

THE EFFECT OF LEADERSHIP STYLE, HUMAN RESOURCES QUALITY AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON ORGANIZATIONAL COMMITMENT  
IN COMMUNICATION MEDIATION AT BPJS KETENAGAKERJAAN NIAS GUNUNG  
SITOLI & NORTH MEDAN

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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 Employment 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.

Introduction

In an era of globalization and increasingly fierce competition, companies must continuously improve their performance and efficiency to achieve short-term and long-term goals. A crucial factor contributing to an organization's success is its employees' sense of commitment, which includes loyalty, emotional involvement, and a sense of belonging to the workplace. Strong organizational commitment has been shown to increase productivity, reduce employee turnover, and enhance competitiveness, particularly in

public service institutions such as BPJS Ketenagakerjaan. As a public agency tasked with ensuring social security for Indonesian workers, BPJS Ketenagakerjaan faces various challenges related to service delivery, the skill level of its workforce, and the effectiveness of communication within the organization. Particularly in the BPJS Ketenagakerjaan regions of Nias, Gunung Sitoli, and North Medan, where geographical and social conditions differ, the importance of human resources is particularly pronounced. Given the demand for fast, accurate, and empathetic public services, organizations require workers who are not only skilled but also highly committed and dedicated to their mission.

Several factors influence the level of organizational commitment, including leadership style, human resource quality, and Organizational Citizenship Behavior (OCB). A leader's approach significantly influences employee attitudes and behavior. Motivating, fair, and communicative leaders typically foster a positive work environment, which in turn fosters strong employee commitment. For example, transformational leadership is often associated with increased motivation, creativity, and loyalty among employees. Furthermore, the quality of human resources is crucial for building a strong organization. High-quality human resources not only possess technical knowledge and expertise but also emphasize ethics, accountability, and social skills. Highly competent employees are better equipped to navigate workplace changes and make meaningful contributions to organizational goals, strengthening their commitment to the organization.

Furthermore, Organizational Citizenship Behavior (OCB), which encompasses activities employees engage in beyond their primary responsibilities, is crucial for building a collaborative and effective work environment. Employees who exhibit OCB frequently help their coworkers, foster positive relationships, and demonstrate concern for the well-being of the organization. Research shows that OCB (Organizational Citizenship Behavior) enhances emotional bonds among employees and fosters a sense of community, which directly impacts organizational commitment. However, these three factors cannot function effectively without strong internal communication. Communication is crucial because it connects leadership, organizational policies, and employee interactions. Transparent, clear, and reciprocal communication not only shares information but also builds trust, minimizes misunderstandings, and enhances collaboration and a sense of belonging. Thus, communication acts as a mediating factor that can strengthen or weaken the relationship between leadership style, human resource quality, and OCB in relation to organizational commitment.

This study is important because it helps understand how communication influences the relationship between various organizational elements and employee commitment. This research focuses on workers from BPJS Ketenagakerjaan (Employment Social Security Agency) in Nias, Gunung Sitoli, and North Medan, which were selected as areas with unique characteristics such as workplace culture, accessibility to services, and human resource management. Therefore, the findings of this study are expected to provide valuable insights for improving HR management techniques, increasing leadership success, and cultivating an organizational culture centered on communication as the key link. By adopting this strategy, organizations hope to not only increase employee loyalty but also foster a more harmonious, efficient, and sustainable workplace.

### Formulation of the problem

Based on the given background, the following research questions are proposed:

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

Based on the issues raised in the research formulation, the objectives of this research are as follows:

1. To investigate the positive and significant influence of leadership style on communication at BPJS Employment in Nias Gunung Sitoli and North Medan.
2. To explore the positive and significant influence of human resource quality on communication at BPJS Employment in Nias Gunung Sitoli and North Medan.
3. To test the positive and significant influence of Organizational Citizenship Behavior (OCB) on communication at BPJS Ketenagakerjaan (Employment Social Security Agency) in Nias Gunung Sitoli and North Medan.
4. Analyzing the positive and significant impact of leadership style on organizational commitment at BPJS Ketenagakerjaan (Employment Social Security Agency) in Nias Gunung Sitoli and North Medan.

