



THE INFLUENCE OF ORGANISATIONAL CULTURE AND INTERNAL COMMUNICATION ON ORGANISATIONAL COMMITMENT THROUGH WORK ATTACHMENT AT THE CLASS II NON-TPI BANGGAI IMMIGRATION OFFICE

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Abstract

This study aims to analyze the influence of organizational culture and internal communication on organizational commitment through work attachment at the Class II Non-TPI Banggai Immigration Office. The study employs a quantitative approach using a survey method. The study population comprises all staff at the Class II Non-TPI Banggai Immigration Office, with a saturation sampling technique applied so that the entire population served as respondents. Data collection was carried out by distributing a questionnaire using a five-point Likert scale. Data analysis was performed using the Structural Equation Modelling-Partial Least Squares (SEM-PLS) method with SmartPLS 4 software. The results indicate that organizational culture has a positive and significant effect on job engagement and organizational commitment. Internal communication was also found to have a positive and significant effect on both job engagement and organizational commitment. Furthermore, job engagement has a positive and significant effect on organizational commitment. The mediation test results showed that job engagement positively and significantly mediates the effect of organizational culture on organizational commitment, as well as mediating the effect of internal communication on organizational commitment. These findings indicate that strengthening organizational culture and effective internal communication can enhance employees' job engagement, thereby increasing organizational commitment. Therefore, organizations need to strengthen the implementation of organizational cultural values, foster open and participatory internal communication, and create a working environment that enhances job engagement to support the sustainable achievement of organizational goals.

Keywords: Organizational Culture, Internal Communication, Job Engagement, Organizational Commitment, SEM-PLS.

INTRODUCTION

Human resource management is a critical function within management responsible for the management, development, retention, and optimization of human resources to ensure they can effectively and efficiently support the achievement of organizational objectives. The availability of resources and technology does not solely determine the success of public service delivery in public sector organizations; it is also influenced by the quality of staff management, which is capable of cultivating positive work behavior, loyalty, and commitment to the organization.

An increasingly dynamic work environment, the demands of public service digitalization, and rising public expectations necessitate that every government agency implements human resource management practices capable of fostering a workforce that is professional, adaptable, and has a sense of belonging to the organization. Recent research indicates that effective human resource management practices can enhance job engagement and organizational commitment, thereby contributing to improved quality of public services (Al Halbusi et al., 2023; Karatepe et al., 2024).

Organizational commitment is a psychological state that indicates the level of an employee's attachment to the organization, characterized by a desire to remain part of the organization, acceptance of the organization's goals, and a willingness to contribute their best in carrying out their

duties. Employees with high organizational commitment tend to demonstrate loyalty, discipline, responsibility, and a willingness to work beyond established job standards. Conversely, low organizational commitment can affect service quality, work productivity, public satisfaction, and may even increase employees' desire to leave the organization. Various recent studies explain that organizational commitment is influenced by internal organizational factors, such as organizational culture, internal communication, and job engagement, which can shape employees' emotional bonds with their organization (Nguyen et al., 2024; Saks, 2023).

As a result, it is essential to investigate the current situation at the Banggai Class II Non-TPI Immigration Office, which is a vertical agency that falls under the Directorate General of Immigration and is tasked with the responsibility of providing immigration services, monitoring foreign nationals, enforcing immigration law, and providing support for national security. According to the Strategic Plan of the Class II Non-TPI Banggai Immigration Office from 2025 to 2029, the organization faces several challenges. These challenges include the growing demand for public service, the expansion of its operational area, the strengthening of digital service systems, and the demands of bureaucratic reform that emphasize improving service quality and organizational governance. In order to provide services that are professional, accountable, and centered on the satisfaction of the public, in accordance with these conditions, every member of the staff is required to demonstrate a high level of organizational commitment.

