

## The Role of Commitment on Communication Quality and Human Resource Performance

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**Abstract.** *High quality and high integrity human resources are valuable assets that drive the sustainability and success of a company. Good employee performance indicates that human resource management is running effectively, thus supporting the achievement of organizational goals. The purpose of this study is to determine the role of commitment to the quality of communication and employee performance at Bank Indonesia Jakarta. This study uses a quantitative approach. The population in this study are employees in the banking sector. The total population is 215 employees. From the calculation using the Slovin formula, the minimum sample size is 140 Bank Indonesia Jakarta employees. The data collection method uses a questionnaire with a Likert scale. Data analysis in this study was carried out using structural equation modeling (SEM) through Smart PLS software. The results of this study indicate that Communication Quality has a positive effect on Employee Performance. Commitment has a positive effect on Employee Performance and Commitment has a positive effect on Communication Quality.*

**Keywords:** *Commitment; Communications; Employees; Performance; Quality.*

### 1. Introduction

Human resources (HR) are a crucial element in every organization, both corporate and non-profit. HR acts as the primary driver, helping companies achieve their stated goals. This crucial role of HR is supported by research by Yulandri & Onsardi (2020), which emphasizes that individuals within an organization not only work to complete tasks but also function as strategic thinkers and planners. High-quality, high-integrity HR is a valuable asset that drives a company's sustainability and success (Dewi et al., 2021). Good HR management is key to maximizing existing potential. According to Hayati & Yulianto (2021), achieving a balance between employee needs and the company's demands and capabilities is crucial. Companies can determine the quality of their HR by observing the performance of existing employees (Ananda & Hadi, 2023). Good employee performance indicates effective HR management, thus supporting the achievement of organizational goals.

Employee performance reflects the work results achieved by an employee, both in terms of quality and quantity, in carrying out their functions according to their assigned responsibilities (Jufrizen & Intan, 2021). Good organizations always strive to improve the capabilities of their human resources, as this is a key factor in improving employee performance (Harahap & Tirtayasa, 2020). Good employee performance not only supports company operations but also contributes to the company's growth and sustainability (Simatupang et al., 2023).

Based on observations at Bank Indonesia Jakarta, employee performance is suboptimal, as evidenced by numerous operational obstacles. Other factors include a less-than-conducive work environment and ineffective communication. Problems in the work environment include inadequate workspace facilities, poor cleanliness, inadequate lighting in waiting rooms, a crowded office that sometimes creates a sense of calm, and conflicting working relationships between employees due to differing opinions. Meanwhile, communication, as measured by its benchmarks, includes openness, empathy, support, and equality. While this has been quite good, there are several issues where superiors rarely allow their subordinates to act independently, take initiative, and make decisions. This is because communication between superiors and subordinates is formal, with a distant organizational structure. Consequently, sources of information, ideas, and suggestions from subordinates are not utilized.

Employees are required to perform to meet the expectations of all parties, especially the public who have entrusted Bank Indonesia Jakarta with managing their financial transactions. Improving and encouraging the economy and development in various sectors is greatly influenced by employee performance in carrying out their duties, making employee performance a crucial requirement for achieving economic success. In general, the quality of a good Bank Indonesia Jakarta is a benchmark for the success of employee performance. The role of employees is to carry out transaction processes carried out by the bank's administrative processes. The quality of employee performance will greatly determine the quality of economic improvement that impacts the community because employees are the parties who have the most direct contact with the community in the educational and learning process at banking institutions. Therefore, employee performance is influenced by the quality of communication and the work environment.

A study by Deery.SJ (2005) concluded that commitment influences HR performance. Gibson (1996) defines employee commitment as a form of identification, loyalty, and involvement expressed by employees toward an organization or unit. Meanwhile, Mathis & Jackson (2001) define organizational commitment as the level of trust and acceptance of an organization and the desire to remain within it. However, a study by Menon et al. (1999) shows that commitment does not influence HR performance.

Communication quality is the process of conveying information, which can be done directly or through media. This process is considered effective if the message conveyed has the

same meaning between the sender and the recipient (Fikri et al., 2022). A positive relationship between employees and superiors through effective communication creates a conducive work environment. For example, providing regular feedback provides clear direction to employees, which increases their motivation and performance. Employees' understanding of their contribution to achieving company goals is also a crucial factor. According to Ferdian & Charitas (2020), effective communication ensures employees comply with superiors' instructions, including in carrying out delegated tasks. According to Badaruddin et al., (2024), who emphasize that communication is key to success in achieving work targets. The ability to respond appropriately to instructions and choose appropriate communication channels demonstrates adaptation to team habits, which facilitates coordination.