5. Assessing the positive and significant influence of human resource (HR) quality on organizational commitment at BPJS Ketenagakerjaan (Employment Social Security Agency) in Nias Gunung Sitoli and North Medan.
6. Investigating the positive and significant influence of Organizational Citizenship Behavior (OCB) on organizational commitment at BPJS Ketenagakerjaan (Employment Social Security Agency) in Nias Gunung Sitoli and North Medan.
7. Assessing the beneficial and meaningful impact of communication on employee dedication to BPJS Ketenagakerjaan (Employment Social Security Agency) in Nias Gunung Sitoli and North Medan.
8. Investigating how communication significantly and positively mediates the influence of leadership style on employee dedication.
9. To explore the role of communication significantly and positively in mediating the influence of human resource quality on employee dedication.
10. To find out how communication functions to positively and significantly mediate the impact of Organizational Citizenship Behavior (OCB) on employee dedication.

### **Benefit of Research**

After identifying the problem and objectives, the researcher will outline the strengths of future research:

#### **1. Theoretical Benefit**

This research is expected to contribute to the growth of knowledge in human resource management, particularly regarding how leadership style, human resource quality (HR), and Organizational Citizenship Behavior (OCB) influence organizational commitment through communication. The findings of this study can also enhance the scientific resources for future researchers who wish to explore these factors in the context of public institutions.

#### **2. Practical Benefit**

This research is projected to provide guidance for management at BPJS Employment Nias Gunung Sitoli and North Medan in:

- a. Improving the efficiency of leadership styles can effectively increase employee commitment.
- b. Improving the quality of human resources through appropriate training and skills development.
- c. Promote OCB among employees to foster a collaborative and effective work environment.
- d. Strengthening the organization's internal communication systems to support stronger and more sustainable employee commitment.
- e. Act as a foundation for designing human resource management strategies that align with organizational culture and effective communication methods.

### **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

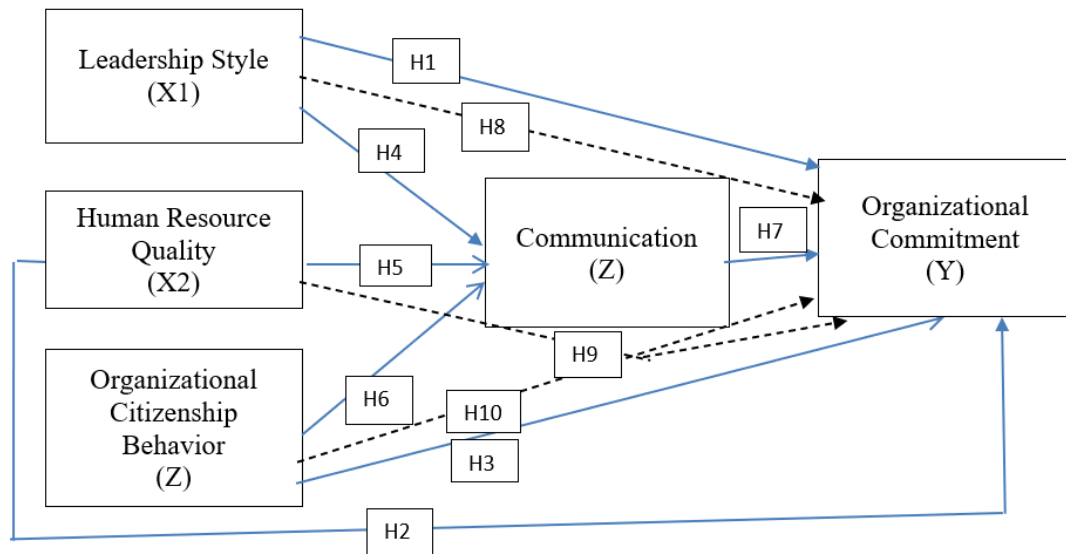


Figure 1 : Conceptual Framework

### 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.

## **Method**

### **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 Collection for Research**

Data collection for this study was conducted through a survey. As stated by Kriyantono (2020), a survey is an essential instrument needed to achieve reliable and valid results. The assessment of various factors in this study model is based on responses to the survey questions. Because the collected responses are descriptive in nature, the researcher applied a score to convert them into quantitative information. Scores for each question were assigned using a Likert scale, where each statement was scored as follows:

#### **Table 1 : Likert scale**

Answer	Code	Score
Strongly agree	SS	5
Agree	S	4
Quite Agree	CS	3
Don't agree	TS	2
Strongly Disagree	ST S	1

### Operational Variable Definition

An operational definition of a variable is a component of a research project that provides details or direction on how to assess that variable. An operational definition can also help other researchers who want to investigate the same variable. As Sugiono (2019) notes, operational variables encompass anything a researcher decides to examine to gather information about it and then draw conclusions. This study includes one dependent variable and three independent variables. The following are the operational definitions for this study:

**Table 2 : Operational Variable Definition**

Variables	Definition	Indicator
Organizational Commitment (Y)	Meyer & Allen (2017): Organizational commitment is an employee's psychological attachment to the organization which is reflected in affection, norms, and survival needs.	Meyer & Allen (2017): 1. Affective commitment 2. Normative commitment 3. Continuance commitment 4. Loyalty 5. Involvement 6. Active contribution
Leadership Style (X1)	Yukl (2020): Leadership style is a distinctive pattern of behavior used by a leader to influence, direct, and motivate his subordinates.	Yukl (2020): 1. Providing clear direction 2. Providing support and motivation 3. Empowering subordinates 4. Good relationships 5. Conflict management 6. Communicating the vision
Human Resources Quality (X2)	Rivai (2021): Human resource quality is the ability and competitiveness of individuals as reflected in knowledge, skills, attitudes, and work ethics for organizational goals.	Rivai (2021): 1. Work competence 2. Discipline 3. Work ethics 4. Work productivity 5. Creativity and innovation 6. Adaptability
Organizational Citizenship Behavior (OCB) (X3)	Organ (2018): OCB is voluntary behavior that is not included in formal job descriptions but supports the overall effectiveness of the organization.	Organ (2018): 1. Altruism 2. Conscientiousness 3. Sportsmanship 4. Courtesy 5. Civic Virtue 6. Loyalty

Communication (Z)	Kreitner & Kinicki (2019): Organizational communication is the process of exchanging information between individuals in an organization to build understanding and coordination.	Kreitner & Kinicki (2019): 1. Clarity of message 2. Fluency of communication 3. Feedback 4. Openness 5. Timeliness 6. Media used
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### Data Analysis Methods

In this study, the team used the SmartPLS version 3.0 application. The purpose of using PLS (Partial Least Squares) is to predict outcomes, assist researchers in obtaining values for latent variables to improve predictions, and evaluate relationships between constructs. This methodology is also referred to as "Soft Modeling" (Ghozali and Latan, 2014). The stages involved include:

#### 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

An external model check was conducted to determine how well the indicators effectively and accurately measure the underlying constructs. This evaluation covered aspects such as internal consistency, convergent validity, and discriminant validity. Furthermore, convergent validity was assessed using the Average Variance Extracted (AVE). Findings showed that each construct achieved an AVE greater than 0.5. This

indicates that more than half of the variance in the indicator can be explained by the construct in question, thus verifying convergent validity.

### Convergent Validity

Convergent validity evaluates how well the indicators of a construct truly reflect that construct. In this study, convergent validity was assessed through two main criteria: factor loading and Average Variance Extracted (AVE). The findings showed that each indicator had a factor loading exceeding 0.7, indicating that each indicator significantly contributed to the construct being evaluated.

**Table 3. Outer Loadings Stage 1**

	Leadership Style_(X1)	Organizational Commitment_(Y)	Communication_(Z)	Human Resources Quality (X2)	Organizational Citizenship Behavior_(X3)
X1.1	0.774				
X1.2	0.822				
X1.3	0.716				
X1.4	0.716				
X1.5	0.834				
X1.6	0.827				
X2.1				0.864	
X2.2				0.811	
X2.3				0.798	
X2.4				0.805	
X2.5				0.864	
X2.6				0.805	
X3.1					0.837
X3.2					0.834
X3.3					0.872
X3.4					0.834
X3.5					0.820
X3.6					0.715
Y.1		0.841			
Y.2		0.821			
Y.3		0.865			
Y.4		-0.261			
Y.5		-0.085			
Y.6		-0.119			
Z.1			0.814		
Z.2			0.808		
Z.3			0.867		
Z.4			0.878		
Z.5			0.820		
Z.6			0.878		

Source : Smart PLS 3.3.3.

Based on the findings from the first stage of outer loading, the majority of indicators in the variables Leadership Style (X1), Human Resource Quality (X2), Organizational Citizenship Behavior (X3), and Communication (Z) showed outer loading values exceeding 0.70, thus confirming their validity and suitability for the measurement model. On the other hand, in the Organizational Commitment variable (Y), several indicators, especially Y.4, Y.5, and Y.6, showed low outer loading values along with negative scores, which means that these indicators do not meet the requirements of convergent validity and should be removed or re-evaluated in the next stage.