Organizational commitment at the Banggai Class II Non-TPI Immigration Office is thought to be influenced by organizational culture, internal communication, and job engagement. Organizational culture comprises a system of values, norms, beliefs, and work practices that serve as a guide for the behavior of all members of the organization. A strong organizational culture fosters a shared sense of purpose, enhances cooperation, reinforces integrity, and creates a conducive working environment, thereby encouraging the growth of staff organizational commitment. Research conducted by Khan et al. (2024) and Mahmood et al. (2025) shows that organizational culture positively influences organizational commitment and is further strengthened when supported by high job engagement.

Internal communication is an essential component that contributes to the overall effectiveness of an organization. Open, transparent, and two-way communication within an organization has the potential to enhance work coordination, accelerate the flow of information, lessen the likelihood of conflict, and increase employees' trust in the organization. Internal communication is an essential instrument for ensuring the synchronized execution of tasks across various work units in public service organizations that perform a variety of service, supervisory, and administrative functions. These organizations are responsible for providing a wide range of services. The findings of Verčič (2023) and Ruck et al. (2024) provide evidence that the implementation of efficient internal communication strategies has the potential to enhance employee engagement while simultaneously bolstering organizational commitment.

Work engagement refers to a positive psychological state in which employees demonstrate enthusiasm, dedication, and a sense of purpose in carrying out their work. The next factor is work engagement, which is a positive psychological state. An employee's level of work engagement will determine their level of enthusiasm, the degree to which they are intrinsically motivated, and the degree to which they demonstrate loyalty to the organization. According to the findings of research conducted by Schaufeli (2023) and Albrecht et al. (2024), work engagement functions as a mediating variable that is capable of explaining how organizational culture and internal communication contribute to the enhancement of employees' commitment to their organizations.

According to the results of an initial survey that was carried out by means of an examination of the Strategic Plan of the Class

II Non-TPI Banggai Immigration Office, it was found that the organization has a fairly extensive operational area characterized by complex service delivery, increasing demand for digital-based services, and increasingly ambitious targets for bureaucratic reform. Furthermore, the organization is also facing adjustments to its institutional structure and an increase in cross-functional coordination, thereby requiring a strong organizational culture and effective internal communication to ensure that all staff can work in an integrated manner.

Research findings indicate that the organization's performance achievements are generally above target, such as the Public Satisfaction Index, the Internal Satisfaction Index, and the implementation of bureaucratic reform. Nevertheless, there are fluctuations in several indicators, particularly the Immigration Security Index and service delivery in certain years. These conditions indicate that the organization's success requires the strengthening of internal factors so that performance quality can be sustained over the long term.

Issues that remain include the sub-optimal internalization of organizational culture across all work units, the need to improve the effectiveness of internal communication to support cross-departmental coordination, and the possibility of varying levels of staff commitment due to the increasing complexity of immigration services and oversight. If these conditions are not addressed promptly, staff commitment may decline, which could ultimately affect the quality of public services. Therefore, research into the influence of organizational culture and internal communication on organizational commitment through job engagement at the Banggai Class II Non-TPI Immigration Office is important to contribute academically to the development of human resource management science, whilst also serving as a basis for formulating strategies to strengthen organizational culture, internal communication, and job engagement in order to enhance staff organizational commitment.

Various studies increasingly reinforce the view that organizational commitment is the result of the interaction of various internal organizational factors. Al Halbusi et al. (2023) found that ethical leadership and organizational culture are capable of enhancing organizational commitment through employees' job engagement. Saks (2023) explains that job engagement has a positive and significant

relationship with organizational commitment across various sectors. Furthermore, Nguyen et al. (2024) demonstrated that effective internal communication enhances work engagement whilst simultaneously strengthening organizational commitment. Research by Karatepe et al. (2024) showed that human resource management practices supported by a positive work environment can enhance employees' commitment through work engagement. Furthermore, Mahmood et al. (2025) concluded that a strong organizational culture has a significant influence on organizational commitment, particularly when supported by high work engagement. These findings indicate a consistent relationship between organizational culture, internal communication, work engagement, and organizational commitment, thereby providing a strong empirical foundation for this study.

