

Determination of Organizational Commitment

Dedita Vicky Tarigan, Kiki Farida Ferine

Abstract

This study aims to analyze the effect of leadership style, human resource quality, and organizational citizenship behavior (OCB) on organizational commitment with communication as a mediating variable at BPJS Ketenagakerjaan Nias Gunung Sitoli and Medan Utara. This research employs a quantitative approach using a survey method. The research sample consists of 100 employees selected through a saturated sampling technique. Data were collected using questionnaires and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM). The results indicate that leadership style and communication have a positive and significant effect on organizational commitment. Human resource quality and OCB do not have a direct effect on organizational commitment. However, human resource quality and OCB have a positive and significant effect on communication. Furthermore, communication is proven to mediate the effect of human resource quality on organizational commitment, but it does not mediate the effect of leadership style and OCB on organizational commitment. The findings of this study are expected to provide managerial implications for improving organizational commitment through strengthening leadership style, human resource quality, and effective communication.

Keywords: Leadership Style, Human Resource Quality, Organizational Citizenship Behavior, Communication, Organizational Commitment.

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Introduction

In the era of globalization and increasingly intense competition, organizations are required to continuously improve performance effectiveness and efficiency to achieve both short-term and long-term goals. One important element underlying organizational success is organizational commitment, which is the level of loyalty, emotional involvement, and sense of belonging of employees towards the organization where they work. High organizational commitment has been proven to increase productivity, reduce turnover rates, and strengthen organizational competitiveness, especially in public service institutions such as BPJS Ketenagakerjaan. BPJS Ketenagakerjaan, as a public institution responsible for providing social security protection to the Indonesian workforce, faces various challenges, both in terms of service, human resource competency, and internal communication effectiveness. Particularly in the working areas of BPJS Ketenagakerjaan Nias Gunung Sitoli and Medan Utara, which have different geographical and social conditions, the role of human resources is very crucial. Amid the need for fast, accurate, and humane public services, organizations require employees who are not only competent but also have high dedication and commitment to the organization.

Several factors influence the level of organizational commitment, among them are leadership style, human resource quality, and Organizational Citizenship Behavior (OCB). Leadership style has a direct influence on employee behavior and attitudes. A leader who is able to inspire, act fairly, and communicate tends to create a positive work environment, which ultimately encourages the formation of strong commitment from employees. Transformational leadership style, for example, is often associated with increased work motivation, innovation, and employee loyalty to the organization. Furthermore, the quality of human resources is also a fundamental aspect in creating a solid organization. Qualified human resources not only possess specific technical skills and expertise but also prioritize work ethics, responsibility, and interpersonal skills. Employees with high competence are better prepared to face job dynamics and are more capable of contributing positively to organizational goals, which in turn strengthens commitment to the organization.

Equally important, Organizational Citizenship Behavior (OCB), which is extra-role behavior performed by employees beyond their core duties and functions, also plays a role in creating a cooperative and productive work climate. Employees who demonstrate OCB generally help their colleagues, maintain good relationships, and care about the sustainability of the organization. OCB has been proven to strengthen employees' emotional attachment and increase a sense of togetherness, directly impacting organizational commitment. However, the three factors above will not function effectively without good organizational communication. Communication plays a central role as a link between leadership, organizational policies, and interactions among employees. Open, clear, and two-way communication not only conveys information but also builds trust, reduces misunderstandings, and increases collaboration and a sense of belonging. Therefore, communication acts as a mediating variable that can strengthen or even weaken the relationship between leadership style, human resource quality, and OCB on organizational commitment.

This research is relevant given the importance of understanding how communication can mediate the relationship between various organizational factors and employee commitment. This study focuses on BPJS Ketenagakerjaan in Nias Gunung Sitoli and Medan Utara, as representations of work areas with different characteristics, both in terms of work culture, service access, and human resource management. Thus, the results of this study are expected to provide practical contributions to the development of human resource management strategies, improving leadership effectiveness, and strengthening organizational culture focused on communication as the main binder. Through this approach, organizations are expected to not only be able to increase employee commitment but also create a more harmonious, productive, and sustainable work environment.

