

Developing Organizational Strategy

Hendru Marpaung¹, Muhammad Isa Indrawan²

Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: hendrumarpaung@gmail.com

Abstract

The first step in managing human resources is to assign human resources so that they obtain work assignments that are appropriate for the work being done. Human resources (HC) or staff members have become a top priority in any organization as their quality is crucial in facing the current business climate. This research aims to examine the influence of leadership style, human resource quality and organizational citizenship behavior (OCB) on organizational commitment in communication mediation at the Bank Indonesia Representative Office, North Sumatra Province. The results of this research are as follows: Leadership Style has a positive and significant effect on Organizational Commitment with an original sample value of 0.374 and ap value of 0.001. Leadership style has a positive and significant effect on communication with an original sample value of 0.368 and ap value of 0.001. Communication has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.100 and ap value of 0.179. HR quality has a positive and significant effect on Organizational Commitment with an original sample value of 0.289 and ap value of 0.005. HR quality has a positive and insignificant effect on communication with an original sample value of 0.205 and ap value of 0.070. Organizational Citizenship Behavior has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.178 and ap value of 0.053. Organizational Citizenship Behavior has a positive and significant effect on Communication with an original sample value of 0.332 and ap value of 0.004. Leadership style has a positive and insignificant effect on Organizational Commitment through communication with the original sample of 0.037 and p value 0.171. HR quality has a positive and insignificant effect on Organizational Commitment through Communication with an original sample value of 0.020 and ap value of 0.290. Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment through Communication with an original sample value of 0.020 and an ap value of 0.212.

Keywords: Leadership Style, HR Quality, Organizational Citizenship Behavior, Communication, Organizational Commitment

INTRODUCTION

The first step in human resource management is to assign human resources so that they get work assignments that are appropriate to the work being done. Human resources (HC) or staff members have become a top priority in any organization as their quality is crucial in facing the current business climate. A healthy leadership style in any organization will have a positive impact on the organization as a whole as well as on each individual staff or member of the organization concerned. Therefore, it is very important for every organization to have the capacity to carry out organizational transformation through good leadership development. One common type of leadership that is often observed in an organization is servant leadership. One of the most important and strategic aspects of running an organization is ensuring that the organization achieves its goals, objectives, and missions. In developing organizational strategy, it is important to note that this is especially true for single-family organizations and depends on its leaders. Leadership is the process of others understanding and agreeing on what is needed to carry out tasks and how to do them, and the process of facilitating individual and collective efforts to achieve common goals (Yukl, 2015). The success and failure experienced by the company is largely determined by the role

of the leader through his leadership style. A leadership style that is appropriate to the situation and conditions will provide enthusiasm for employees to work optimally. The leadership style that is currently developing is the transformational leadership style. Because globalization is an era of human crossroads, the quality of human resources can also be a source of resistance during this period. Qualitative human resources are very close to performance. In this modern era, selecting high-quality human resources is becoming increasingly difficult. However, as a challenge that must be faced, it is not just a problem that must be avoided. In relation to this, in general, Human Resource Quality Development is still developing and will most likely face various challenges that need to be overcome by all HR practices. This includes, but is not limited to, quality standards, technology, HR development status, and HR development practices. Organizational Citizenship Behavior (OCB) is an unofficial rule that is voluntary. With OCB, it is expected that employees in the organization can be more integrated with their work environment. Organizational Citizenship Behavior (OCB) is behavior carried out by employees that increases the effectiveness of the organization, but is not the formal responsibility of the person. One of the strategic attitudes in the human resources division is to develop Organizational Citizenship Behavior (OCB) in the organization. Organizational Citizenship Behavior (OCB) is reflected through behavior that likes to help others, becomes a volunteer for extra tasks, obeys the rules and procedures in the workplace. This behavior illustrates the added value of employees which is a form of pro-social behavior, namely positive, constructive and helpful social behavior. Employees who prioritize their work will make a positive contribution to the organization through their ability to work outside of work-related tasks. Conversely, employees who prioritize their work will carry out their duties diligently and are committed to their work. One of the keys that also determines that an organization is not to achieve its goals is employee commitment. Employees who have committees in the organization usually give work assignments to less experienced co-workers who are very committed to the company and very obedient to it. In committees that have vital components such as binders that will produce energy to carry out tasks optimally. Employee commitment to an organization or business is very important in the world of work. This is a very important point, to the point that some organizations sincerely see it as one of the last opportunities to join a team or position offered in a job advertisement. Communication is a basic human activity. Through communication, humans can always relate to each other, be it in everyday life at home, at work, in society, or wherever they are. There is no one who is unable to communicate. Communication plays a very important role in human life, be it individually, in groups, or in organizations.

