



The Role of Employee Engagement in Bridging the Relationship between Perceived Communication Satisfaction and Organizational Commitment

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Abstract

This study examines employee engagement's function as a mediating variable in the correlation between perceived communication satisfaction and organizational commitment. The employed study method was a quantitative approach utilizing a survey design, with 84 state public servants participating as respondents. The data were examined utilizing Structural Equation Modeling (SEM). The findings indicated that perceived communication satisfaction significantly enhances employee engagement, but does not substantially affect organizational commitment. Research shows that employee engagement markedly enhances organizational commitment and mediates between perceived communication satisfaction and organizational commitment. This study's findings underscore the significance of employee engagement in connecting perceived communication satisfaction with organizational commitment. This study highlights the necessity of enhancing internal communication and employee engagement programs to bolster organizational commitment, hence facilitating the attainment of corporate objectives.

Keywords: Organizational Commitment, Employee Engagement, Perceived Communication Satisfaction

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INTRODUCTION

Organizational commitment is a key factor in the success and stability of an organization, especially in the public sector. This commitment encompasses employee attachment to the organization, which includes the desire to stay, a sense of belonging, and emotional involvement in organizational goals and values (Nandan et al., 2018). High organizational commitment can reduce turnover, improve individual performance, and strengthen overall organizational effectiveness (Rawashdeh & Tamimi, 2020). In the public sector, where bureaucracy and community service are central, this commitment is crucial for ensuring the delivery of high-quality, sustainable services.

One important factor that can enhance organizational commitment is effective internal communication. Internal communication refers to clear information flow, constructive feedback, and open interaction between employees and management. Research indicates that good communication increases employee satisfaction and strengthens their engagement with the organization (Tkalac Verčič et al., 2021). Transparent communication fosters mutual trust and respect between employees and management, encouraging employees to become more emotionally and cognitively engaged in their work, which in turn strengthens their commitment to the organization (Ewing et al., 2019).

Employee engagement refers to the level of enthusiasm, attachment, and contribution that employees bring to their work and the organization. Employees who feel engaged in their work tend to demonstrate stronger organizational commitment because they feel valued and recognize their important role in achieving organizational goals (Bakker & Albrecht, 2018). In the public sector, where intrinsic motivation and a sense of calling to serve the community drive employees, engagement is a vital factor in promoting sustainable and effective commitment (Miao et al., 2018).

For this reason, the government must prioritize increasing organizational commitment among its employees. Highly committed employees are essential for achieving public-sector goals and providing better services to the community. Research by (Prahiawan & Nupus, 2021) reveals that employees who have a clear understanding of the organization's vision and mission are more likely to support its policies and remain dedicated to delivering exceptional services to stakeholders. Therefore, effective Human Resource Management (HRM) in the public sector should focus on efforts to enhance organizational commitment, including strengthening communication quality and employee engagement. Without high commitment, public organizations will struggle to meet their goals, both in terms of operational efficiency and the delivery of optimal services to the community.

The Indonesian FDA, tasked with overseeing food and drug safety in Indonesia, urgently requires employees with high commitment. According to the 2022 workload analysis of the Indonesian FDA, the agency needs 8,627 employees to meet its performance targets. However, by the end of 2022, it only had 5,083 employees (Badan Pengawas Obat dan Makanan, 2022). Thus, improving organizational commitment at the Indonesian FDA is crucial for enhancing performance and effectiveness in carrying out supervisory duties and providing public services.

This research was conducted at one of the Indonesian FDA's UPTs, which is responsible for overseeing food and drug safety in its region. In 2022, this UPT experienced a significant decline in its organizational commitment index, with a noticeable downward trend over the past two years. The aim of this study is to identify factors that can improve organizational commitment at the UPT level and provide recommendations for strengthening aspects that influence commitment, ultimately supporting the achievement of supervisory and public service goals.

This study also proposes to investigate the role of employee engagement as a mediating variable in the relationship between perceived communication satisfaction and organizational commitment. Previous research shows that although internal communication has a significant

influence on organizational commitment, research results regarding this relationship are not always consistent, especially in the public sector (Boukamcha, 2023). This discrepancy suggests a research gap that needs further investigation, including the potential role of employee engagement as a mediating variable linking perceived communication satisfaction with organizational commitment.