Problem Formulation

1. Does leadership style have a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
2. Does human resource quality have a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
3. Does Organizational Citizenship Behavior (OCB) have a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
4. Does leadership style have a positive and significant effect on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
5. Does human resource quality have a positive and significant effect on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
6. Does Organizational Citizenship Behavior (OCB) have a positive and significant effect on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
7. Does communication have a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
8. Does leadership style have a positive and significant effect on organizational commitment mediated by communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
9. Does human resource quality have a positive and significant effect on organizational commitment mediated by communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?
10. Does Organizational Citizenship Behavior (OCB) have a positive and significant effect on organizational commitment mediated by communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office?

Research Objectives

1. To test and analyze the effect of leadership style on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
2. To test and analyze the effect of human resource quality on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
3. To test and analyze the effect of Organizational Citizenship Behavior (OCB) on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
4. To test and analyze the effect of leadership style on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
5. To test and analyze the effect of human resource quality on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
6. To test and analyze the effect of Organizational Citizenship Behavior (OCB) on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.

7. To test and analyze the effect of communication on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
8. To test and analyze the effect of leadership style on organizational commitment mediated by communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
9. To test and analyze the effect of human resource quality on organizational commitment mediated by communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
10. To test and analyze the effect of Organizational Citizenship Behavior (OCB) on organizational commitment mediated by communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.

Organizational Commitment

According to Sopiah (2020), organizational commitment reflects an individual's loyalty and desire to remain in the organization. According to Meyer & Allen (2017), organizational commitment is the emotional, rational, and moral attachment of employees to the organization.

Indicators of Organizational Commitment

Indicators according to Meyer & Allen (2017) are as follows:

1. Affective commitment (sense of belonging to the organization).
2. Normative commitment (feeling of obligation to stay).
3. Continuance commitment (reason of cost or need to stay).
4. Loyalty to the organization.
5. Involvement in organizational activities.
6. Desire to contribute to achieving goals.

Leadership Style

According to Yukl (2020), leadership style is a leader's typical approach in motivating, directing, and managing work relationships. According to Sutarto (2019), leadership style is a consistent pattern of behavior applied by a leader in influencing their members to achieve organizational goals.

Indicators of Leadership Style

Indicators of Leadership Style according to Yukl (2020) are as follows:

1. Providing clear direction – The leader is able to explain tasks, roles, and responsibilities clearly to subordinates.
2. Supporting and motivating subordinates – The leader provides moral support, recognition, and motivation to increase work spirit.
3. Empowering subordinates – The leader gives trust and autonomy to subordinates in making certain decisions.
4. Building good relationships – The leader maintains positive interpersonal relationships with all team members.
5. Managing conflict effectively – The leader is able to resolve work conflicts fairly and wisely.
6. Communicating the organization's vision and goals – The leader is able to convey the organization's vision and direction inspirationally and convincingly.

Human Resource Quality

According to Sutrisno (2019), human resource quality is a person's level of proficiency in completing work well. According to Rivai (2021), human resource quality is an individual's competitiveness based on productivity, efficiency, and work responsibility.

Indicators of Human Resource Quality

Indicators of Human Resource Quality according to Rivai (2021) are as follows:

1. Work competency – Technical and professional ability in carrying out tasks according to their field.
2. Discipline – Level of compliance with organizational rules and work procedures.
3. Work ethics – Positive values and attitudes at work such as honesty, responsibility, and loyalty.
4. Work productivity – Ability to produce optimal work output according to targets and time.
5. Creativity and innovation – Ability to generate new ideas useful for improving organizational performance.
6. Adaptability – Ability to adapt to changes in technology, work systems, or organizational policies.

Organizational Citizenship Behavior (OCB)

According to Sopiah (2020), OCB is a form of active participation in the organization that is not required but of high value. According to Organ (2018), OCB is voluntary employee behavior that supports organizational function but is not part of formal duties.

Indicators of Organizational Citizenship Behavior (OCB)

Indicators of OCB according to Organ (2018) are as follows:

1. Altruism, Helping behavior towards coworkers in completing tasks without being asked.
2. Conscientiousness, Discipline and compliance with rules and responsibilities exceeding minimum standards.
3. Sportsmanship, Willingness to accept work conditions without much complaint or making small issues big.
4. Courtesy, Behavior of respecting and considering others to prevent conflict.
5. Civic Virtue, Active involvement in organizational life and concern for organizational development.
6. Loyalty, Demonstrating loyalty to the organization by maintaining its image and supporting organizational decisions.