**Table 4. Outer Loadings Stage 2**

	Leadership Style_(X1)	Organizational Commitment_(Y)	Communication_(Z)	Human Resources 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 findings from the second stage of outer loading, each indicator in the categories of Leadership Style (X1), Human Resource Quality (X2), Organizational Citizenship Behavior (X3), Communication (Z), and Organizational Commitment (Y) showed an outer loading value greater than 0.70. This indicates that all indicators meet the requirements of convergent validity, confirming their validity. Consequently, the measurement model in stage 2 is suitable for further analysis. The following is an illustration of the outer loading model:

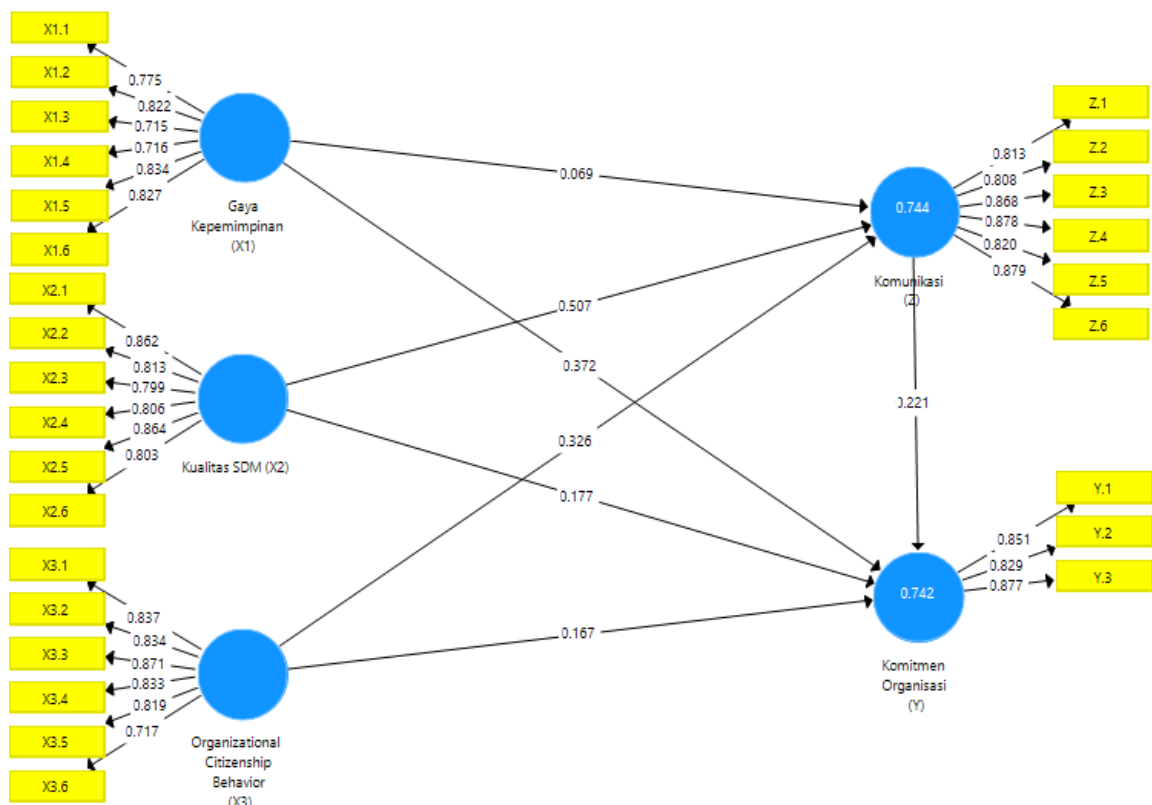


Figure 2: Outer Model

Source : Smart PLS 3.3.3.

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + b3X3 + e1$$

$$Z = 0.069 + 0.507 + 0.326 + e1$$

For substructure 2

$$Y = b2X1 + b4X2 + b3X4 + b4Z + e2$$

$$Y = 0.372 + 0.177 + 0.167 + 0.221 + e2$$

**Discriminant Validity**

Discriminant validity is applied to confirm that each construct is clearly distinct from the other constructs in the model. This indicates that the measurement of a construct should have a stronger relationship with itself than with other constructs. In this study, we assessed discriminant validity using the Fornell-Larcker criterion, which evaluates the square root of the Average Variance Extracted (AVE) for each construct against the correlations between constructs. The analysis results showed that the square root of the AVE for each construct was higher than its correlation with other constructs. This indicates that each construct in this study is clearly separated from the others, and its measurement accurately reflects its own construct.