This study aims to address the research gap by analyzing in depth the role of employee engagement as a mediator between perceived communication satisfaction and organizational commitment through a quantitative approach. The findings of this study are expected to significantly enhance our understanding of the factors affecting employee loyalty in the public sector and provide valuable recommendations for advancing human resource management in governmental entities.

METHOD

This research is a quantitative study with a survey design. The quantitative approach was chosen because it allows the collection of numerical data that can be used to describe and analyze the relationship between the variables under study, such as Perceived Communication Satisfaction, Employee Engagement, and Organizational Commitment. This type of research is relevant to achieve the research objectives which aim to identify factors that influence organizational commitment at UPT of Indonesian FDA. Survey is an effective method in obtaining data from a large number of respondents in a systematic way without changing the variables under study.

Table 1 Operational Variables

Variables	Definition	Indicator	Scale
Organizational Commitment (Y)	The psychological state of employees reflected in a sense of emotional attachment, the need to stay due to perceived consequences, as well as a moral obligation to be loyal, which is shown through career dedication, pride in the organization, a mutual relationship between the organization and its employees, and a sense of responsibility for the sustainability of the organization. (Boukamcha, 2023; Makumbe, 2025)	<ol style="list-style-type: none"> KO1 (Career dedication) KO2 (Organisational pride) KO3 (Organisational concern) KO4 (Moral responsibility) KO5 (Obligation to the organisation) KO6 (Ethical loyalty) KO7 (Personal loss) KO8 (Mutual relationships) 	Interval 1-10
Perceived Communication Satisfaction (X)	Employees' perceptions of their level of satisfaction with the organization's internal communication, including the quality of interactions with superiors, co-workers, company information, communication media, and supportive climate and informal communication (Ravina-Ripoll et al., 2023; Tkalac Verčič, 2021).	<ol style="list-style-type: none"> PK1 (Satisfaction with understanding of superiors) PK2 (Satisfaction with information from superiors) PK3 (Satisfaction with team communication) PK4 (Satisfaction with communication results) PK5 (Satisfaction with acceptance of criticism) 	Interval 1-10

Variables	Definition	Indicator	Scale
		6. PK6 (Satisfaction with work protocol information) 7. PK7 (Satisfaction with information about changes in the organisation) 8. PK8 (Feeling of importance in the organisation) 9. PK9 (Motivation to achieve goals) 10. PK10 (Satisfaction with communication media)	
Employee Engagement (Z)	Employees' cognitive, emotional, and behavioral engagement with their work and organization, as measured through focus and attention on work, emotional connectedness with the organization, and extra effort at work (Kossyva et al., 2024; Shuck, 2016).	1. KP1 (Focus on work) 2. KP2 (Concentration on tasks) 3. KP3 (Sense of ownership towards work) 4. KP4 (Belief in goals) 5. Kp5 (Motivation to work harder) 6. KP6 (Exceeding expectations) 7. Kp7 (Hard work for success)	Interval 1-10

Table 1 illustrates the operational definition of each variable, its indicators, and measurement scale. In this study, the variables measured include Organizational Commitment, Perceived Communication Satisfaction, and Employee Engagement. Each variable has specific indicators that serve as measurement tools to assess the extent to which the variable is reflected in organizational reality. For example, Organizational Commitment is measured through indicators such as Career Dedication and Concern for the Organization, which use an interval scale from 1 to 10 to provide a more detailed and quantitative assessment of employee responses. This variable operationalization ensures that each variable can be measured clearly and consistently, which becomes a reference in the preparation of questionnaires that will be distributed to respondents.

With this operational definition, the next step is data collection based on the identified variables, which will be further analyzed to provide relevant insights in the context of the research objectives.

The population of this study consisted of 84 State Civil Apparatus employees at one of UPT at Indonesian FDA, who were involved in four main functions, namely Administration, Testing, Information & Communication, and Inspection and Enforcement. The sampling technique used was saturated sampling, with the entire population being the research sample. The data used is primary data obtained through distributing questionnaires to all selected employees, with questions that have been prepared based on the indicators of each variable studied.

SEM was used to analyze the gathered data with the aid of SmartPLS software version 4.1. The link between latent variables is tested using SEM. The characteristics of the respondents were described using descriptive analysis, and the hypothesis was tested and the degree to which the suggested model could account for the dependent variable was measured using inferential analysis.