Formulation of the problem

1. Does Leadership Style Have a Positive and Significant Influence on Communication at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does HR Quality Have a Positive and Significant Influence on Communication at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Organizational Citizenship Behavior have a positive and significant influence on Communication at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Leadership Style Have a Positive and Significant Influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does HR Quality have a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?

6. Does Organizational Citizenship Behavior have a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Communication have a positive and significant influence on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province?
8. Does Leadership Style Have a Positive and Significant Influence on Organizational Commitment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province?
9. Does Human Resource Quality Have a Positive and Significant Influence on Organizational Commitment through Communication at the Bank Indonesia Representative Office in North Sumatra Province?
10. Does Organizational Citizenship Behavior have a positive and significant effect on Organizational Commitment through Communication at the Bank Indonesia Representative Office in North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Leadership Style on Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of HR Quality on Communication at the Bank Indonesia Representative Office, North Sumatra Province.
3. To determine and analyze the influence of Organizational Citizenship Behavior on Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Leadership Style on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of HR Quality on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of Organizational Citizenship Behavior on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
7. To determine the influence and analyze Communication on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
8. To determine and analyze the influence of Leadership Style on Organizational Commitment through Communication at the Bank Indonesia Representative Office, North Sumatra Province.
9. To determine and analyze the influence of HR Quality on Organizational Commitment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
10. To determine and analyze the influence of Organizational Citizenship Behavior on Organizational Commitment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Organizational Commitment

Understanding Organizational Commitment

According to Kreitner & Kinicki (2015), organizational commitment reflects the level to which a person identifies with the company and is committed to its goals.

According to Moorhead and Griffin (2015), organizational commitment reflects a person's identification and attachment to their organization.

Organizational Commitment Indicators

According to Kreitner and Kinicki (2015), the indicators of organizational commitment are:

1. Affective Commitment Affective commitment is the emotional attachment to employees, employee identification, and employee involvement in the company. Employees who have a strong affective commitment will continue to work for the company because they want to.
2. Continuing Commitment Continuing commitment is the awareness of the loss of leaving the company. This is the economic value and other risks that employees feel from staying in a company compared to leaving the company. Employees who have a continuing commitment will stay because they have to.
3. Normative Commitment Normative commitment reflects a sense of responsibility to continue working. Employees have an obligation to stay in the organization for moral or ethical reasons. Employees remain members of the organization because they are aware that committing to the organization is the right thing to do.

Leadership Style

Understanding Leadership Styles

According to Thoha (2014) Leadership Style is a behavioral norm used by a person when the person tries to influence the behavior of others as he sees it. According to Hasibuan (2016) Leadership Style is the way a leader influences the behavior of subordinates which aims to encourage high work enthusiasm, job satisfaction and employee productivity, in order to achieve maximum organizational goals.

Leadership Style Indicators

According to Hasibuan (2016) the indicators of leadership style are:

1. Authoritarian Leadership
 - a. Absolute authority is centralized in the leadership
 - b. Decisions are always made by the leader
 - c. There is no opportunity for subordinates to provide suggestions
2. Delegative Leadership
 - a. Leaders delegate more authority to subordinates
 - b. Most decisions are made by subordinates
 - c. Subordinates are free to convey suggestions and opinions
3. Participative Leadership
 - a. The leadership's authority is not absolute
 - b. Decisions are made jointly between leaders and subordinates
 - c. Many opportunities for subordinates to convey suggestions and opinions

Human Resources Quality

Understanding Human Resource Quality

According to Suharto (2014), HR quality is the ability of employees to carry out work, which is seen from their expertise, skills, and educational background. According to Matutina (2016) the quality of human resources refers to knowledge, skills and abilities.

Human Resource Quality Indicators

According to Matutina (2016), the indicators of HR quality are as follows:

1. Work knowledge, namely the abilities possessed by employees that are more oriented towards intelligence and thinking power as well as the employee's mastery of broad knowledge.
2. Work skills, namely the ability and technical operational mastery in a particular field that employees have.
3. Work ability, namely the ability formed from the competencies possessed by an employee which includes loyalty, discipline, cooperation and responsibility.