Communication

According to Newstrom (2017), communication is a social process that helps unite the organization's vision and mission. According to Kreitner & Kinicki (2019), organizational communication involves message clarity, media selection, and speed of delivery.

Indicators of Communication

Indicators according to Kreitner & Kinicki (2019) are as follows:

1. Information clarity.
2. Smoothness of message delivery.
3. Feedback.
4. Openness in communication.
5. Timeliness of information delivery.
6. Effectiveness of communication media.

Conceptual Framework

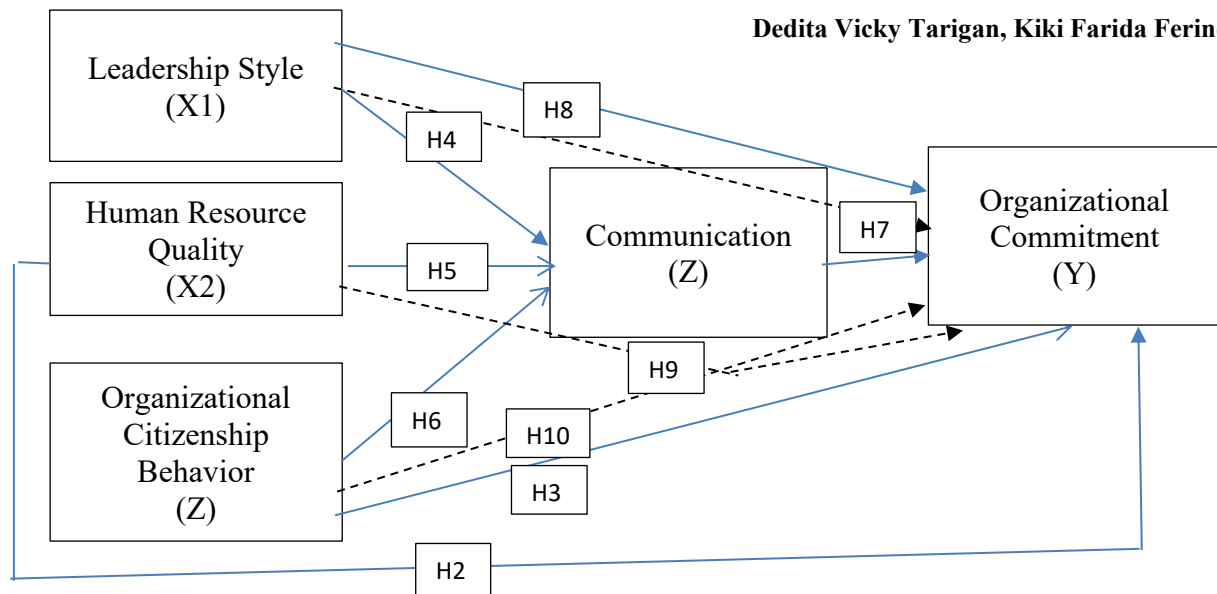


Figure 1. Conceptual Framework

Hypotheses

- H1 Leadership style has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H2 Human Resource Quality has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H3 OCB has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H4 Leadership style has a positive and significant effect on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H5 Human Resource Quality has a positive and significant effect on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H6 Organizational Citizenship Behavior (OCB) has a positive and significant effect on communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H7 Communication has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H8 Leadership style has a positive and significant effect on organizational commitment through communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H9 Human Resource Quality has a positive and significant effect on organizational commitment through communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.
- H10 Organizational Citizenship Behavior (OCB) has a positive and significant effect on organizational commitment through communication at BPJS Ketenagakerjaan Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.

Research Type

According to Sugiyono (2020), quantitative research methods are based on the philosophy of positivism and are used to investigate specific populations or samples. This method is used

to collect data using research instruments and analyze data quantitatively or statistically to test previously established hypotheses.

Research Population

Population is the entire research object consisting of humans, objects, plants, and events as data sources that have certain characteristics in a study. According to Sugiyono (2020), population is the generalization area consisting of: objects or subjects that have certain qualities and features selected by the researcher to be studied and then conclusions are drawn. The population of this study is 85 employees from 3 branch offices: BPJS Ketenagakerjaan Medan Utara Branch (30 employees), Padang Sidempuan Branch (25 employees), and North Sumatra Regional Office (30 employees).