RESULTS AND DISCUSSION

Instrument Test

As the first stage in this research, a questionnaire was distributed to 30 non-sample respondents, with the aim of testing the feasibility of the instrument. In Hair et al. (2022) explained that in quantitative research with a reflective indicator model there are 4 parameters that must be evaluated before the instrument is suitable for use, including indicator reliability (outer loading value), Internal Consistency Reliability (Cronbach's alpha value), Convergent Validity (AVE value), and Discriminant Validity (heterotrait-monotrait ratio value/HTMT). From the results of the four tests, 3 indicators were obtained, namely KO2, KO3, and PK3 which had an outer loading value between 0.4-0.7, the researcher retained the indicator because the AVE value of the variable reflected by the indicator still met the value, which was above 0.5, but during Discriminant Validity testing there was one indicator, namely KP7, which had a double correlation with other variables, causing the HTMT value to be above 0.9. The removal of the indicator was carried out and the HTMT recalculation was carried out and obtained a value of 0.871; 0.896; and 0.808, respectively

Table 2. Consistency Reliability and Convergent Validity Analysis Results

Variables	Cronbach's alpha	AVE
Organizational Commitment	0,893	0,574
Employee Engagement	0,899	0,626
Perceived Communication Satisfaction	0,940	0,652

The conclusion of the Instrument Test results is that there is one indicator from all indicators used which is declared invalid so that the number of indicators used in the next questionnaire is 24 Indicators with details, 8 Indicators on the Organizational Commitment Variable, 10 Indicators on the Communication Satisfaction Perception Variable, and 6 Indicators for the Employee Engagement Variable.

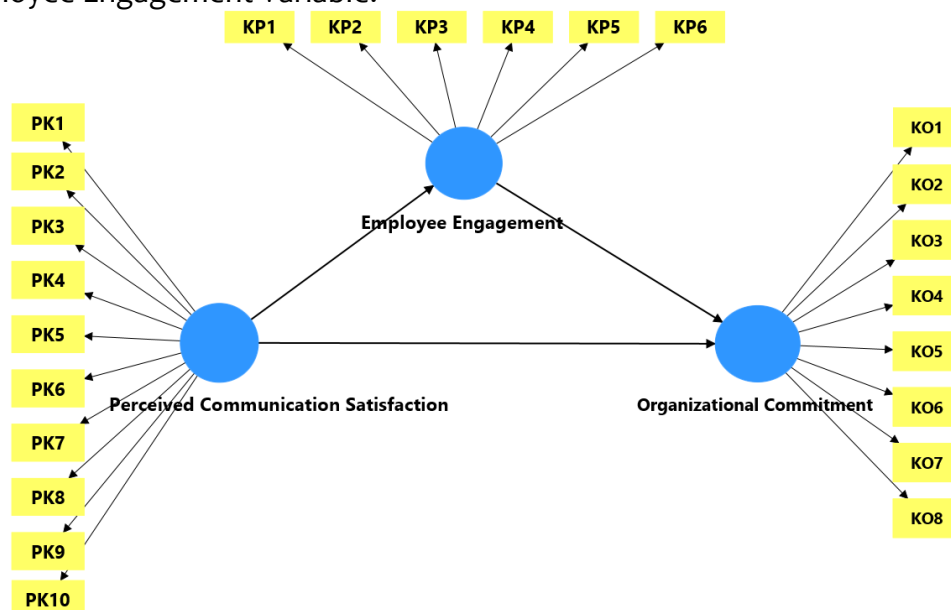


Figure 1. Research Model

Descriptive Analysis of Respondents

Based on the results of the descriptive analysis of respondents, it can be concluded that the demographic characteristics of employees provide important implications related to the variables studied, namely organizational commitment, perceived communication satisfaction, and employee engagement. Most of the respondents are female (73,81%), while only 26,19% are male. This shows that the organization has a more dominant proportion of female employees, which needs to be considered in the context of internal communication. Organizations should ensure that communication can accommodate the needs and characteristics of different genders to increase organizational commitment and employee engagement.

The majority of respondents are from the Millennial generation (89,29%), who tend to be more open to technology and change, and prioritize work-life balance. With these characteristics, Millennials have the potential for higher commitment to the organization if they feel valued, have career development opportunities, and are connected to the organization's vision. Therefore, open communication and the use of technology that supports interaction and direct feedback will be very relevant to increase employee engagement in this group.