Previous studies have shown that organizational commitment is influenced by factors such as the culture of the organization, the communication within the organization, and the level of work engagement. The vast majority of studies, on the other hand, have only investigated the relationships between variables in isolation, and they have been carried out in the private sector, educational institutions, and manufacturing facilities. In government agencies, specifically the Class II Non-TPI Banggai Immigration Office, there is still a very limited amount of research on the integration of organizational culture and internal communication with organizational commitment, with job engagement as a mediating variable. As a result, empirical testing is required to fill this research gap.

The most innovative part of this study is the development of a model that incorporates organizational culture and internal communication as determinants of organizational commitment, with job engagement serving as the mediating variable at the Class II Non-TPI Banggai Immigration Office. Additionally, this study presents the context of the immigration organization is presented in this study. The context is characterized by public service, supervision, law enforcement, and digital transformation. It is anticipated that the findings of the research will contribute to the advancement of the study of human resource management in the public sector, while also providing a foundation for the development of strategies to improve the organizational commitment of staff members.

LITERATURE REVIEW

Human Resource Management

Human resource management is the process of planning, organizing, developing, compensating, retaining, and controlling human resources so that organizational objectives are achieved effectively and efficiently. In public organizations, human resource management plays a role in building staff competence, motivation, and commitment so that they can improve the quality of service to the public. Effective human resource management also contributes to the creation of a positive work culture, productive communication, and a sense of belonging that supports organizational success (Rahmawati et al., 2024; Presilawati et al., 2025).

Organisational Culture

Organizational culture is a set of values, norms, beliefs, and behaviors that serve as guidelines for members of the organization in carrying out their work. A strong organizational culture fosters a shared understanding, enhances collaboration, reinforces organizational identity, and builds staff commitment to achieving the organization's objectives. In public sector organizations, organizational culture serves as a vital foundation for improving service quality and enhancing performance effectiveness by strengthening of staff engagement (Hidayat et al., 2024; Purnomo & Pranitasari, 2024).

Internal Communication

Internal communication is the process of exchanging information, communicating policies, coordinating activities, and providing feedback within an organization. Effective internal communication can enhance employees' understanding of the organization's objectives, strengthen cross-unit coordination, reduce conflict, and foster a sense of belonging to the organization. Consequently, internal communication is regarded as a strategic factor in building workplace engagement and strengthening employees' commitment to the organization (Widyanti et al., 2024; Sulistyowati et al., 2024).

Organisational Commitment

Organizational commitment is the level of an employee's psychological attachment to the organization, reflected in their willingness to maintain membership, embrace the organization's values, and strive to achieve its objectives. Employees with high commitment tend to demonstrate greater loyalty, responsibility, discipline, and better performance. Organizational commitment is influenced by various factors, including organizational culture, internal communication, and work engagement, which form an emotional bond between employees and the organization (Marbawi et al., 2024; Mulyawan et al., 2024). (Kuey)

Framework

The Influence of Organizational Culture on Job Engagement

A strong organizational culture is capable of creating a conducive working environment through the application of values, norms, and work behaviors that encourage collaboration, trust, and a service-oriented mindset. Employees working within a positive organizational culture tend to demonstrate greater enthusiasm, dedication, and engagement in carrying out their work. The findings of Falasifa et al. (2025) and Hidayat et al. (2024) demonstrate that organizational culture has a positive influence on employees' job commitment.

H₁: *It is hypothesized that organizational culture has a positive and significant effect on job commitment at the Banggai Class II Non-TPI Immigration Office.*

The Effect of Internal Communication on Job Commitment

Effective internal communication fosters a shared understanding, strengthens coordination, and enhances employees' trust in the organization. Clear, open, and timely information makes employees feel valued and helps them understand the organization's objectives, thereby encouraging increased job commitment. Research by Haryanto et al. (2024) and Nguyen et al. (2024) indicates that internal communication has a positive and significant effect on job commitment through an improvement in the quality of the organization's relationship with its staff.

