



The Influence of Interpersonal Communication and the Work Environment on Member Commitment: Work Competency as the Mediating Variable

Siska Ariestyawati✉

DOI: 10.15294/eeaj.v13i1.1456

Master of Management, Semarang University, Semarang, Indonesia
Central Java Regional Police, ICT Division, Indonesia

Article History

Received: 20 September 2023
Approved: 18 January 2024
Published: 28 February 2024

Keywords

*Interpersonal Communication;
Member Commitment; Work
Competency; Work Environment*

Abstract

This research aims to analyze the influence of interpersonal communication and the work environment on member commitment through work competency as a mediating variable. The research uses a quantitative research approach. The research method is seen from data collection techniques using survey research methods. The population of the study was 53 members of the ICT division of the Central Java Regional Police, and the population was the sample. Data was collected using a questionnaire with a Likert scale. The questionnaire's statements were checked its validity and reliability. The data were then analyzed by the descriptive analysis and quantitative analysis. For quantitative analysis, this research uses data analysis using Smart-PLS software. The research results show that (1) interpersonal communication has a positive and significant effect on work competency; (2) the work environment has a positive and significant effect on work competency; (3) interpersonal communication has a positive and significant effect on member commitment; (4) the work environment has a positive effect on member commitment; (5) work competency has a positive and significant effect on member commitment; (6) work competency has no mediating role in the influence of interpersonal communication on member commitment; and (7) work competency has a partial mediating role in the influence of the work environment on member commitment.

How to Cite

Ariestyawati, S.(2024). The Influence of Interpersonal Communication and the Work Environment on Member Commitment: Work Competency as the Mediating Variable. *Economic Education Analysis Journal*, 13 (1), 87-105.

© 2024 Universitas Negeri Semarang

✉ Correspondance Address:

Jl. Soekarno Hatta, RT.7/RW.7, Tlogosari Kulon, Kec. Pedurungan, Kota Semarang,
Jawa Tengah 50196
Email: sizca.ariesty@gmail.com

p-ISSN 2252-6544

e-ISSN 2502-356X

INTRODUCTION

Globalization has several implications for human resource development in Indonesia. One of the demands of globalization is global competitiveness. Global competitiveness can be achieved if it is supported by superior quality human resources, both in the capacity to master science and technology and mental attitude so that it can support national development. Changes in the political and economic landscape and organizational relations due to the Industrial Revolution 4.0 transformed government organizations into a necessity on various scales, scopes, and complexity. The transformation of government organizations is a keyword that requires continuing to be pursued as an instrument for government officials to be responsive to change (Cahyono, 2018). As part of the government, the National Police was required to build a precise National Police organization in the era of Industrial Revolution 4.0. The National Police faces growing challenges and changes in its core areas of responsibility, including law enforcement, maintaining security and order, protection, guidance, and community service. To address these effectively, the condition of its human resources needs improvement in several key areas currently identified as weak. Despite progress, legal and ethical violations by some Indonesian police officers remain concerning. This highlights areas for enhancing police performance through human resource development. Fostering highly committed officers is crucial for the National Police to achieve its organizational goals.

According to Muharam (2017), companies applying the Resource Based View (RBV) concept can achieve performance beyond their competitors because companies are more focused on identifying and managing the potential of their resources so that they have a competitive advantage in the long term. Barney (1991) states that organizational success in the RBV is determined by internal resources, which are grouped into physical, human, and organizational resources. Benevene and

Cortini (2010) stated that team member commitment is part of human capital.

Work commitment, according to Allen and Meyer in Panggabean (2002), is a concept that has three dimensions, namely affective, which is the extent to which employees are emotionally attached, know, and involved in the organization; which is based on loyalty and pride; and continuance commitment which is an assessment to the costs associated with leaving the organization.

Pramadani and Fajrianti's research (2012) shows a significant relationship between organizational commitment, especially affective and normative commitment, and readiness to change in Telkom Ketintang Surabaya Enterprise Service (DES) Division employees. Employees with high organizational commitment will carry out all the tasks and obligations given by the organization so that if the organization makes changes, readiness to change is shown by accepting and implementing the tasks. Employees with high organizational commitment will feel obliged to help the organization with the opportunities they have been given to achieve organizational goals effectively and efficiently. Employees will always be loyal to the organization or company where they work so that they can avoid turnover intentions.