Regarding education level, the majority of respondents have a Bachelor's degree (54,76%), with some having a Master's degree (28,57%). This shows that the organization has an educated workforce, which has the potential to contribute more to organizational commitment and communication satisfaction. Employees with higher education backgrounds generally prioritize career development opportunities and active roles in the organization. To increase employee engagement, organizations need to provide more opportunities for them to play a role in decision-making and reward their contributions.

Overall, this demographic data suggests that organizations need to tailor policy approaches to improve organizational commitment and employee engagement by taking into account demographic characteristics, such as gender, age, and education level. Thus, open and inclusive communication and opportunities for growth will support better organizational goals.

Outer Model Test

Based on the results of testing the reflective outer model using data from 84 respondents, it can be concluded that this model meets all Outer Model test criteria. First, testing the reliability of indicators, there are 7 indicators that have a value between 0.4-0.7, but the AVE value of all variables reflected by these indicators meets the criteria, indicating that the construct can explain more than half of the variance of its indicators, so the 7 indicators are retained (Hair et al., 2022). Second, internal consistency reliability also meets the standard, with Cronbach's Alpha and Composite Reliability values of more than 0.70 each, indicating adequate internal consistency. Third, the evaluation of discriminant validity using HTMT showed values below the 0.9 threshold for conceptually distinct constructs, which proves that the constructs in this model are unique and do not overlap. Thus, all criteria for testing the reflective outer model have been met.

Inner Model Test

To test the inner model in PLS-SEM, the first step that needs to be done is the multicollinearity test using the Variance Inflation Factor (VIF). Next, test the significance of path coefficients with a bootstrapping procedure to obtain t and p values, as well as confidence intervals to ensure the stability of the estimate (Hair et al., 2022).

Multicollinearity Test

The multicollinearity test aims to identify the presence of high correlation between predictor constructs in the structural model, which may cause bias in the estimation of path

coefficients. If there is high multicollinearity, the estimated path coefficients may become unstable and produce unreliable results. Therefore, this test is important to ensure that the model does not have any collinearity problems that could compromise the validity of the analysis results.

The acceptance criteria for the multicollinearity test with the VIF parameter is that the VIF value for each predictor construct should be less than 5, with a more ideal value below 3. If the VIF value exceeds 5, this indicates a significant multicollinearity problem in the model.

Table 3. Multicollinearity Test Results

INDICATOR	VIF	INDICATOR	VIF	INDICATOR	VIF
KO1	2,472	KP1	1,632	PK1	1,410
KO2	2,426	KP2	2,030	PK2	1,941
KO3	1,583	KP3	2,540	PK3	2,357
KO4	2,102	KP4	1,621	PK4	1,950
KO5	2,069	KP5	2,410	PK5	2,408
KO6	1,547	KP6	2,292	PK6	2,154
KO7	1,298			PK7	2,730
KO8	1,871			PK8	2,667
				PK9	2,674
				PK10	1,994

Based on the multicollinearity test results listed in the figure, VIF values for each indicator, ranging from KO1 to KO8 and KP1 to KP10, range from 1,410 to 2,730. All of these VIF values are below the set threshold of 5, indicating that there is no significant multicollinearity problem between the predictor constructs in this model. Thus, these results indicate that the relationships between the predictor constructs in the model are reliable and there is no excessive correlation that may affect the accuracy of the model estimates.

Test the significance of path coefficients

Furthermore, the significance of path coefficients was tested using a bootstrapping procedure to obtain t and p values, as well as confidence intervals to ensure the stability of the estimates. To test the significance of path coefficients in the PLS-SEM model involving perceived communication relationships as the independent variable, employee engagement as the mediating variable, and organizational commitment as the dependent variable. To determine significance, the p value must be less than a predetermined significance level, such as 0,05 for a 5% significance level. In this process, we can also use the confidence intervals generated from bootstrapping to assess the stability of the path coefficient estimates.

In this research model, there are several hypotheses including

- H1: Perceived Communication Satisfaction has a significant positive effect on Organizational Commitment
- H2: Perceived Communication Satisfaction has a significant positive effect on Employee Engagement.
- H3: Employee Engagement has a significant positive effect on Organizational Commitment.
- H4: Employee Engagement positively and significantly mediates the relationship between perceived communication satisfaction and organizational commitment.