H₂: *It is hypothesized that internal communication has a positive and significant effect on work engagement at the Banggai Class II Non-TPI Immigration Office.*

The Influence of Organizational Culture on Organizational Commitment

Organizational culture serves as a behavioral guideline that shapes shared values, loyalty, and a sense of belonging amongst employees towards the organization. A culture that supports integrity, cooperation, and a service-oriented approach will strengthen employees' emotional bonds, thereby enhancing organizational commitment. Research by Mahmood et al. (2025) and Marbawi et al. (2024) demonstrates that organizational culture has a positive and significant influence on organizational commitment across various public and private organizations.

H₃: *It is hypothesized that organizational culture has a positive and significant effect on organizational commitment at the Banggai Class II Non-TPI Immigration Office.*

The Influence of Internal Communication on Organizational Commitment

Internal communication is a vital means of conveying information, fostering coordination, and creating harmonious relationships between management and staff. Open communication enhances trust, a sense of belonging, and staff loyalty towards the organization, thereby strengthening organizational commitment. The findings of studies by Widyanti et al. (2024) and Tariana (2025) indicate that internal communication has a positive and significant influence on staff organizational commitment.

H₄: *It is hypothesized that internal communication has a positive and significant effect on organizational commitment at the Banggai Class II Non-TPI Immigration Office.*

The Influence of Work Engagement on Organizational Commitment

Work engagement reflects a positive psychological state in which employees demonstrate high levels of enthusiasm, dedication, and commitment to their work. Employees who are engaged in their

work tend to exhibit loyalty, a sense of responsibility, and a strong desire to remain part of the organization. These conditions strengthen organizational commitment, as employees feel their work is meaningful and aligned with the organization's objectives. Research by Saks (2023) and Schaufeli (2023) demonstrates that job engagement has a positive and significant effect on organizational commitment.

H₅: It is hypothesized that job engagement has a positive and significant effect on organizational commitment at the Banggai Class II Non-TPI Immigration Office.

The Influence of Organizational Culture on Organizational Commitment through Work Engagement

A strong organizational culture not only directly shapes employees' work behavior but also enhances job engagement by fostering a working environment that supports collaboration, trust, and a service-oriented mindset. Employees with high job engagement will demonstrate greater loyalty and a stronger sense of belonging, thereby reinforcing organizational commitment. Research by Purnomo and Pranasari (2024) and Al Halbusi et al. (2023) demonstrates that job engagement mediates the influence of organizational culture on organizational commitment.

H₆: It is hypothesized that organizational culture has a positive and significant effect on organizational commitment via job engagement at the Banggai Class II Non-TPI Immigration Office.

The Effect of Internal Communication on Organizational Commitment via Work Engagement

Effective internal communication enhances employees' understanding of the organization's objectives, strengthens coordination, and fosters harmonious working relationships. These conditions encourage increased work engagement, thereby motivating employees to give their best and develop a stronger commitment to the organization. Thus, work engagement acts as a mechanism that explains the relationship between internal communication and organizational commitment. Research by Nguyen et al. (2024) and Ruck et al. (2024) demonstrates the mediating role of job engagement in this relationship.

H₇: It is hypothesized that internal communication has a positive and significant effect on organizational commitment via job engagement at the Banggai Class II Non-TPI Immigration Office.