**Table 5 . Discriminant Validity**

	Leadership Style_(X1)	Organizational Commitment_(Y)	Communication_(Z)	Human Resources 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.

According to the findings from the discriminant validity examination, each indicator showed the highest loading value for the specific construct it assessed when compared to the others. This indicates that all constructs—Leadership Style (X1), Human Resource Quality (X2), Organizational Citizenship Behavior (X3), Organizational Commitment (Y), and Communication (Z)—met the standards of discriminant validity, effectively distinguishing one construct from another.

### Composite Reliability

In a composite reliability investigation, each variable is analyzed based on its reliability metric. A variable value exceeding 0.60 indicates the study is reliable; a value between 0.60 and 0.7 is considered unreliable. The following table presents the Cronbach's alpha, composite reliability, and AVE values, which were used to assess the reliability and validity of the study.

**Table 6. 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 Resources 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 findings from the reliability and construct validity tests, all research variables showed Cronbach's Alpha and Composite Reliability values exceeding 0.70, with AVE values exceeding 0.50. This means that the constructs of Leadership Style (X1), Organizational Commitment (Y), Communication (Z), Human Resource Quality (X2), and Organizational Citizenship Behavior (X3) are reliable and meet the convergent validity criteria, making them suitable for structural model analysis.

### Inner Model Analysis

Structural model evaluation (internal model) is conducted to confirm that the resulting baseline model is robust and valid. Several indicators can be used to determine the phases of the primary model assessment process, including:

### Coefficient of Determination (R<sup>2</sup>)

After data analysis with SmartPLS 3.0, the R-Square value was determined as follows:

**Table .7 . R Square Results**

	R Square	Adjusted R Square
<b>Organizational Commitment_(Y)</b>	0.742	0.731
<b>Communication_(Z)</b>	0.744	0.736

Source : Smart PLS 3.3.3.

Based on the R-square findings, the Organizational Commitment variable (Y) shows an R-square value of 0.742, indicating that 74.2% of the differences in Organizational Commitment can be explained by the independent variables in the model, while the rest is influenced by additional factors not included in the model. On the other hand, the Communication variable (Z) shows an R-square value of 0.744, indicating that 74.4% of the differences in Communication can be attributed to the constructs that influence it. The high Adjusted R-square figures for both variables indicate the model's strong explanatory power.

**Hypothesis Testing**

After evaluating the internal model, the next phase involves examining the relationships between the various constructs as proposed in this study. Speculative testing in this review is conducted by analyzing the T statistic and P value. This test is performed when the T value is greater than 1.96 and the P value is less than 0.05. The following are the direct effects of the path coefficients:

**Table 8. Path Coefficients ( Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Leadership Style_(X1) -&gt; Organizational Commitment_(Y)</b>	0.372	3,699	<b>0,000</b>	<b>Accepted</b>
<b>Leadership Style_(X1) -&gt; Communication_(Z)</b>	0.069	0.993	<b>0.161</b>	<b>Rejected</b>
<b>Communication_(Z) -&gt; Organizational Commitment_(Y)</b>	0.221	2,168	<b>0.015</b>	<b>Accepted</b>
<b>Human Resources Quality (X2) -&gt; Organizational Commitment_(Y)</b>	0.177	1,258	<b>0.105</b>	<b>Rejected</b>
<b>Human Resources Quality (X2) -&gt; Communication_(Z)</b>	0.507	3,972	<b>0,000</b>	<b>Accepted</b>
<b>Organizational Citizenship Behavior_(X3) -&gt; Organizational Commitment_(Y)</b>	0.167	1,435	<b>0.076</b>	<b>Rejected</b>
<b>Organizational Citizenship Behavior_(X3) -&gt; Communication_(Z)</b>	0.326	2,867	<b>0.002</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3.

1. The Influence of Leadership Style on Organizational Commitment

The analysis showed a T statistic of 3.699 and a P value of 0.000 (<0.05). This indicates that Leadership Style has a positive and significant effect on Organizational Commitment, thus the hypothesis is accepted.

2. The Influence of Leadership Style on Communication

The T statistic of 0.993 and the P value of 0.161 (>0.05) indicate that Leadership Style

does not have a significant effect on Communication, so the hypothesis is rejected.

### 3. The Influence of Communication on Organizational Commitment

The analysis showed a T statistic of 2.168 and a P value of 0.015 ( $<0.05$ ). This means that communication has a positive and significant effect on organizational commitment, thus the hypothesis is accepted.