The commitment factor is a person's attitude or form of behavior towards the organization in the form of loyalty and achievement of the organization's vision, mission, and goals. A person is said to have a high commitment to the organization, which can be recognized by characteristics such as strong belief in and acceptance of the organization's goals and values, a strong willingness to work for the organization, and a strong desire to remain a member of the organization (Darmin, 2022). Individuals who have a high commitment to the organization will have a positive role in the organization, where they show a desire to maintain their membership in the organization, have a strong belief in and acceptance of the organization's values and goals, and are willing to work as hard as possible for the organization. This is supported by research conducted by Sitio (2021), where the results of this study showed that commitment has a positive and significant effect on performance.

## 2. Research Methods

This research uses a quantitative approach. A quantitative approach allows for precise recording and analysis of research data using statistical calculations (Lodico, 2017). This type of research uses quantitative descriptive analysis. Quantitative descriptive research is used to analyze data by describing or depicting the collected data as it is without intending to draw conclusions that apply to the public or generalize (Sugiyono, 2022). Data analysis in this study was conducted using structural equation modeling (SEM) through Smart PLS (Partial Least Squares) software. PLS (Partial Least Squares) is a variance-based structural equation analysis method, capable of testing both measurement and structural models. There are several reasons for adopting PLS-SEM, including a high level of concordance, where the larger the sample used, the higher the level of concordance. This method also has advantages in terms of statistical power of the data, can be used to test predictive effects between latent variables, including mediation or moderation effects, and supports the use of reflective and formative models without requiring normally distributed data and can be applied to small samples (Hair et al., 2017). According to Hair et al., (2017), the PLS path model consists of two main components. First, the structural model (also known as the internal model in the context of PLS-SEM), which describes the relationships (paths) between constructs or variables. Second, a measurement model is developed (also

referred to as an external model in PLS-SEM), which shows the relationship between the construct and the indicator variables.

### 3. Results and Discussion

#### 3.1. Research Results

##### 1) Descriptive Analysis

The research was conducted by distributing questionnaires directly to each research respondent who was an employee. Bank Indonesia Jakarta. The questionnaires distributed to respondents were completed completely and successfully received by the researcher. The distributed research questionnaires contain respondent characteristics that will help the researcher identify the profile or identity of the research subjects, which will be linked to the research results.

##### a. Gender

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Gender Table

No	Gender	N	Percentage (%)
1	Man	36	25.7
2	Woman	104	74.3
Total		140	100.0

The table shows that 36 (25.7%) of male respondents were male, while 104 (74.3%) were female. This indicates that female respondents still have the highest frequency. Based on available data, female respondents have the highest number of respondents in several studies. This indicates that in some contexts, female respondents outnumber male respondents.

##### b. Age

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Age Table

No	Age	N	Percentage (%)
1	21-30 Years	93	66.4
2	31-40 Years	31	22.1
3	>41 Years	16	11.4
Total		140	100.0

Based on the table, it is known that the percentage of respondents aged 21-30 years is 93 or 66.4%, respondents aged 31-40 years are 31 or 22.1%, and respondents aged >41 years are 16 or 11.4%. In this case, it states that the highest frequency is still held by respondents aged 21-30 years. In the percentage of respondents based on age 21-30 years, it is important to understand the characteristics of respondents and their impact on the research results. This analysis can provide insight into the preferences, behaviors, and views of different age groups.

##### c. Marital status

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Respondent Profile Table Based on Marital Status

No	Marital status	N	Percentage (%)
1	Marry	89	63.6
2	Not married yet	51	36.4
Total		140	100.0

The table shows that 89 respondents (63.6%) were married, while 51 (36.4%) were single. This indicates that married respondents still have the highest frequency. This is based on various studies and surveys in which the majority of respondents were married, whether in studies on family, health, or other areas.

#### d. Last education

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Respondent Profile Table Based on Last Education

No	Last education	N	Percentage (%)
1	Diploma (D1/D2/D3)	40	28.6
2	Bachelor (S1/S2/S3)	100	71.5
Total		140	100.0

Based on the table, it is known that the percentage of respondents with a Diploma (D1/D2/D3) as their last education is 40 or 28.6%, respondents with a Bachelor's degree (S1/S2/S3) as their last education are 100 or 71.5%. In this case, it states that the highest frequency is still held by respondents with a Bachelor's degree (S1). This statement indicates that in a study or survey, the majority of respondents have a Bachelor's degree (S1). This means that of all the respondents who participated, the group with a Bachelor's degree is the largest in number.

#### 2) Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis

Testing the Inner Model or Structural Model can be evaluated by examining the R-square value (indicator reliability) for the dependent construct and the t-statistic value from the path coefficient test. A higher R2 value indicates a better predictive model for the research model under study, and the path coefficient value indicates the level of significance in hypothesis testing.