Organizational Citizenship Behavior (OCB)

Understanding Organizational Citizenship Behavior (OCB)

Employees who demonstrate OCB reflect these qualities in their work accepting help, eager to learn, focused on the task at hand, and sincere in their approach (Irawati et al., 2022). Organizational Citizenship Behavior (OCB) can be described as behavior or independent people who are not directly tied to the reward system and are able to improve the efficiency of the organization. OCB refers to an employee's behavior either towards their coworkers or the organization as a whole, when the behavior goes beyond the behavioral norms set by the company and produces results that are beneficial to the company (Kadir, 2018).

Organizational Citizenship Behavior (OCB) Indicators

According to Kadir (2018) the indicators of organizational citizenship behavior are as follows:

1. Altruism (altruism) Shows actions or character that are characterized by prioritizing the interests of others over one's own. Workers who have completed their tasks often give more challenging tasks to workers who are still working.
2. Conscientiousness (seriousness) Defined as a voluntary effort to improve the way one performs one's work creatively in order to improve the company's performance. "Participating in this activity means trying hard to be creative and original so as to increase one's productivity and ultimately the success of the business. Individuals work above and beyond in their jobs for the company.
3. Sportsmanship The definition of sportsmanship is the willingness to persevere through adversity without wallowing in it. Such an action demonstrates a strong tolerance for less than ideal or downright uncomfortable settings.
4. Courtesy (public interest) Active in group processes and concerned about the future survival of the group. Voluntarily involved, accepting responsibility, and taking part in resolving hazards and opportunities in the workplace.
5. Civic Virtue (politeness) Making an effort to help others when doing so is not required but is done out of a sincere desire to do so.

Communication

Definition of Communication

According to Putri & Sariyathi (2017) communication is a tool by which statements can be delivered or approved to or from other parties. Inappropriate delivery can lead to detrimental results and result in failure to meet business goals. According to Lawasi & Triatmanto, (2017) communication is a way of sending notes whose delivery mode can be changed to emphasize the importance of the message and to create a transition between verbal and non-verbal notes. If the message is not received correctly, there will be no

response from the recipient of the message. Effective communication is needed to avoid misunderstandings between the sender and recipient of the message.

Communication Indicators

According to Lawasi and Triatmanto (2017), communication indicators are:

1. Understanding,
2. Action,
3. Influence on attitudes,
4. Better relationships.

Conceptual Framework

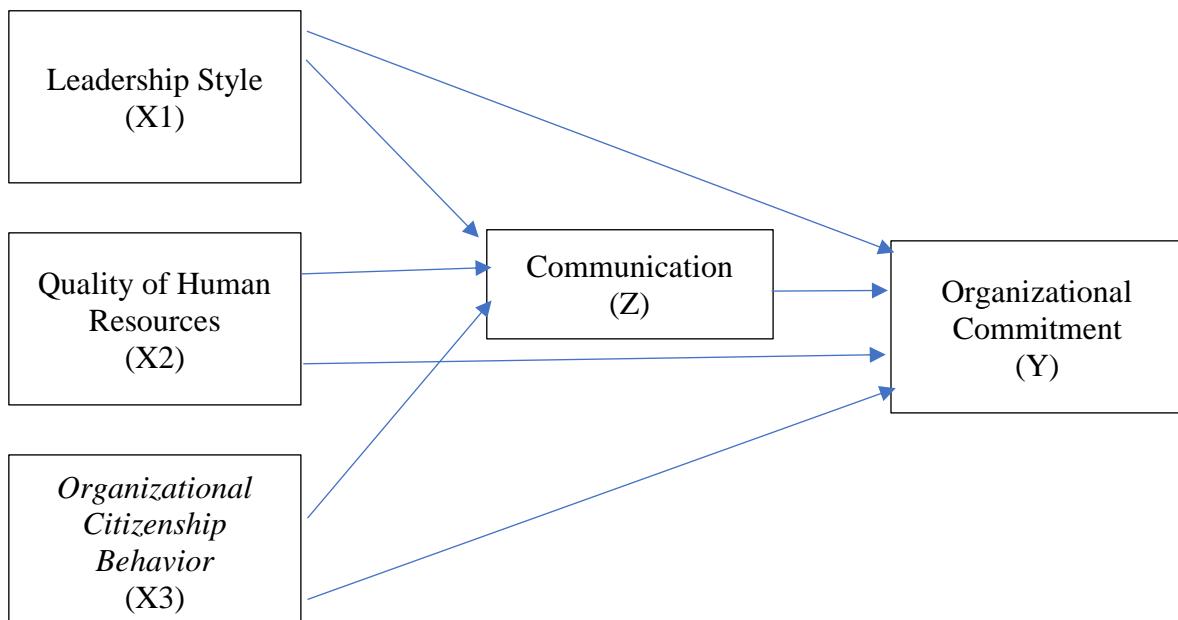


Figure 1. Conceptual Framework

Hypothesis

- H1 Leadership style has a positive and significant influence on communication at the Bank Indonesia Representative Office in North Sumatra Province.
- H2 The quality of human resources has a positive and significant effect on communication at the Bank Indonesia Representative Office in North Sumatra Province.
- H3 *Organizational Citizenship Behavior* has a positive and significant influence on Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
- H4 Leadership Style has a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 The quality of human resources has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H6 *Organizational Citizenship Behavior* has a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H7 Communication has a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.

- H8 Leadership Style has a positive and significant influence on Organizational Commitment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
- H9 The quality of human resources has a positive and significant effect on Organizational Commitment through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
- H10 *Organizational Citizenship Behavior* has a positive and significant influence on Organizational Commitment through Communication at the Bank Indonesia Representative Office in North Sumatra Province.

METHOD

Types of research

According to Sugiyono (2021), quantitative research is a scientific research method regarding phenomena that can be concrete, objective, rational, measurable and systematic.

Population

This study took a population of 70 employees as research respondents. Population according to Sugiyono (2021) is a generalization area consisting of subjects or objects that have certain quantities and characteristics that are determined to be studied and then conclusions are drawn.

Sample

This study took a sample in a study of 70 employees, the researcher wanted all populations to be samples and used a saturated sampling technique. Sugiyono (2021) defines a sample as a number of elements that have characteristics and are part of the population. According to Sugiyono (2021), saturated sampling is a sample that, if increased in number, will not increase representation so that it will not affect the value of the information obtained.

Research Time

This research was conducted from September to October 2024.

Research Location

This research was conducted at the Representative Office of Bank Indonesia, North Sumatra Province, on Jalan Balai Kota No. 4, Medan.

Data source

This study uses primary data sources as the source of its research data. Primary data is data collected directly from data sources and given directly to data collectors (Sugiyono, 2021).

Data collection technique

In this study, the author uses questionnaires and questionnaires as primary data sources. The questionnaire will be distributed online using a questionnaire that has been created and distributed to respondents. To measure each variable, a Likert Scale is used in the questionnaire. Sugiyono (2021) explains that to measure attitudes, perceptions and 35 opinions of research subjects regarding an event or issue that occurs in society, a Likert scale can be used.

Data Analysis Techniques

This study uses Partial Least Square (PLS), which is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. PLS-SEM is an analysis method with a regression-based approach, by minimizing residual variance, as stated by Hair (2014). In practice, data processing is assisted by the Smart-PLS data processing application. The purpose of using Smart-PLS includes predicting relationships between constructs, confirming theories, and being able to explain whether or not there is a relationship between latent variables where latent variables are variables that cannot be measured directly. This is in line with the opinion of Ghozali & Latan (2015), who stated that the purpose of PLSSEM is "to test predictive relationships between constructs by seeing whether there is a relationship or influence between the constructs".

Measurement Model Test or Outer Model

The measurement model or outer model describes how each indicator block is related to its latent variables. Evaluation of the measurement model through confirmatory factor analysis is by using the MTMM (MultiTrait-MultiMethod) approach by testing convergent and discriminant validity. While the reliability test is carried out in two ways, namely with Cronbach's Alpha and Composite Reliability (Ghozali & Latan, 2015).