Research Sample

A sample is a representative of the population or a part of it. In their book "Educational Research and Assessment," Sudjana and Ibrahim define a sample as a part of the population that truly represents the population because it has the same characteristics. In this study, the researcher used a saturated sampling technique to take a sample from the entire population of 85 employees from the Medan Utara Branch, Padang Sidempuan Branch, and North Sumatra Regional Office.

Research Location and Time

The research location is the BPJS Ketenagakerjaan offices in Nias Gunungsitoli & Medan Utara. This research was conducted over 3 months from November to December 2025.

Data Analysis Technique

In this research, the researcher was assisted by the SmartPLS version 3.0 software tool. The purpose of using Partial Least Square (PLS) is to perform prediction, help researchers obtain the intended latent variable values for prediction, and predict relationships between constructs. This analysis technique is also called "Soft Modeling" (Ghozali and Latan, 2015). Among the phases are:

Outer Model Analysis

Outer model analysis is conducted to ensure that the measurements used are feasible to be used as measurements (valid and reliable) and to specify the relationships between latent variables and their indicators (Ananda & Sabil Husein:2015). Outer model analysis can be seen through a number of indicators, namely:

- a. Convergent Validity
- b. Discriminant Validity
- c. Composite reliability
- d. Cronbach's Alpha

Inner Model Analysis

Inner model analysis describes the relationship between latent variables based on substantive theory. Inner model analysis can be evaluated using R-square for dependent constructs. In the PLS (Partial Least Square) model, besides looking at the R-square value, the Q-square value is used to assess the predictive relevance of the constructive model. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance value, whereas a lower Q-square value indicates that the model has lower predictive value.

Hypothesis Testing

In hypothesis testing, probability values and t-statistic values can be observed. For hypothesis testing with statistical values, the t-statistic value used is 1.96 for alpha 5%, so the criterion for accepting or rejecting the hypothesis is H_a is accepted and H_0 is rejected when the t-statistic value > 1.96 . For hypothesis testing with probability, H_a is accepted when the p-value < 0.05 .

Results and Discussion

Outer Model Analysis

Convergent Validity

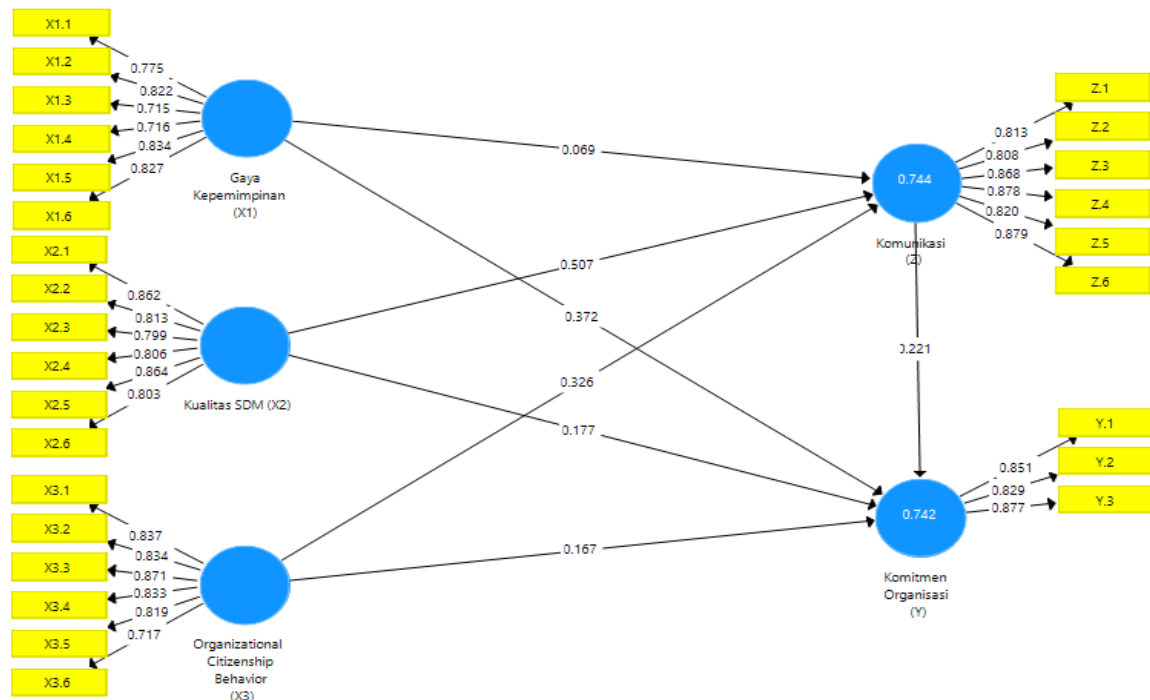
The analysis results show that all indicators have loading factors above 0.7, meaning each indicator has a strong contribution to the measured construct.