##### a. R-Square

R2 analysis is used to determine the extent of influence of the independent variable on the dependent variable being studied. The following table shows the R2 values:

R-Square Table

	R Square	R Square Adjusted
Employee Performance (Y2)	0.842	0.840
Communication Quality (Y1)	0.548	0.545

Based on the R2 value in the table, the R2 value obtained is Employee Performance of 0.842, which means that the commitment and communication quality have an impact on



employee performance of 84.2%, while the R2 value obtained communication quality of 0.548 shows that the commitment variable has an effect on communication quality of 54.8%. The R2 level according to Hair et al., (2017) ranges from 0 to 1, with higher levels indicating greater predictive accuracy.

#### b. *Path Coefficients*

The Path Coefficient value is used to indicate the direction of the hypothetical variable, indicating a positive or negative direction. These values can be seen from the bootstrapping results in SmartPLS software. To see whether a hypothesis can be accepted or rejected, among others, by paying attention to the significance value between constructs, t-statistics, and p-values. The path coefficient score or inner model indicated by the Rules of Thumb with a t-statistic value  $> 1.96$  with a significance level of  $p\text{-value} < 0.05$  (5%) and a positive beta coefficient. This study has five hypotheses, the results of which are obtained with five hypotheses that have significant results with t-statistic values greater than 1.96 and P Values below 0.05. The value of the proposed research hypothesis can be seen in the Table.

*Path Coefficients Table*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Commitment (X) -> Employee Performance (Y2)	0.448	0.446	0.055	8,194	0.000
Commitment (X) -> Communication Quality (Y1)	0.740	0.751	0.036	20,755	0.000
Communication Quality (Y1) -> Employee Performance (Y2)	0.536	0.536	0.058	9,215	0.000

Based on the data presented in the table above, it can be seen that of the three hypotheses proposed in this study, as follows:

- Communication Quality has a positive impact on Employee Performance, with a p-value of 0.000 or  $0.000 < 0.05$ , so that hypothesis H1 is accepted and H0 is rejected.
- Commitment has a positive impact on Employee Performance, with a p-value of 0.000 or  $0.000 < 0.05$ , so that the hypothesis H2 is accepted and H0 is rejected.
- Commitment has a positive impact on Communication Quality, with a p-value of 0.000 or  $0.000 < 0.05$ , so that hypothesis H3 is accepted and H0 is rejected.

### 3.2. Discussion

#### 1) The Influence of Communication Quality on Employee Performance at Bank Indonesia Jakarta

Based on the research results, it shows that Communication Quality has a positive impact on Employee Performance, with a p-value of 0.000 or  $0.000 < 0.05$ , so hypothesis H1 is accepted and H0 is rejected. This research is in line with research conducted by Naufal & Adha (2024) that communication is positively related or has a relationship with employee performance. Research by Dewi (2021) concluded that communication has a positive and significant effect on employee performance. Similar research results by Rialmi & Morsen (2020) stated that there is a positive and significant influence between communication and employee performance. Therefore, effective communication improves task clarity,

motivation, productivity, and collaboration, as well as reducing misunderstandings and conflict. Good communication creates a healthy, transparent, and supportive work environment, which ultimately encourages the achievement of organizational goals.

Communication is a fundamental component in carrying out organizational activities. Without effective communication, coordination between individuals and between organizational units will not run optimally. Ineffective communication can lead to misunderstandings, both between colleagues and between employees and superiors. This can certainly have a negative impact, both on individual performance and the achievement of overall organizational goals (Lestari, 2024). Good and open communication plays a crucial role in creating a harmonious work environment. Effective communication allows individuals to convey feelings, ideas, and emotions clearly, thus fostering a shared understanding among organizational members. Furthermore, well-established communication between colleagues can also minimize potential gaps, particularly those related to differences between actual employee competencies and those required by the organization (Fitriyanti et al., 2024).

Good communication between fellow employees will influence employee job satisfaction, as stated by Nainggolan et al., (2021) who stated that the role of communication in an organization needs to be understood by all related parties. If communication runs well, then the relationship between superiors and subordinates, as well as among subordinates, is harmonious. This shows that good communication will make it easier for employees to complete each task, thus providing a sense of satisfaction for employees in their work. The smoother, faster, and more effective the communication, the faster the development of good working relationships (Novarini, et al., 2022). The importance of the role of communication for a company is as a channel for exerting and receiving influence, and also as a tool to encourage or enhance motivation as a means that enables an organization to achieve its desired goals (Suwandana & Susandya, 2018).