Table 4. Significance Test Results Path Coefficients

Relationship	Path Coefficient	T statistics (t > 1,96)	P values (< 0,05)
PK -> KO	0,22	1.707	0,088
PK -> KP	0,805	20.330	0,000
KP -> KO	0,614	4.679	0,000
PK -> KP -> KO	0,495	4.609	0,000

Perceived Communication Satisfaction and Organizational Commitment

The results of the significance test of the effect of perceived communication satisfaction on organisational commitment. The test results show a path coefficient value of 0.22 with a t-statistic value of 1.707 and a p-value of 0.088. Because the p-value is greater than 0.05, this hypothesis is not significant at the 5% significance level. Therefore, there is no significant influence between perceived communication satisfaction and organisational commitment in this model (H1).

The results of this study differ from previous studies that showed that communication satisfaction significantly influences organisational commitment. These differing findings indicate the possibility of other contexts or mediating variables that influence this relationship.

The results of the following study are in line with the findings in this study, which indicate that perceived communication satisfaction has a positive but insignificant effect on organisational commitment. Boukamcha (2023) study shows that internal communication significantly influences job satisfaction and organisational commitment in the private sector, while this effect is not found in the public sector, possibly due to differences in communication styles and organisational culture between the two sectors.

Although the respondents' perception of communication satisfaction showed a fairly high value with an average index of 66.84, the hypothesis results indicate that its effect on organisational commitment is not significant. This suggests that although employees are satisfied with the existing communication, other more dominant factors may influence their commitment to the organisation.

Perceived Communication Satisfaction and Employee Engagement

The analysis shows that the perception communication satisfaction has a significant positive effect on employee engagement. This can be seen from the T-statistic value of 20,330 and the P-value of 0,000. Thus, the second hypothesis (H2) is accepted, indicating that the perception of communication satisfaction has a significant effect on employee engagement.

This finding is consistent with the results of previous studies that show a positive relationship between communication satisfaction and the level of employee engagement. In Kang & Sung's (2017) research revealed that open and symmetrical communication can increase employee engagement because they feel cared for and trusted. Therefore, the results of this study strengthen the empirical evidence showing that perceptions of communication satisfaction have an important role in shaping employee engagement.

From a managerial point of view, this result can be explained by emphasizing the importance of communication as a means of building positive relationships between employees and the organization. Clear and open communication enables employees to better understand the organization's vision, mission, and goals, which in turn increases their sense of involvement in achieving these goals. Furthermore, communication satisfaction is also closely related to feeling valued in the organization. When employees feel that their opinions are valued and listened to, they will be more motivated to make maximum contributions in their work. Therefore, organizations need to ensure that the internal communication system runs effectively, including through structured feedback mechanisms, improving communication skills

at the leadership level, and using communication technologies that support more transparent and efficient interactions.

Employee Engagement and Organizational Commitment

The analytical results for the third hypothesis indicate that employee engagement significantly enhances organizational commitment. The T statistic of 4,679 exceeds the key value of 1.96, and the P value of 0,000 is below 0,05, indicating that employee engagement strongly influences organizational commitment. Consequently, the third hypothesis (H3) is affirmed, indicating that increased employee engagement correlates with heightened organizational commitment.

This discovery aligns with other prior research that emphasize the strong correlation between employee engagement and organizational commitment. Hanaysha's (2016) research shows that employees who have high engagement tend to show higher levels of organizational commitment. Similar results were also shown by Hanjani et al. (2023), where employee engagement acts as a key factor that encourages loyalty and dedication to the organization.

Managerially, the positive and significant effect of employee engagement on organizational commitment can be explained through several mechanisms. First, employees who feel involved will develop a strong sense of belonging, so they are encouraged to make optimal contributions to the progress of the organization. Second, high engagement is usually born from a work environment that supports active participation, transparency of information, and appreciation of individual performance. Under these conditions, employees feel that their efforts are valued and respected, thus fostering intrinsic motivation to maintain a long-term relationship with the organization. Third, employee engagement is also often supported by transformational leadership, where superiors are able to motivate and inspire their subordinates, thus strengthening emotional bonds and overall commitment.

Employee engagement as mediators

The analysis reveals that employee engagement positively mediates the association between perceived communication satisfaction and organizational commitment. The T-statistic value of 4,609 and P-value of 0,000 show a significant effect. This means that the fourth hypothesis (H4) is supported, which says that communication satisfaction affects employee engagement and acts as a link between communication satisfaction and organizational commitment.