Table 1.Outer Loadings

	Leadership Style_(X1)	Organizational Commitment_(Y)	Communication_(Z)	Human Resource Quality (X2)	Organizational Citizenship Behavior_(X3)
X1.1	0,775				
X1.2	0,822				
X1.3	0,715				
X1.4	0,716				
X1.5	0,834				
X1.6	0,827				
X2.1				0,862	
X2.2				0,813	
X2.3				0,799	
X2.4				0,806	
X2.5				0,864	
X2.6				0,803	
X3.1					0,837
X3.2					0,834
X3.3					0,871
X3.4					0,833
X3.5					0,819
X3.6					0,717
Y.1		0,851			
Y.2		0,829			
Y.3		0,877			
Z.1			0,813		
Z.2			0,808		
Z.3			0,868		
Z.4			0,878		
Z.5			0,820		
Z.6			0,879		

Source : Smart PLS 3.3.3

Based on the outer loadings results, all indicators for the variables Leadership Style (X1), Human Resource Quality (X2), Organizational Citizenship Behavior (X3), Communication (Z), and Organizational Commitment (Y) have outer loading values above 0.70. This indicates that all indicators have met the convergent validity criteria and are declared valid, so the measurement model in stage 2 is feasible for further analysis. The following is the outer loading model image:



Source : Smart PLS 3.3.3

Figure 2. Outer Model

The Smart PLS output for loading factor provides the following results: Outer Loadings. In this study, there are equations, and those equations consist of two substructures. For substructure 1:

$$Z = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Z = 0,069 + 0,507 + 0,326 + e_1$$

For substructure 2:

$$Y = b_2X_1 + b_4X_2 + b_3X_4 + b_4Z + e_2$$

$$Y = 0,372 + 0,177 + 0,167 + 0,221 + e_2$$

Discriminant Validity

In this study, discriminant validity was tested using the Fornell-Larcker criterion, which compares the square root of the Average Variance Extracted (AVE) of each construct with the correlation between constructs. The analysis results show that the square root of the AVE of each construct is greater than its correlation with other constructs. This indicates that each construct in this study has clear differences from one another and its indicators specifically represent their respective constructs.

Table 2. Discriminant Validity

	Leadership Style_(X1)	Organizational Commitment_(Y)	Communication_(Z)	Human Resource Quality_(X2)	Organizational Citizenship Behavior_(X3)
X1.1	0,775	0,598	0,497	0,511	0,537
X1.2	0,822	0,684	0,592	0,581	0,658
X1.3	0,715	0,620	0,513	0,568	0,544
X1.4	0,716	0,617	0,572	0,661	0,634
X1.5	0,834	0,642	0,589	0,699	0,636
X1.6	0,827	0,586	0,602	0,648	0,627
X2.1	0,733	0,797	0,784	0,862	0,807
X2.2	0,563	0,592	0,701	0,813	0,648
X2.3	0,592	0,664	0,595	0,799	0,628
X2.4	0,657	0,623	0,706	0,806	0,668
X2.5	0,702	0,683	0,739	0,864	0,775
X2.6	0,607	0,567	0,625	0,803	0,750
X3.1	0,689	0,736	0,734	0,768	0,837
X3.2	0,656	0,719	0,660	0,714	0,834
X3.3	0,713	0,697	0,724	0,834	0,871
X3.4	0,601	0,619	0,696	0,673	0,833
X3.5	0,601	0,568	0,631	0,654	0,819
X3.6	0,543	0,515	0,564	0,596	0,717
Y.1	0,655	0,851	0,795	0,755	0,754
Y.2	0,662	0,829	0,532	0,580	0,573
Y.3	0,727	0,877	0,631	0,695	0,679
Z.1	0,663	0,703	0,813	0,672	0,704
Z.2	0,580	0,617	0,808	0,702	0,694
Z.3	0,639	0,657	0,868	0,752	0,729
Z.4	0,619	0,675	0,878	0,685	0,668
Z.5	0,483	0,610	0,820	0,683	0,601
Z.6	0,647	0,658	0,879	0,775	0,745

Source : Smart PLS 3.3.3

Based on the discriminant validity test results, each indicator has the highest loading value on the construct it measures compared to other constructs.

