaviour with organizational objectives, and supports service quality improvement. For managers, the findings underscore the importance of developing communication systems that promote transparency, participation, responsiveness, and continuous feedback. While organizational communication explains a substantial proportion of employee performance, future research should adopt more comprehensive models incorporating leadership, organizational culture, employee engagement, and motivational factors to obtain a broader understanding of the mechanisms shaping employee performance in service organizations.

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