This finding aligns with prior studies indicating that employee engagement mediates the association between communication and organizational commitment. Walden et al. (2017) discovered that work engagement acts as a conduit between employee communication and organizational commitment. This study's findings corroborate the notion that communication satisfaction enhances employee engagement, hence fortifying their commitment to the firm.

This study demonstrates that while the impression of communication satisfaction significantly impacts employee engagement, employee engagement serves as a mediator between the perception of communication satisfaction and organizational commitment. These findings suggest that firms must prioritize enhancing the quality of internal communication to ensure clarity and elevate employee engagement. Enhancing employee engagement via improved communication enables firms to bolster employee dedication to organizational objectives, while eventually enhancing overall organizational performance.

Table 5. Hypothesis Test Results

Hypothesis	Test Result
Hypothesis 1	Rejected
Hypothesis 2	Accepted
Hypothesis 3	Accepted
Hypothesis 4	Accepted

CONCLUSION

Conclusion

This study aims to identify factors that can increase organizational commitment in UPT the Indonesian FDA, and investigate the role of employee engagement as a mediating variable in the relationship between perceived communication satisfaction and organizational commitment. The results showed that perceived communication satisfaction has an insignificant positive effect on organizational commitment. This suggests that although perceived communication satisfaction is important, other factors may be more dominant in influencing organizational commitment in the public sector. Perceived communication satisfaction has a significant positive effect on employee engagement. This confirms that effective communication perceived by employees can increase employee engagement in the organization. Employee engagement has a significant positive effect on organizational commitment. Employees who are more engaged tend to have a higher commitment to the organization. Employee engagement positively and significantly mediates the relationship between perceived communication satisfaction and organizational commitment. This suggests that employee engagement is a key element that bridges the relationship between communication satisfaction and organizational commitment. This research also enriches the concept that employee engagement can be a significant mediating variable in the relationship between perceived communication satisfaction and organizational commitment, providing new insights for human resource management in the public sector.

Limitations

This study has several limitations that need to be considered, both in terms of methods and theories. In terms of methods, this research was only conducted in one UPT of the Indonesian FDA with a relatively small number of respondents (84 employees), which may limit the generalization of the research results to the entire public sector or other government agencies. In addition, the use of a survey design with questionnaires may cause respondent bias, such as the tendency to provide answers that are considered socially desirable or lack of understanding of the questions asked. The quantitative approach used in this study may not be able to capture the nuances and complexities of the relationships between the variables studied in depth, so a qualitative or mixed approach may provide more comprehensive insights.

From a theoretical perspective, although this study investigated the role of employee engagement as a mediating variable, there are still other variables that may affect the relationship between perceived communication satisfaction and organizational commitment that have not been studied, such as organizational culture, leadership style, or other external factors. The results of this study may not be fully applicable to private sector or non-governmental organizations, given the differences in organizational structure, culture, and goals between the public sector and other sectors. Measurement of variables using scales may not fully reflect the complexity and dynamics of organizational commitment and employee engagement, so the use of more diverse measurement methods may provide more accurate results.

Research Implications

The findings of this study have several practical implications for organizations, particularly in the public sector. Enhancing the quality of internal communication is a primary recommendation, as effective and transparent communication can increase employee engagement. Organizations are advised to design more open communication policies, including structured feedback mechanisms and improved communication skills at the leadership level. The use of communication technologies that support more transparent and efficient interactions is also crucial. Additionally, special attention should be given to programs that can enhance employee engagement, such as career development, employee welfare, and recognition of their contributions. Employees who feel valued and have opportunities for growth tend to have higher organizational commitment, so policies supporting career development and employee welfare should be effectively designed and implemented.

Theoretically, this study contributes significantly to understanding the relationship between perceived communication satisfaction, employee engagement, and organizational commitment in the public sector. The research enriches the concept that employee engagement can be a significant mediating variable in the relationship between communication and organizational commitment. These findings open opportunities for future research to investigate other strategic variables that may influence this relationship. Based on recent literature, variables such as strategic leadership, work environment, and career development policies have been shown to significantly impact employee engagement and organizational commitment. Further research can be conducted longitudinally by examining other variables that influence organizational commitment, including demographic factors such as gender and generation (e.g., millennials or baby boomers) that have different needs. In addition, exploring the influence of the work environment and career development policies on employee engagement can help formulate more effective HR management strategies. A holistic approach that encompasses the quality of communication, engagement, and commitment of employees is important to support the achievement of public sector organizational goals.

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