Composite reliability

In composite reliability research, each variable is evaluated using its reliability value; if the variable value is greater than 0.60, the research is considered reliable; if between 0.60 and 0.7, then it is not reliable.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style_(X1)	0,873	0,905	0,613
Organizational Commitment_(Y)	0,813	0,889	0,727
Communication_(Z)	0,920	0,937	0,714
Human Resource Quality (X2)	0,906	0,927	0,680
Organizational Citizenship Behavior_(X3)	0,902	0,925	0,673

Source : Smart PLS 3.3.3

Based on the construct reliability and validity test results, all research variables meet convergent validity, thus they are feasible to use in structural model analysis.

Inner Model Analysis

The structural model (inner model) is evaluated to ensure the generated baseline model is robust and correct. Several markers that can be used to identify the stages of the main model assessment examination include:

Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the following R Square values were obtained:

Table 4. R Square Results

	R Square	Adjusted R Square
Organizational Commitment_(Y)	0,742	0,731
Communication_(Z)	0,744	0,736

Source : Smart PLS 3.3.3

Based on the R Square results, the Organizational Commitment (Y) variable has an R Square value of 0.742, which indicates that 74.2% of the variation in Organizational Commitment can be explained by the independent variables in the model, while the remainder is influenced by other factors outside the model.

Hypothesis Testing

After assessing the inner model, the next step is to assess the linkages between constructs as suspected in this review. Hypothesis testing in this review was conducted by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistic value > 1.96 and P-Values < 0.05 . The following are the direct effect Path Coefficients results:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership Style_(X1) -> Organizational Commitment_(Y)	0,372	3,699	0,000	Accepted
Leadership Style_(X1) -> Communication_(Z)	0,069	0,993	0,161	Rejected
Communication_(Z) -> Organizational Commitment_(Y)	0,221	2,168	0,015	Accepted
Human Resource Quality (X2) -> Organizational Commitment_(Y)	0,177	1,258	0,105	Rejected
Human Resource Quality (X2) -> Communication_(Z)	0,507	3,972	0,000	Accepted
Organizational Citizenship Behavior_(X3) -> Organizational Commitment_(Y)	0,167	1,435	0,076	Rejected
Organizational Citizenship Behavior_(X3) -> Communication_(Z)	0,326	2,867	0,002	Accepted

Source : Smart PLS 3.3.3

1. The Effect of Leadership Style on Organizational Commitment
The test results show a T-statistic value of 3.699 with a P-value of 0.000 (< 0.05). This indicates that Leadership Style has a positive and significant effect on Organizational Commitment, so the hypothesis is accepted.
2. The Effect of Leadership Style on Communication
A T-statistic value of 0.993 with a P-value of 0.161 (> 0.05) indicates that Leadership Style does not have a significant effect on Communication, so the hypothesis is rejected.
3. The Effect of Communication on Organizational Commitment
The test results show a T-statistic value of 2.168 and a P-value of 0.015 (< 0.05). Thus, Communication has a positive and significant effect on Organizational Commitment, so the hypothesis is accepted.
4. The Effect of Human Resource Quality on Organizational Commitment
A T-statistic value of 1.258 with a P-value of 0.105 (> 0.05) indicates that Human Resource Quality does not have a significant effect on Organizational Commitment, so the hypothesis is rejected.
5. The Effect of Human Resource Quality on Communication
The test results show a T-statistic value of 3.972 with a P-value of 0.000 (< 0.05). This indicates that Human Resource Quality has a positive and significant effect on Communication, so the hypothesis is accepted.
6. The Effect of Organizational Citizenship Behavior on Organizational Commitment
A T-statistic value of 1.435 with a P-value of 0.076 (> 0.05) indicates that Organizational Citizenship Behavior does not have a significant effect on Organizational Commitment, so the hypothesis is rejected.

