

The Role of Organizational Commitment in Mediating the Influence of Organizational Communication on Employee Performance at the Medan Sunggal District Office

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Abstract

Employee performance is an important factor in determining the quality of public services, especially in sub-district government agencies that interact directly with the community. This study aims to analyze the role of organizational commitment in mediating the influence of organizational communication on employee performance at the Medan Sunggal Sub-District Office. This study uses a quantitative approach with a census method of all 90 civil servants. Data were collected through questionnaires and analyzed using the Partial Least Squares (PLS) method with the help of SmartPLS software. The results show that organizational communication has a positive and significant effect on employee performance and a positive and significant effect on organizational commitment. Furthermore, organizational commitment was found to have a positive and significant effect on employee performance. Testing for indirect effects showed that organizational commitment was able to significantly mediate the effect of organizational communication on employee performance. These findings indicate that effective organizational communication can optimally improve employee performance when supported by a high level of organizational commitment. This study provides a theoretical contribution to the development of public sector human resource management studies, particularly regarding the role of organizational commitment as a mediating variable. Practically, the results of this study are expected to serve as a basis for the leadership of the Medan Sunggal Subdistrict Office in improving employee performance through strengthening organizational communication and increasing organizational commitment.

Keywords: Organizational Communication, Organizational Commitment, Employee Performance

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Introduction

Employee performance is a strategic factor in determining the quality of public services, especially in sub-district government agencies that deal directly with the community. The Medan Sunggal Sub-District Office, as a public service unit, has a major responsibility to provide administrative and social services effectively, efficiently, and responsively. The high demands of the community for speed and accuracy of service require employees to work optimally so that organizational goals can be achieved.

One important factor that influences employee performance is organizational communication. Effective organizational communication enables the clear delivery of information, good coordination between employees, and a reduction in misunderstandings in the performance of duties. Through open and targeted communication, employees can understand their duties, work targets, and respective roles more clearly. However, good communication does not necessarily directly improve performance if it is not followed by employee commitment and loyalty to the organization.

In this context, organizational commitment plays an important role as a psychological factor that influences employee behavior and performance. Organizational commitment reflects the level of emotional attachment, sense of belonging, and desire of employees to remain part of the organization and contribute optimally. Employees with high organizational commitment tend to show responsibility, discipline, and willingness to work better to achieve organizational goals.

The relationship between organizational communication and employee performance is not always direct, but can be influenced by the level of employee organizational commitment. Effective organizational communication can increase employees' sense of appreciation, clarity of roles, and trust in the organization, which ultimately strengthens organizational commitment. Strong organizational commitment then encourages employees to improve their performance in carrying out their duties and responsibilities.

Although various studies have examined the influence of organizational communication on employee performance, studies that specifically place organizational commitment as a mediating variable, especially in sub-district level government agencies, are still relatively limited. The Medan Sunggal Subdistrict Office has bureaucratic characteristics that require cross-section coordination, high intensity of public services, and the need for effective communication to support employee performance. These conditions make the Medan Sunggal Subdistrict Office a relevant research object for examining the role of organizational commitment in mediating the influence of organizational communication on employee performance.

Based on this description, research entitled "The Role of Organizational Commitment in Mediating the Influence of Organizational Communication on Employee Performance at the Medan Sunggal Sub-District Office" is considered important to conduct. This research is expected to contribute theoretically to the development of public sector human resource management studies and provide practical recommendations for the leadership of the Medan Sunggal Sub-District Office in improving employee performance through strengthening organizational communication and organizational commitment.

Literature Review

Employee Performance

Definition of Employee Performance

According to Robbins & Judge (2020), employee performance can be defined as behavior that contributes to the achievement of organizational goals, which is usually measured based on the achievement of the desired results by the organization or company.

Factors Influencing Employee Performance

Factors that Influence Employee Performance according to Robbins & Judge (2020):

- 1) Ability: The skills, knowledge, and competencies that employees possess to carry out their duties.
- 2) Motivation: The drive to work to the best of one's ability, whether from internal or external factors.
- 3) Work Environment: The physical and social conditions in the workplace that support or hinder performance.
- 4) Leadership: The leadership style applied by superiors can increase or decrease employee performance.
- 5) Compensation: Rewards or recognition received by employees for their performance.

Employee Performance Indicators

According to Robbins & Judge (2020) in their book "Organizational Behavior," employee performance indicators are measures used to assess the extent to which employees are successful in carrying out their duties and meeting organizational goals. Employee performance can be evaluated based on several indicators that cover the following aspects:

- 1) Job Quality
Measures the extent to which the work produced meets established standards, is free from errors, and meets desired quality expectations.
- 2) Quantity of Work
Measures the amount of work completed within a certain period of time. This relates to the productivity or output generated by employees.
- 3) Timeliness
Measures the ability of employees to complete work according to the specified deadline. Timeliness is very important in improving organizational efficiency.
- 4) Initiative
Measuring the extent to which employees are able to show initiative in completing tasks without having to wait for instructions from their superiors. This includes the ability to make decisions and act proactively.
- 5) Teamwork
Measures employees' ability to work with others in a team, as well as their contribution to the achievement of team and overall organizational goals.
- 6) Communication
Measures the extent to which employees are able to communicate clearly and effectively, both in conveying information and in listening and responding to ideas or issues.
- 7) Creativity and Innovation
Measures the extent to which employees are able to generate new ideas, creative solutions, and innovative approaches in completing tasks or facing challenges in the workplace.