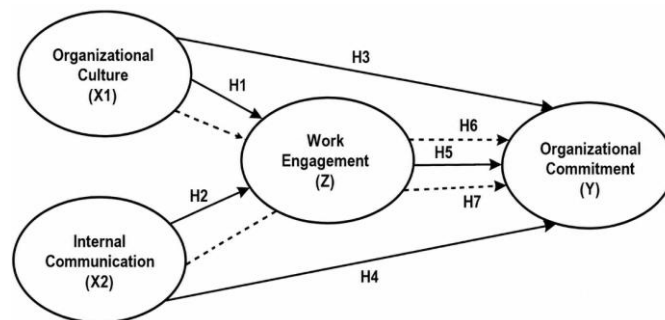


Figure 1. Conceptual Framework

METHOD

The research method is a scientific guideline used to systematically collect data in order to answer the research questions and test the research hypotheses. This study employs a quantitative approach as it aims to test the causal relationship between organizational culture, internal communication, job engagement, and organizational commitment through statistical testing. A quantitative approach is considered appropriate for producing empirical findings that are objective, measurable, and generalizable in accordance with the characteristics of the research population (Hair et al., 2022; Sarstedt et al., 2021).

Research Design

This study employs a quantitative research design with a causal-associative approach and a survey method. This design aims to analyze the influence of organizational culture and internal communication on organizational commitment via job engagement as a mediating variable. Data were collected using a structured questionnaire and analyzed statistically to test the relationships between variables in accordance with the study's conceptual model. This approach is widely used in human resource management research as it enables the simultaneous testing of structural relationships (Hair et al., 2022; Sarstedt et al., 2021).

Time and Location of the Study

The research was conducted at the Banggai Class II Non-TPI Immigration Office, which is a technical implementation unit of the Directorate General of Immigration. This location was selected as it aligns with the research focus on organizational behavior in the public sector. Data collection was scheduled to take place over two months, from April to May 2026, covering the stages of questionnaire distribution, data collection, verification, and data processing, so that all the necessary information could be obtained effectively.

Population and Sample

The research population consists of all 87 staff members at the Banggai Class II Non-TPI Immigration Office. Given the relatively small population size, the study employs census sampling, whereby all members of the population are included as research respondents. This technique gives all staff an equal opportunity to be included in the sample, thereby enabling a comprehensive picture of the organization's condition and improving the accuracy of the analysis results (Sugiyono, 2019).

Data Collection Method

Data collection was carried out using a closed-ended questionnaire with a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). The questionnaire was used to measure the variables of organizational culture, internal communication, job engagement, and organizational commitment. In addition to primary data, the study also utilized secondary data obtained through documentary analysis, scientific literature, and organizational documents to support the analysis. It is hoped that the combination of these two data sources will enhance the validity of the information and provide a more comprehensive picture of the research subject (Hair et al., 2022; Sekaran & Bougie, 2023).

Data Analysis

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the aid of SmartPLS 4 software. The analysis stages included a descriptive analysis of the respondents and testing of the measurement model (outer model) through tests of convergent validity, discriminant validity, composite reliability, Cronbach's alpha, and Average Variance Extracted (AVE). Subsequently, the structural model (inner model) was evaluated using the Variance Inflation Factor (VIF), path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), Standardized Root Mean Square Residual (SRMR), and bootstrapping to test the significance of hypotheses at a 95% confidence level (Hair et al., 2022; Sarstedt et al., 2021).

RESULTS AND DISCUSSION

Research Findings

This study aimed to analyze the influence of organizational culture and internal communication on organizational commitment via job engagement at the Banggai Class II Non-TPI Immigration Office. Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the aid of the SmartPLS 4 software. The analysis stages included descriptive analysis of variables, evaluation of the measurement model (outer model), evaluation of the structural model (inner model), hypothesis testing, and goodness-of-fit evaluation. All these stages were carried out to ensure that the research model met statistical requirements whilst being capable of empirically explaining the causal relationships between organizational culture, internal

communication, work engagement, and organizational commitment. The results of the analysis showed that all indicators met the criteria for validity and reliability, the structural model was found to be valid, and all research hypotheses were accepted; thus, the research model was able to explain the relationships between the variables in accordance with the research objectives.

Description of Research Variables

Descriptive analysis was carried out to describe the respondents' perceptions of each research variable based on the mean value of each indicator. A higher mean value indicates a more favorable perception by respondents of the variable being measured. A summary of the results of the descriptive analysis of all variables can be seen in Table 5.1.