7. The Effect of Organizational Citizenship Behavior on Communication

The test results show a T-statistic value of 2.867 with a P-value of 0.002 (< 0.05). Thus, Organizational Citizenship Behavior has a positive and significant effect on Communication, so the hypothesis is accepted.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership Style_(X1) -> Communication_(Z) -> Organizational Commitment_(Y)	0,015	0,870	0,192	Rejected
Human Resource Quality (X2) -> Communication_(Z) - > Organizational Commitment_(Y)	0,112	2,002	0,023	Accepted
Organizational Citizenship Behavior_(X3) -> Communication_(Z) -> Organizational Commitment_(Y)	0,072	1,422	0,078	Rejected

Source : Smart PLS 3.3.3

8. The Effect of Leadership Style on Organizational Commitment through Communication

The test results show a T-statistic value of 0.870 with a P-value of 0.192 (> 0.05). This indicates that Communication is not able to mediate the effect of Leadership Style on Organizational Commitment, so the hypothesis is rejected.

9. The Effect of Human Resource Quality on Organizational Commitment through Communication

A T-statistic value of 2.002 with a P-value of 0.023 (< 0.05) indicates that Communication is able to significantly mediate the effect of Human Resource Quality on Organizational Commitment. Thus, the hypothesis is accepted.

10. The Effect of Organizational Citizenship Behavior on Organizational Commitment through Communication

The test results show a T-statistic value of 1.422 with a P-value of 0.078 (> 0.05). This indicates that Communication does not act as a mediating variable in the relationship between Organizational Citizenship Behavior and Organizational Commitment, so the hypothesis is rejected.

Conclusion

1. Leadership style is proven to have a positive and significant effect on organizational commitment. This shows that the application of appropriate leadership styles can increase employee commitment to the organization.
2. Leadership style does not have a significant effect on communication. This means that the applied leadership style is not yet able to directly improve the quality of communication within the organization.
3. Communication has a positive and significant effect on organizational commitment. This condition indicates that effective communication plays an important role in strengthening employee commitment.

4. Human resource quality does not have a significant effect on organizational commitment. This indicates that improving human resource quality has not directly impacted the level of employee commitment.
5. Human resource quality has a positive and significant effect on communication. Thus, the better the quality of human resources, the more effective communication within the organization will be.
6. Organizational Citizenship Behavior does not have a significant effect on organizational commitment. This shows that employees' extra-role behavior has not been able to directly increase organizational commitment.
7. Organizational Citizenship Behavior has a positive and significant effect on communication. This means that voluntary employee behavior can encourage the creation of better communication within the organization.
8. Communication is not able to mediate the effect of leadership style on organizational commitment. Thus, that relationship does not occur through the role of communication.
9. Communication is able to significantly mediate the effect of human resource quality on organizational commitment. This shows that human resource quality can increase organizational commitment through effective communication.
10. Communication does not act as a mediating variable in the relationship between Organizational Citizenship Behavior and organizational commitment. Thus, the effect of OCB on organizational commitment does not occur through communication.

Suggestion

1. Management needs to maintain and improve leadership styles that are able to provide direction, support, and example to employees, as they are proven to have a significant influence in increasing organizational commitment.
2. The organization is advised to improve internal communication systems and patterns, both vertical and horizontal communication, as communication is proven to play an important role in increasing organizational commitment and serves as an effective mediating variable.
3. Improving human resource quality should not only focus on technical competency aspects but also on interpersonal communication skills, so that the effect of human resource quality on organizational commitment can be more optimal.
4. Although Organizational Citizenship Behavior does not have a direct effect on organizational commitment, this behavior still needs to be encouraged through the creation of a conducive work environment, as it has been proven to increase communication within the organization.
5. The organization is advised to formulate integrated human resource development policies between leadership, communication, and employee work behavior to increase organizational commitment sustainably.
6. The research findings indicate that human resource quality and Organizational Citizenship Behavior do not have a direct effect on organizational commitment, but human resource quality influences it through communication. This provides an opportunity for further research to delve deeper into the role of other mediating variables, such as employee engagement or communication climate, to strengthen the relationships between variables.
7. Further research is suggested to use different methodological approaches, such as longitudinal models or mixed methods, to capture the dynamics of changes in organizational behavior and employee commitment in the long term.

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