Organizational Commitment

Definition of Organizational Commitment

Wibowo (2022) defines organizational commitment as a form of employee attachment demonstrated through a willingness to support organizational goals, remain part of the organization, and contribute optimally to their work.

Indicators of Organizational Commitment

According to Wibowo (2022), organizational commitment can be seen from the following indicators:

- 1) Employee Engagement
- 2) Willingness to Work Hard for the Organization
- 3) Desire to Stay
- 4) Pride in the Organization.

Organizational Communication

Definition of Organizational Communication

N. Neiroukh et al. (2024) define organizational communication as a process in which an organization clearly defines details related to the work environment and the nature of responsibilities expected of organizational staff.

Indicators of Organizational Communication

Indicators of organizational communication according to N. Neiroukh et al. (2024):

- 1) Information sharing
The organization's ability to disseminate relevant information accurately and openly among members and organizational units.
- 2) Feedback
The availability of mechanisms for organizational members to provide and receive feedback related to their communication or work, which facilitates improvement and clarification.
- 3) Clarity / Reducing uncertainty
The organization's communication ability to explain tasks, roles, and changes, thereby reducing ambiguity and confusion among organizational members.
- 4) Improved relationships among members
Indicators that measure the extent to which organizational communication supports the formation of good working relationships, collaboration, and trust among organization members.
- 5) Joint problem solving
Communication skills or mechanisms that facilitate discussion, coordination, and collective problem solving within the organization.

Conceptual Framework

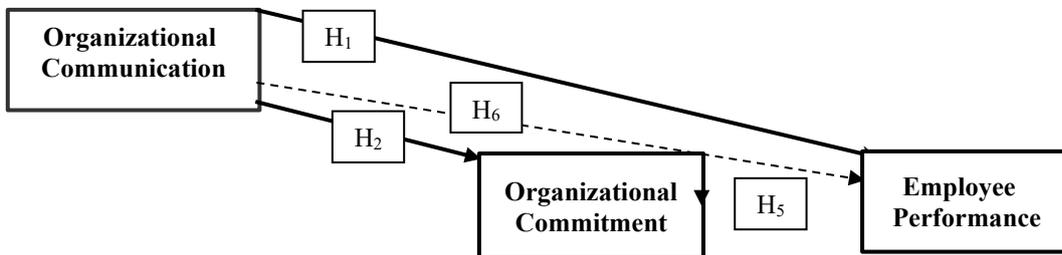


Figure 1. Conceptual Framework

Research Hypothesis

- H₁ : Organizational communication has a positive and significant effect on employee performance at the Medan Sunggal Sub-District Office.
- H₂ : Organizational communication has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
- H₃ : Organizational commitment has a positive and significant effect on employee performance at the Medan Sunggal Subdistrict Office.
- H₄ : Organizational communication has a positive and significant effect on employee performance through organizational commitment at the Medan Sunggal Subdistrict Office.

Research Methodology

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally

conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing the role of organizational commitment in mediating the influence of organizational communication on employee performance at the Medan Sunggal Sub-District Office.

Research Location and Time

The research location was the Medan Sunggal Sub-District Office, located at Jl. T.B. Simatupang No.193, Sunggal, Medan Sunggal Sub-District, Medan City. The research was conducted over a period of 3 months, from October to December 2025.

Population and Sample

Sugiyono (2021) defines population as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population and sample in this study are all permanent employees at the Medan Sunggal Subdistrict Office. There are 90 civil servant employees at the Medan Sunggal Subdistrict Office. In this study, the entire population was used as the sample, known as a population study.

Research Data Sources

The data source used in this study is primary data.

Results

Outer Model Analysis

Outer Model Analysis using the PLS Algorithm produced the following results:

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Organizational Commitment	Organizational Communication
X2.1			0.704
X2.2			0.664
X2.3			0.697
X2.4			0.725
X2.5			0.763
Y.1	0.694		
Y.2	0.865		
Y.3	0.871		
Y.4	0.645		
Y.5	0.839		
Y.6	0.873		
Y.7	0.727		
Z.1		0.851	
Z.2		0.904	

Z.3		0.836	
Z.4		0.877	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.60 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