Table 1. Summary of Research Variable Descriptions

Variable	Mean	Category	Highest Indicator	Mean	Lowest Indicator	Mean
Organizational Culture (X1)	2.99	Fair	X1.4	3.09	X1.3	2.90
Internal Communication (X2)	2.81	Fair	X2.2	2.89	X2.5	2.72
Work Commitment (Z)	2.84	Fair	Z3	2.95	Z4	2.74
Organizational Commitment (Y)	2.87	Fair	Y5	2.91	Y2	2.83

Source: Processed Primary Data (2026)

Based on the table above, it can be seen that all research variables fall within the 'adequate' category. The organizational culture variable achieved an average score of 2.99, internal communication 2.81, job engagement 2.84, and organizational commitment 2.87. These results indicate that the organization is functioning reasonably well, but has not yet reached an optimal state. There are still several indicators with relatively low scores, particularly in internal communication and job engagement.

Model Analysis and Hypothesis Testing

Model testing was carried out using SEM-PLS, comprising an evaluation of the measurement model (outer model), an evaluation of the structural model (inner model), hypothesis testing, and an evaluation of the goodness of fit. This stage aimed to ensure that the research instruments met statistical requirements and that the relationships between variables could be explained scientifically.

Table 2. Validity and Reliability Tests

Variable	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Organisational Culture	0.880–0.932	0.947	0.947	0.825
Internal Communication	0.843–0.876	0.912	0.913	0.740
Job Commitment	0.860–0.911	0.935	0.936	0.795
Organisational Commitment	0.862–0.915	0.935	0.936	0.795

Source: Processed Primary Data (2026)

The test results show that all indicators have outer loadings above 0.70, Cronbach's Alpha and Composite Reliability values exceeding 0.70, and AVE greater than 0.50. Thus, all constructs satisfy convergent validity and reliability and are therefore suitable for use in SEM-PLS analysis.

Table 3. Discriminant Validity (Fornell–Larcker Criterion)

Variable	X1	Z	Y	X2
X1	0.908	-	-	-
Z	0.626	0.891	-	-
Y	0.633	0.669	0.891	-
X ²	0.519	0.638	0.643	0.860

Source: Processed Primary Data (2026)

The AVE root values for all constructs are greater than the correlations between variables, meaning that discriminant validity has been met. This implies that each variable can explain its own indicators better than the other constructs, thus preventing measurement overlap.

Table 4. Inner VIF

Variable	Z	Y
Organisational Culture	1.369	1,711
Internal Communication	1,369	1,758
Work Engagement	-	2,109

Source: Processed Primary Data (2026)

The VIF values for all variables are below **5.00**, indicating that the model does not suffer from multicollinearity. This suggests that each independent variable can explain the dependent variable independently, without excessive linear relationships.

Table 5. Hypothesis Testing

Hypothesis	Relationship	Coefficient	t	p-value	Decision
H ₁	X1→Z	0.403	5.251	0.000	Accepted
H ₂	X ² →Z	0.429	6.013	0.000	Accepted
H ₃	X1→Y	0.293	3.444	0.001	Accepted
H ₄	X ² →Y	0.306	2.705	0.007	Accepted
H ₅	Z→Y	0.290	2.855	0.004	Accepted
H ₆	X1→Z→Y	0.117	2.403	0.016	Accepted
H ₇	X2→Z→Y	0.125	2.420	0.016	Accepted

Source: Processed Primary Data (2026)

All research hypotheses were accepted, as they had a t-statistic value greater than 1.96 and a p-value less than 0.05. Organizational culture and internal communication were found to enhance both job engagement and organizational commitment. Furthermore, job engagement was also found to have a positive effect on organizational commitment and to mediate the influence of organizational culture and internal communication on organizational commitment. These findings indicate that improving the quality of organizational culture and internal communication will strengthen job engagement, which in turn enhances employees' commitment to the organization.