- a. Convergent Validity Convergent validity of the measurement model with reflective indicators can be seen from the correlation between item scores/indicators and their construct scores. Individual reflective measures can be interpreted as high if they have a correlation of more than 0.70 with the construct to be measured. However, "in the scale development stage of research, loadings of 0.50 to 0.60 are still acceptable" (Ghozali & Latan, 2015).
- b. Discriminant Validity Discriminant validity of indicators can be seen in the cross loading between indicators and their constructs. If the correlation coefficient of a construct with its indicators is higher than the correlation of indicators with other constructs, then it can be interpreted that the latent construct predicts indicators in their block better when compared to indicators in other blocks.
- c. Construct Reliability In addition to validity testing, model measurement is also carried out to test the reliability of a construct. Reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. In PLS-SEM using the SmartPLS program, to measure the reliability of a construct with a reflective indicator can be done in two ways, namely with Cronbach's Alpha and Composite Reliability. The construct is declared reliable if the composite reliability value or Cronbach alpha is above 0.70 (Ghozali & Latan, 2015).

Structural Model or Inner Model Test

The structural model or inner model is a model used to measure the relationship or strength of estimates between latent variables or constructs based on substantive theory.

- a. R-Square
- b. F-Square
- c. Estimate For Path Coefficients

Partial Hypothesis Testing

In assessing the significance of the influence between variables, a bootstrapping procedure is needed. The bootstrap procedure uses the entire original sample to resample

again. Hair et al. (2014) suggest a number of bootstrap samples of 5,000 with the note that the number must be greater than the original sample. However, Chin in Ghazali and Latan (2015) argues that "the number of bootstrap samples of 200-1000 is sufficient to correct the PLS standard error estimate". In the bootstrap resampling method, the significance value used is two-tailed which is adjusted to the significance level. For significance level = 10% then the t-value = 1.65; and for significance level = 5% then the t-value is 1.96; while for significance level = 1% then the t-value = 2.58.

RESULTS AND DISCUSSION

Outer Model Analysis

The measurement model test (outer model) is used to determine the specification of the relationship between latent variables and manifest variables. The test has convergent validity, discriminant validity, and reliability.

Convergent Validity

This test is proven by the loading factor value of 0.7, and the limit value. Average. Variance. Extracted. (AVE) of 0.5; anything above this value is considered valid. This means that the indicator value is considered valid if it describes the build variable with a value greater than 0.7. The structural model in this study is shown in the following figure:

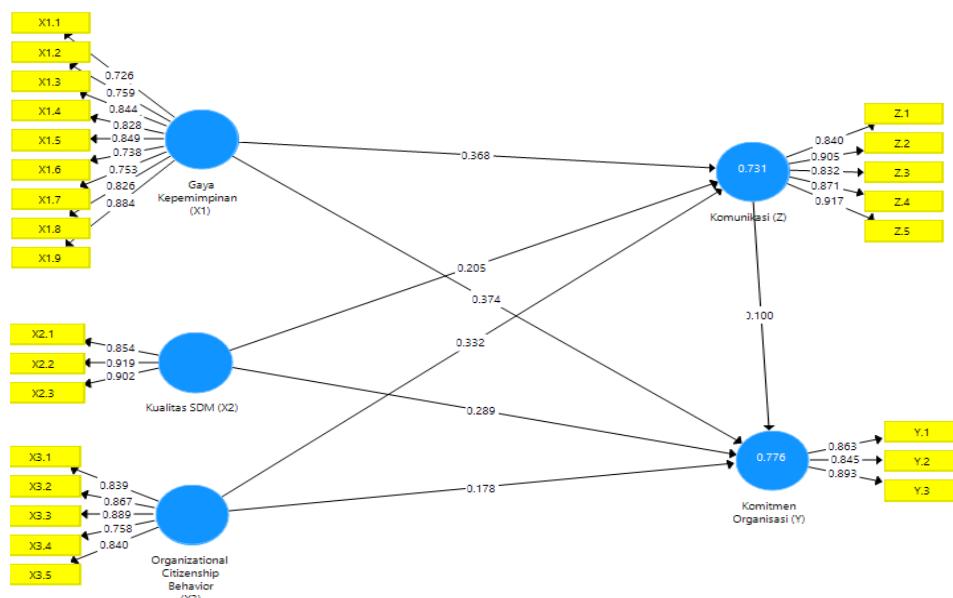


Figure 2. Outer Model

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

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

$$Z = 0.368 X1 + 0.205 X2 + 0.332 X3 + e1$$

For substructure 2

$$Y = b2X1 + b4X2 + b3X3 + b4Z + e2$$

$$Y = 0.374X1 + 0.289X2 + 0.178X3 + 0.100Z + e2$$

Table 2. Outer Loadings

	Leadership Style (X1)	Organizational Commitment (Y)	Communication (Z)	Human Resources Quality (X2)	Organizational Citizenship Behavior (X3)
X1.1	0.726				
X1.2	0.759				
X1.3	0.844				
X1.4	0.828				
X1.5	0.849				
X1.6	0.738				
X1.7	0.753				
X1.8	0.826				
X1.9	0.884				
X2.1				0.854	
X2.2				0.919	
X2.3				0.902	
X3.1					0.839
X3.2					0.867
X3.3					0.889
X3.4					0.758
X3.5					0.840
Y.1		0.863			
Y.2		0.845			
Y.3		0.893			
Z.1			0.840		
Z.2			0.905		
Z.3			0.832		
Z.4			0.871		
Z.5			0.917		

Source: Smart PLS 3.3.3

In table 2 above, there are values for each variable, it is stated that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can be continued for further research.

Discriminant Validity

Further research will determine the validity of the data using Discriminate Validity, with the aim of finding out whether the cross loading value is greater than other latent variables in order to find out the findings of indicators that have a strong relationship with the concept. The following table shows the findings of cross loading from the validity test, as follows:

Table 3. Discriminant Validity

	Leadership Style (X1)	Organizational Commitment (Y)	Communication (Z)	Human Resources Quality (X2)	Organizational Citizenship Behavior (X3)
X1.1	0.726	0.686	0.554	0.611	0.626
X1.2	0.759	0.688	0.566	0.638	0.617
X1.3	0.844	0.714	0.625	0.655	0.734
X1.4	0.828	0.670	0.643	0.656	0.703
X1.5	0.849	0.815	0.766	0.782	0.851
X1.6	0.738	0.542	0.695	0.618	0.630
X1.7	0.753	0.637	0.572	0.657	0.550
X1.8	0.826	0.633	0.714	0.593	0.668
X1.9	0.884	0.718	0.770	0.773	0.738
X2.1	0.735	0.628	0.643	0.854	0.699
X2.2	0.753	0.785	0.742	0.919	0.715
X2.3	0.741	0.768	0.686	0.902	0.715
X3.1	0.840	0.758	0.756	0.819	0.839
X3.2	0.662	0.649	0.703	0.693	0.867
X3.3	0.661	0.618	0.609	0.613	0.889
X3.4	0.659	0.572	0.566	0.565	0.758
X3.5	0.732	0.757	0.728	0.614	0.840
Y.1	0.727	0.863	0.773	0.803	0.704
Y.2	0.695	0.845	0.552	0.605	0.666
Y.3	0.782	0.893	0.678	0.710	0.728
Z.1	0.685	0.667	0.840	0.700	0.647
Z.2	0.799	0.709	0.905	0.739	0.763
Z.3	0.690	0.715	0.832	0.597	0.766
Z.4	0.640	0.611	0.871	0.653	0.599
Z.5	0.763	0.677	0.917	0.694	0.742

Source: Smart PLS 3.3.3

Table 3 above shows the cross loading factor values of each variable and indicator. This can be explained that the cross loading value of each variable is greater than the cross loading value of other latent variables for each variable, so it can be interpreted that this study has discriminant validity.

Composite reliability

In composite reliability research, each variable is evaluated using its reliability value; if the variable value is greater than 0.60 then the research is considered reliable; if between 0.60 and 0.7, then it is not reliable. The table below shows the Coranbach alpha, composite reliability, and AVE values, which are used to determine whether the research is reliable and valid.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style (X1)	0.930	0.942	0.644
Organizational Commitment (Y)	0.835	0.901	0.752
Communication (Z)	0.922	0.941	0.763
Human Resources Quality (X2)	0.872	0.921	0.796
Organizational Citizenship Behavior (X3)	0.895	0.923	0.705

Source: Smart PLS 3.3.3

In table 4 above, the Cronbach alpha column shows the value of each variable is greater than 0.7, indicating that the variable's dependability data is reliable. The composite reliability column has a value greater than 0.6, indicating that each variable is considered reliable because the data exceeds 0.6. The AVE column shows that each variable has a value greater than 0.7, indicating that the data is original in terms of AVE. All variables in the Cronbach alpha, reliability, and AVE columns have values above 0.7 and 0.6, indicating reliability and validity.