### 4. The Influence of Human Resource Quality on Organizational Commitment

The measured T statistic of 1.258 with a P value of 0.105 ( $>0.05$ ) indicates that Human Resource Quality does not significantly influence Organizational Commitment, which leads to the rejection of the hypothesis.

### 5. The Influence of Human Resource Quality on Communication

The analysis yielded a T statistic of 3.972 and a P value of 0.000 ( $<0.05$ ). This indicates that Human Resource Quality has a positive and significant influence on Communication, therefore the hypothesis is accepted.

### 6. The Influence of Organizational Citizenship Behavior on Organizational Commitment

The T statistic of 1.435 with a P value of 0.076 ( $>0.05$ ) indicates that Organizational Citizenship Behavior does not significantly influence Organizational Commitment, which leads to the rejection of the hypothesis.

### 7. The Influence of Organizational Citizenship Behavior on Communication

The analysis shows a T statistic of 2.867 and a P value of 0.002 ( $<0.05$ ). Thus, Organizational Citizenship Behavior has a positive and significant influence on Communication, so the hypothesis is accepted.

**Table 9. Path Coefficients ( Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Leadership Style (X1) -> Communication (Z) -> Organizational Commitment (Y)	0.015	0.870	<b>0.192</b>	<b>Rejected</b>
Human Resources Quality (X2) - > Communication (Z) -> Organizational Commitment (Y)	0.112	2,002	<b>0.023</b>	<b>Accepted</b>
Organizational Citizenship Behavior (X3) -> Communication (Z) -> Organizational Commitment (Y)	0.072	1,422	<b>0.078</b>	<b>Rejected</b>

Source : Smart PLS 3.3.3.

1. The Influence of Leadership Style on Organizational Commitment through Communication  
The findings showed a T statistic of 0.870 with a P value of 0.192 ( $>0.05$ ). This indicates that communication does not act as a mediator in the influence of leadership style on organizational commitment, so the hypothesis is rejected.
2. The Influence of Human Resource Quality on Organizational Commitment through Communication

The recorded T statistic was 2.002 with a P value of 0.023 ( $<0.05$ ), indicating that Communication significantly mediates the relationship between Human Resource Quality and Organizational Commitment. Therefore, the hypothesis is accepted.

3. The Influence of Organizational Citizenship Behavior on Organizational Commitment through Communication

The results showed a T statistic of 1.422 with a P value of 0.078 ( $>0.05$ ). This implies that communication does not act as a mediating factor in the relationship between Organizational Citizenship Behavior and Organizational Commitment, so the hypothesis is rejected.

## Conclusion

After reviewing the results of the hypotheses and interpreting them, the findings of this study are summarized as follows:

1. The Impact of Leadership Style on Organizational Commitment

Leadership style has been shown to have a positive and significant influence on organizational commitment. This implies that adopting an appropriate leadership style can increase employee commitment to the organization.

2. Impact of Leadership Style on Communication

Leadership style did not significantly impact communication. This indicates that current leadership styles have not effectively improved the quality of communication within the organization.

3. Impact of Communication on Organizational Commitment

Communication has a positive and significant influence on organizational commitment. This highlights that effective communication is crucial in increasing employee commitment.

4. Impact of Human Resource Quality on Organizational Commitment

Human resource quality does not significantly impact organizational commitment. This suggests that improving human resource quality does not directly impact employee commitment levels.

5. Impact of Human Resource Quality on Communication

The quality of human resources positively and significantly influences communication. Thus, higher quality human resources lead to more effective communication within an organization.

6. The Impact of Organizational Citizenship Behavior on Organizational Commitment  
Organizational Citizenship Behavior did not have a significant effect on organizational commitment. This suggests that employees' off-role behavior does not directly increase organizational commitment.

7. Impact of Organizational Citizenship Behavior on Communication

Organizational Citizenship Behavior positively and significantly influences communication. This means that employee voluntary actions can facilitate improved communication within the organization.

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

Communication is ineffective in mediating the impact of leadership style on organizational commitment. Therefore, the influence does not operate through communication.

9. The Impact of Human Resource Quality on Organizational Commitment through Communication  
Communication successfully mediates the influence of human resource quality on organizational commitment. This indicates that human resource quality can increase organizational commitment through effective communication.
10. The Impact of Organizational Citizenship Behavior on Organizational Commitment through Communication  
Communication does not function as a mediating factor in the relationship between Organizational Citizenship Behavior and organizational commitment. Consequently, the impact of OCB on organizational commitment does not occur through communication.

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