Table 6. Summary of Model Goodness of Fit

Testing	Results
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R ² Job Engagement	0.526
R ² Organizational Commitment	0.577
Q ² Job Commitment	0.410
Q ² Organizational Commitment	0.447
SRMR	0.053
NFI	0.868

Source: Processed Primary Data (2026)

The results of the goodness-of-fit evaluation indicate that the model is of good quality. The R² value shows that organizational culture and internal communication account for 52.6% of the variation in job commitment, whilst organizational culture, internal communication and job commitment together account for 57.7% of the variation in organizational commitment. A Q² value above zero demonstrates that the model has good predictive power, whilst an SRMR value of 0.053 which is below the threshold of 0.080 indicates that the model meets the criteria for a good fit. Thus, the overall evaluation results demonstrate that the SEM-PLS model used meets the statistical requirements, possesses good explanatory and predictive power, and is suitable for use as a basis for discussing the influence of organizational culture and internal communication on organizational commitment via job commitment at the Banggai Class II Non-TPI Immigration Office.

Discussion

Results of the hypothesis testing regarding the influence of organizational culture and internal communication on organizational commitment via job engagement at the Banggai Class II Non-TPI Immigration Office. The discussion was conducted by interpreting the SEM-PLS analysis results and comparing them with theory and previous research findings, thereby providing a comprehensive understanding of the relationships between the research variables.

The Effect of Organizational Culture on Job Engagement

The test results indicate that organizational culture has a positive and significant effect on work engagement. These findings suggest that the better the implementation of values, norms, and work culture, the higher the staff's enthusiasm, dedication, and involvement in carrying out their duties. Organizational culture creates a working environment that provides direction, identity and a sense of belonging, thereby motivating staff. These results are consistent with the Job Demands–Resources Theory, which explains that organizational culture is an organizational resource capable of enhancing *work engagement* (Bakker et al., 2023). Research by Bilalli Abduraimi et al. (2023) and Hasan (2023) also found that organizational culture has a positive influence on work engagement. Therefore, strengthening organizational culture is a key strategy for enhancing employees' work engagement.

The Influence of Internal Communication on Work Engagement

The research findings demonstrate that internal communication has a positive and significant effect on work engagement. Open, clear, and two-way communication helps employees understand the organization's objectives, clarifies roles, and enhances a sense of being valued, thereby fostering higher levels of engagement. These findings support Social Exchange Theory, which explains that employees reciprocate organizational support through communication with increased work engagement. These results are consistent with the research by Verčič and Men (2023), which showed that satisfaction with internal communication increases *employee engagement*. Furthermore, Nadales-Gallego et al. (2025) state that internal communication strengthens work engagement through trust and psychological safety. Thus, internal communication is a strategic factor in enhancing employees' work engagement.

The Influence of Organizational Culture on Organizational Commitment

The test results indicate that organizational culture has a positive and significant influence on organizational commitment. The more strongly organizational culture is implemented, the higher employees' loyalty, sense of belonging, and desire to remain part of the organization. Organizational culture shapes a collective identity, thereby motivating employees to give their best. These findings are in line with Dirwan et al. (2024), who explain that organizational culture is an important factor in building employee commitment. Research by Nguyen et al. (2023) also demonstrates that organizational culture enhances *organizational commitment* through effective cooperation, communication, and recognition. Kasmiruddin et al. (2021) similarly found a direct influence of organizational culture on organizational commitment. Therefore, strengthening organizational culture is a vital endeavor in enhancing employee commitment.

The Influence of Internal Communication on Organizational Commitment

Research findings indicate that internal communication has a positive and significant impact on organizational commitment. Open, consistent, and transparent communication can enhance employees' loyalty and sense of belonging to the organization. Clear dissemination of information reduces uncertainty while strengthening employees' trust in the organization. These findings align with Social Exchange Theory, which explains that employees will reciprocate the organization's support through increased commitment. Research by Sinitsyna et al. (2023) demonstrates that internal communication is closely linked to employee commitment and loyalty. Lee and Kim (2022) also found that symmetrical internal communication enhances *affective commitment*. Therefore, organizations need to develop participatory communication to increase employee commitment further.