Inner Model Analysis

The structural model (inner model) is evaluated to ensure that the resulting basic model is strong and correct. Some markers that can be used to identify the stages of the main model assessment examination include:

Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Organizational Commitment (Y)	0.776	0.762
Communication (Z)	0.731	0.719

Source: Smart PLS 3.3.3

There is an R square value in table 5 for the R square value of the organizational commitment variable with a value of 0.776 or 77.6%, meaning that the influence of the leadership style variable, HR quality, Organizational Citizenship Behavior and communication on organizational commitment is 0.776 or 77.6%, the rest is on other variables, the R square value of the communication variable is 0.731 or 73.1%, meaning that the influence of the leadership style variable, HR quality, Organizational Citizenship Behavior is 0.731 or 73.1% and the rest is on other variables.

Hypothesis Testing

After assessing the inner model, the next thing is to assess the relationship between idle builds as suspected in this review. Speculation testing in this review is done by looking

at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05 . Here is the direct impact of the Path Coefficient:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership Style (X1) -> Organizational Commitment (Y)	0.374	3,081	0.001	Accepted
Leadership Style (X1) -> Communication (Z)	0.368	3,091	0.001	Accepted
Communication (Z) -> Organizational Commitment (Y)	0.100	0.919	0.179	Rejected
Human Resources Quality (X2) -> Organizational Commitment (Y)	0.289	2,593	0.005	Accepted
Human Resources Quality (X2) -> Communication (Z)	0.205	1,477	0.070	Rejected
Organizational Citizenship Behavior_(X3)_ -> Organizational Commitment (Y)	0.178	1,622	0.053	Rejected
Organizational Citizenship Behavior_(X3)_ -> Communication (Z)	0.332	2,699	0.004	Accepted

Source: Smart PLS 3.3.3

In table 6 there are the results of the research hypothesis, so the explanation of this research is as follows:

1. Leadership style has a positive and significant effect on organizational commitment with an original sample value of 0.374 and p values of 0.001, meaning that if the leadership style increases, organizational commitment will increase, conversely, if it decreases, organizational commitment will decrease.
2. Leadership style has a positive and significant effect on communication with an original sample value of 0.368 and p values of 0.001, meaning that if the leadership style increases well, good communication will increase, conversely if it decreases, communication will decrease.
3. Communication has a positive but insignificant effect on Organizational Commitment with an original sample value of 0.100 and p values of 0.179, meaning that good or bad communication has little effect on organizational commitment.
4. The quality of human resources has a positive and significant effect on Organizational Commitment with an original sample value of 0.289 and p values of 0.005, meaning that if the quality of human resources increases, organizational commitment will increase, conversely, if it decreases, organizational commitment will also decrease.
5. The quality of human resources has a positive but insignificant effect on communication with an original sample value of 0.205 and p values of 0.070, meaning that the quality of human resources has little effect on communication in this study.
6. *Organizational Citizenship Behavior* has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.178 and p values of 0.053,

meaning that OCB has little effect on organizational commitment so that it cannot increase but can still be useful.

7. *Organizational Citizenship Behavior* has a positive and significant effect on communication with an original sample value of 0.332 and p values of 0.004, meaning that if OCB increases well, communication will increase well, if it decreases, communication will also decrease.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership Style (X1) -> Communication (Z) -> Organizational Commitment (Y)	0.037	0.950	0.171	Rejected
Human Resources Quality (X2) -> Communication (Z) -> Organizational Commitment (Y)	0.020	0.553	0.290	Rejected
Organizational Citizenship Behavior (X3) -> Communication (Z) -> Organizational Commitment (Y)	0.033	0.799	0.212	Rejected

In table 7, indirectly, the explanation for this research hypothesis is as follows:

1. Leadership style has a positive but insignificant effect on organizational commitment through communication with the original sample of 0.037 and p values of 0.171, meaning that communication is not an intervening variable because it is unable to influence indirectly and is not significant.
2. The quality of human resources has a positive but insignificant effect on Organizational Commitment through Communication with an original sample value of 0.020 and p values of 0.290, meaning that communication is not an intervening variable because it is unable to influence it significantly.
3. Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment through Communication with an original sample value of 0.020 and p values of 0.212, meaning that communication is not an intervening variable because it is unable to influence significantly.