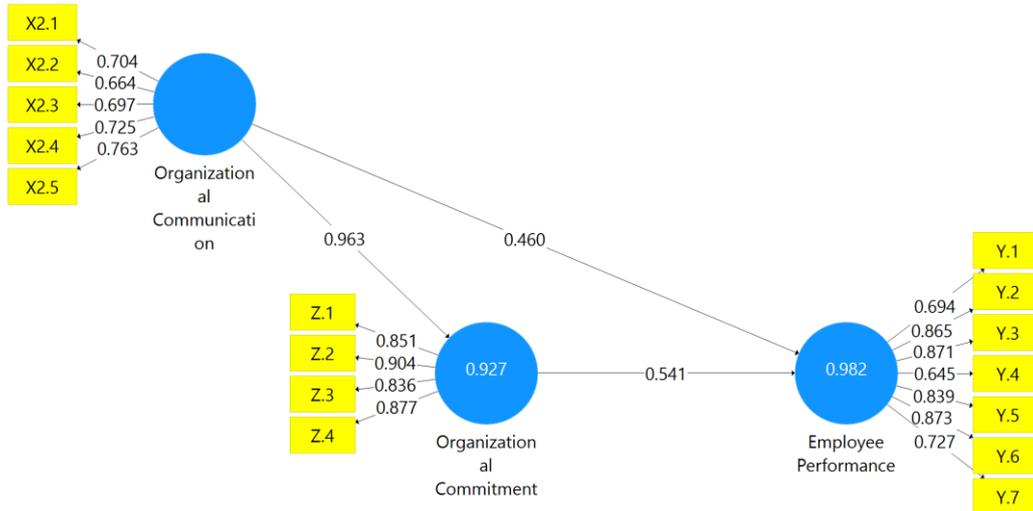


Figure 2. Outer Loading

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.898	0.905	0.921	0.628
Organizational Commitment	0.890	0.892	0.924	0.752
Organizational Communication	0.755	0.756	0.836	0.506
Employee Performance	0.898	0.905	0.921	0.628

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R²)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Organizational Commitment	0.927	0.927
Employee Performance	0.982	0.982

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the organizational commitment variable, the R square value is 0.927, meaning that the influence of organizational

communication is 0.927 or 92.7%, with the remainder attributable to other variables outside the model. The R-squared value for employee performance is 0.982, meaning that organizational communication and organizational commitment account for 0.982 or 98.2%, with the remainder attributable to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Influence Between Variables

The direct effect between variables can be seen in the path coefficients. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Organizational Communication -> Employee Performance	0.460	3.796	0.000	Accepted
Organizational Communication -> Organizational Commitment	0.963	98,512	0	Accepted
Organizational Commitment -> Employee Performance	0.541	4.409	0	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Organizational communication has a positive and significant effect on employee performance with a t-statistic value of 3.796 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational communication has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, which found that organizational communication has a positive and significant effect on employee performance (Ramadhana & Indrawan, 2023).
2. Organizational communication has a positive and significant effect on organizational commitment with a t-statistic value of 98.512 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational communication has a significant effect on organizational commitment because the significance value is below 0.05. The results of this study are in line with previous studies, namely that organizational communication has a positive and significant effect on organizational commitment (Rahayu & Triyono, 2022).
3. Organizational commitment has a positive and significant effect on employee performance with a t-statistic value of 4.409 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational commitment has a significant effect on employee performance because the significance value is below 0.05. The results of this study are consistent with previous research findings, namely that organizational commitment has a positive and significant effect on employee performance (Jannah et al., 2024).

Indirect Effects Between Variables

The indirect effect between variables can be seen in the specific indirect effects value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Organizational Communication -> Organizational Commitment -> Employee Performance	0.521	4.422	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effect between variables, namely: organizational communication has a positive and significant effect on employee performance through organizational commitment with a t-statistic value of 4.422 above 1.96 and a significance value of 0.031 below 0.05, meaning that organizational commitment acts as an intervening variable between organizational communication and employee performance.

Conclusion

1. Organizational communication has a positive and significant effect on employee performance at the Medan Sunggal Subdistrict Office.
2. Organizational communication has a positive and significant effect on organizational commitment at the Medan Sunggal Subdistrict Office.
3. Organizational commitment has a positive and significant effect on employee performance at the Medan Sunggal Sub-District Office.
4. Organizational communication has a positive and significant effect on employee performance through organizational commitment at the Medan Sunggal Subdistrict Office.

Recommendations

1. Employee performance with the lowest value statement is "I am able to complete the amount of work according to the set targets." Therefore, the recommendation is that the Medan Sunggal Sub-District Office should improve the setting of work targets through transformational leadership supported by clear and participatory organizational communication, so that the targets set are more realistic, mutually understood, and able to increase employee organizational commitment in completing work according to the specified targets.
2. Organizational commitment with the lowest score being "I have a strong desire to continue working in this organization." The Medan Sunggal Sub-District Office is advised to increase employee organizational commitment through the application of transformational leadership that provides attention, appreciation, and fair work development opportunities, so that employees feel valued and have a strong desire to continue working and contributing to the organization.
3. Organizational communication with the lowest value statement "I receive clear feedback regarding my performance and work." The Medan Sunggal Sub-District Office is advised to improve the quality of organizational communication through clear, regular, and constructive performance feedback from leaders to employees, so that employees understand their work results and are motivated to continuously improve their performance.

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