The Influence of Job Attachment on Organizational Commitment

The test results demonstrate that work engagement has a positive and significant effect on organizational commitment. Employees who display high levels of enthusiasm, dedication, and commitment to their work tend to exhibit stronger loyalty to the organization. This indicates that work engagement forms the foundation for the development of organizational commitment. These findings are consistent with the Job Demands–Resources Theory, which explains that *work engagement* is a positive motivational condition that enhances organizational commitment (Bakker et al., 2023). Research by Li et al. (2025) shows that *work engagement* has a direct effect on *organizational commitment*, whilst Jiatong et al. (2022) demonstrate that work engagement strengthens employees' affective commitment. Consequently, an increase in work engagement will foster higher levels of organizational commitment.

The Influence of Organizational Culture on Organizational Commitment via Work Engagement

The research findings indicate that work engagement positively and significantly mediates the influence of organizational culture on organizational commitment. A strong organizational culture is capable of enhancing employees' commitment by increasing their enthusiasm, dedication, and involvement in their work. This suggests that organizational culture not only influences commitment directly but also through positive work experiences. These findings are consistent with those of Ardebilpour et al. (2024), who found that *employee engagement* mediates the relationship between organizational culture and organizational commitment. Research by Bui and Le (2023) also demonstrates that organizational culture enhances *engagement*, which in turn impacts organizational commitment. Therefore, organizational culture needs to be embodied in day-to-day work practices in order to strengthen employee engagement and commitment.

The Effect of Internal Communication on Organizational Commitment via Work Engagement

The test results show that internal communication has a positive and significant effect on organizational commitment via work engagement. Effective communication enhances employee commitment by first fostering enthusiasm, dedication, and engagement in their work. Open, transparent, and participatory communication makes employees feel valued and helps them understand the organization's objectives, thereby increasing work engagement and influencing organizational commitment. These findings are supported by Tkalac Verčič and Men (2023), who explain that internal communication enhances *employee engagement* through *perceived organizational support*. Nadales-Gallego et al. (2025) also concluded that internal communication is a key factor in shaping work engagement, whilst Li et al. (2025) demonstrated that *work engagement*

acts as a crucial mediator in the formation of organizational commitment. Consequently, internal communication serves as a strategic tool for enhancing employee commitment.

CONCLUSION

Based on the results of the research conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, it can be concluded that employees' organizational commitment at the Class II Non-TPI Banggai Immigration Office is influenced both directly and indirectly by organizational culture, internal communication, and work engagement. The research findings indicate that organizational culture and internal communication are strategic factors capable of enhancing employees' job engagement, which in turn contributes to strengthening organizational commitment. Thus, organizational commitment is shaped not only by conducive organizational conditions but also by employees' psychological engagement in carrying out their work.

The research findings indicate that: (1) organisational culture has a positive and significant effect on job engagement; (2) internal communication has a positive and significant effect on job engagement; (3) organisational culture has a positive and significant effect on organisational commitment; (4) internal communication has a positive and significant effect on organisational commitment; (5) job engagement has a positive and significant effect on organisational commitment; (6) job engagement was found to positively and significantly mediate the effect of organisational culture on organisational commitment; and (7) job engagement was also found to positively and significantly mediate the effect of internal communication on organisational commitment. These findings indicate that the stronger the organizational culture implemented and the more effective the internal communication established, the higher the level of employees' job engagement, thereby ultimately strengthening organizational commitment sustainably. Therefore, improving the quality of organizational culture, developing an open and participatory internal communication system, and strengthening job engagement need to be strategic priorities in human resource management to enhance loyalty, dedication, and the achievement of organizational goals.

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