CLOSING Conclusion

1. Leadership Style has a positive and significant influence on Organizational Commitment with an original sample value of 0.374 and p values of 0.001.
2. Leadership Style has a positive and significant effect on Communication with an original sample value of 0.368 and p values of 0.001.
3. Communication has a positive but insignificant effect on Organizational Commitment with an original sample value of 0.100 and p values of 0.179.
4. Human resource quality has a positive and significant effect on Organizational Commitment with an original sample value of 0.289 and p values of 0.005.
5. The quality of human resources has a positive but insignificant effect on communication with an original sample value of 0.205 and p values of 0.070.

6. *Organizational Citizenship Behavior* has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.178 and p values of 0.053.
7. *Organizational Citizenship Behavior* has a positive and significant effect on Communication with an original sample value of 0.332 and p values of 0.004.
8. Leadership style has a positive but insignificant effect on Organizational Commitment through communication with the original sample of 0.037 and p values of 0.171.
9. The quality of human resources has a positive but insignificant effect on Organizational Commitment through Communication with an original sample value of 0.020 and p values of 0.290.
10. *Organizational Citizenship Behavior* has a positive and significant effect on Organizational Commitment through Communication with an original sample value of 0.020 and p values of 0.212.

Suggestion

1. The organization must have a good leadership style and also be firm in leading an organization, not dictatorial so that employees feel better working under good and firm leadership.
2. Organizations must improve the quality of employee human resources through training or seeking employees with good human resources for the sake of organizational progress.
3. Organizations must implement OCB as a good organizational culture.
4. Organizations must improve healthy and good communication to avoid misunderstandings in work.
5. Organizations must increase organizational commitment by providing adequate compensation for employees.
6. This research is expected to be used as input for the organization to cover the organization's deficiencies and weaknesses.
7. This research is expected to be used as reference material for new research and to develop it for further research.

REFERENCES

- Dessler. Gary. 2015. Human Resources Management (Manajemen Sumber Daya Manusia), Edisi Empat Belas Bahasa Indonesia. Jakarta: Indeks.
- Ghozali, Imam dan Hengky Latan (2015). Partial Least Squares Konsep Teknik dan Aplikasi dengan Program Smart PLS 3.0. Semarang: Universitas Diponegoro Semarang.
- Hasibuan, Malayu S.P. 2016. Manajemen Sumber Daya Manusia. Edisi Revisi. Jakarta: Penerbit PT Bumi Aksara.
- Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM). European Business Review, 26(2), 106–121. <http://doi.org/10.1108/EBR-10-2013-0128>
- Kadir. (2018). Peranan brainware dalam sistem informasi manajemen jurnal ekonomi dan manajemen sistem informasi. Sistem Informasi, 1(September), 60–69. <https://doi.org/10.31933/JEMSI>
- Kreitner, Robert dan Angelo Kinicki. 2014. Perilaku Organisasi. Edisi 9. Buku 1. Jakarta: Salemba Empat.

- Lawasi, E. S. & Triatmanto, B., 2017. Pengaruh Komunikasi, Motivasi Dan Kerjasama Tim Terhadap Peningkatan Kinerja Karyawan. JMDK, Vol 5(No 1), Pp. 47-57.
- Matutina. 2016. Manajemen Sumber Daya Manusia. Jakarta : Gramedia Widia Sarana Indonesia.
- Moorhead, Gregory & Griffin, Ricky W. (2013). Perilaku organisasi: Manajemen Sumber Daya Manusia dan Organisasi. Jakarta: Salemba Empat.
- Putri, L. D., & Sariyathi, N. K. (2017). Pengaruh Gaya Kepemimpinan Transformasional, Kerjasama Tim dan Komunikasi Terhadap Kinerja Karyawan Warung Mina Cabang Renon. E-Journal Manajemen Unud. Pp. 3398-3426.
- Suharto, 2015, Membangun Masyarakat Memberdayakan Rakyat (Kajian Strategis Pembangunan Kesejahteraan Sosial & Pekerjaan Sosial), PT.Refika Aditama.
- Sugiyono. 2021. Metode Penelitian Kualitatif. Alfabeta, CV: Bandung.
- Thoha. 2015, Perilaku Organisasi Konsep Dasar dan Implikasinya. Jakarta : PT. Raja Grafindo Persada
- Yukl, Gary. 2015, Leadership in Organizations, Seventh Edition, PT. Indeks, Jakarta.