## 2) The Influence of the Role of Commitment on Employee Performance at Bank Indonesia Jakarta

Based on the research results, it shows that Commitment has a positive impact on Employee Performance, with a p-value of 0.000 or  $0.000 < 0.05$ , so that hypothesis H2 is accepted and H0 is rejected. This research is in line with research conducted by Puspita et al., (2025) show that commitment has a positive impact on performance. Research by Rizal et al. (2023) found that commitment significantly influences performance, with employee loyalty and pride contributing to improved performance. This is because highly committed employees demonstrate a desire to remain, exert effort, and demonstrate loyalty to the company, all of which directly impact the achievement of organizational goals.

Every individual needs to be committed to the company as a manifestation of their seriousness in their work. Commitment reflects ongoing loyalty, pride, alignment of goals, and an understanding of the value of work (Situmorang et al., 2023). Commitment is also related to emotional bonds that foster motivation, trust, and the ability to face challenges (Suhardi et al., 2021). Committed employees tend to give their best for the company's success (Pangaila et al., 2022). Without commitment, performance declines and the risk of

leaving the company increases. The work environment is a crucial factor influencing employee performance because a conducive work atmosphere can increase morale, productivity, and commitment to the company (Saleh et al., 2019). Employees also need to be able to adapt to the physical and non-physical environment as the organization changes and the demands of the times. The work environment includes equipment, materials, systems, and work structures that support individual and group activities (Triharyanto & Jaswita, 2021).

Furthermore, the work environment comprises physical aspects, such as the condition of the workspace, and non-physical aspects, including social interactions (Arbyan & Riyanto, 2023). Employee performance plays a crucial role in supporting productivity, service quality, cost efficiency, and a company's competitive advantage. Good performance helps companies develop their human resources, build a proactive work culture, and increase loyalty for long-term success. Setiono and Sustiyatik (2020) define performance as the results of an individual's work after carrying out their duties, aimed at minimizing potential losses. Optimally improving employee performance will have a direct impact on the company's performance.

### 3) The Influence of the Role of Commitment on Communication Quality at Bank Indonesia Jakarta

Based on the research results, it shows that Commitment has a positive impact on Communication Quality, with a p-value of 0.000 or  $0.000 < 0.05$ , so that hypothesis H3 is accepted and H0 is rejected. This research is in line with research conducted by Dekal et al., (2024) commitment has a positive impact on quality of communication. Thus, commitment can improve the quality of communication because commitment requires consistent communication to build shared understanding and achieve shared goals, as well as encourage involvement, feedback, and create a culture of togetherness that improves the quality of two-way communication.

One of the functions of communication within a group or organization. Through communication, leaders can monitor and supervise the performance of their subordinates to ensure that organizational goals are achieved. Effective communication enables leaders to provide clear instructions, feedback, and direction to their team members. Motivation is also an important function of communication. According to (Fradipta & Mulyana, 2021), through effective communication, leaders can inspire and encourage their subordinates to achieve the organization's shared goals. Leaders who are good at communicating can articulate a vision, provide encouragement, and provide appropriate recognition to their team members, thereby increasing commitment and performance.

Furthermore, communication plays a role in conveying emotional expressions. Conflict or tension sometimes arises between team members in organizations. Through effective communication, leaders can help resolve conflict, promote cooperation, and create a harmonious work environment. Good communication also allows team members to share their feelings, concerns, or personal problems with the leader or fellow team members. Information is the most obvious function of communication. Effective communication ensures that the information needed to carry out tasks or make decisions is available to all



members of the organization. Accurate, clear, and timely information enables team members to work efficiently and make sound decisions (Luvita & Toni, 2022).

#### 4. Conclusion

Based on the research results and discussion above, the conclusions in this research are as follows: Communication Quality has a positive impact on Employee Performance, so that hypothesis H1 is accepted and H0 is rejected. Commitment has a positive impact on Employee Performance, so that the hypothesis H2 is accepted and H0 is rejected. Commitment has a positive impact on Communication Quality, so that hypothesis H3 is accepted and H0 is rejected. Suggestion: Based on the results of this study and the discussions that have been conducted, the following suggestions can be given to improve performance: Companies must continue to improve communication between superiors and subordinates by creating a dedicated platform such as Google Chat as the primary communication channel. This platform makes discussions between employees and superiors more complex and sensitive, minimizes confusion, and facilitates information retrieval. Companies must To build employee commitment, companies must provide fair compensation and rewards by providing salaries on agreed dates, along with allowances such as holidays, position allowances, and bonuses for high-performing employees. Furthermore, companies can provide clear opportunities for promotion and career development by ensuring that promotions are transparent, objective, and impartial.

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