A preliminary study conducted on March 27, 2023, using a questionnaire revealed a need for increased organizational commitment among the 20 members of the Central Java Regional Police's Information and Communication Technology (ICT) division. The division faces challenges in fostering organizational commitment among its members. A recent study identified two key phenomena contributing to this issue. Firstly, a value misalignment exists between the individual values held by ICT members and the values espoused by the organization. This mismatch can create a sense of disconnect and hinder members' sense of belonging and purpose within the larger organization. Secondly, some members demonstrate a limited awareness of their individual responsibilities towards the or-

ganization. This is evidenced by instances of tardiness, both in the mornings and after breaks. Addressing these key concerns through tailored interventions to bridge the value gap and enhance awareness of individual responsibilities will be crucial in strengthening organizational commitment within the ICT Division.

Based on a review of documents in the ICT division, the need for organizational commitment can be seen from the fact that all planned activities still need to be implemented. It is related to the lack of comprehensive activities for developing police communication and information technology, collecting and processing data, and presenting criminal information and multimedia services by members.

Data from Propam Polda Jateng and the ICT division itself indicate ongoing violations among some members. These violations include, but may not be limited to, non-participation in mandatory afternoon assembly activities.

Table 1 shows that in the period 2020 to 2022, 389 absences were committed by members of the ICT division for not attending the afternoon roll call. The number continues to increase as a form of lack of member commitment.

Mowday, Porter, and Steers in Gibson et al. (2012) show that the absence of commitment can reduce organizational effectiveness. Employees with low commitment to the organization are likelier to be late for work and commit absenteeism. Organizational

commitment has an essential meaning for individual behavior in an organization. In line with Nofriansyah's (2016) research, there is a positive relationship between organizational commitment and work discipline among Indonesia Eximbank employees. There is a sense of moral responsibility as a team member, and there is considerable risk if one leaves the company because of the scarcity of job opportunities. Hence, the team member tries to survive and follow all the regulations. Organizational commitment can also increase job satisfaction so employees can increasingly show maximum effort to achieve organizational goals. Also, research by Setiyarti and Mulyanto (2013) shows that organizational commitment significantly affects job satisfaction.

Organizational commitment is the degree to which a team member supports an organization and its goals and desires to maintain membership (Robins & Judge, 2012). According to Steers in Sopiah (2008), several factors influence organizational commitment, including the opportunity to interact and discuss one's feelings about the organization. Then, Dessler (2011) stated that the factors influencing organizational commitment are comprehensive two-way communication and a sense of togetherness and familiarity. These factors explain a link between interpersonal communication and employees' organizational commitment. Familiarity and a sense of togetherness will be created with good interpersonal communication. According to Devito (2011), interpersonal communication is the delivery of information or messages from

Table 1. The Number of Personnel Were Absent in the Afternoon Roll Call Year 2020 - 2022

No	Subdivisions	Absent at the afternoon assembly				
		Year				
		2020	2021	%	2022	%
1	Renmin Subdivision	4	3	- 1.33	5	1.25
2	Telkom Subdivision	17	39	2.29	47	2.76
3	Tech info Subdivision	78	84	1.07	112	1.43

Source: Central Java Regional Police ICT Division, March 2023

other people or from a small group of people, which has various impacts and provides the opportunity to provide good feedback.

Apart from the phenomenon gap in the commitment of members in the ICT division, some studies are the basis for this research. The work environment and communication positively influence organizational commitment, which is strengthened by their work competencies.

Then, Dewi et al. (2019) show that interpersonal communication positively influences team members' organizational commitment. If interpersonal communication is high, organizational commitment will also be higher. It shows that there is a strong level of relationship between interpersonal communication and organizational commitment. In addition, the research results show a positive influence of job characteristics and interpersonal communication on team member organizational commitment. If job characteristics and interpersonal communication are sound, organizational commitment will increase. Siburian's research (2013) stated that a significant path coefficient was obtained between interpersonal communication and organiza-

tional commitment. The research results also show a direct impact of interpersonal communication on organizational commitment and an indirect influence through the variable job satisfaction. The remainder consists of components that should have been studied. Thus, the strength of interpersonal communication directly or indirectly influences organizational commitment.

Another factor that needs to be considered is the need for more organizational commitment among members in the ICT division, which is the work environment. According to Mangkunegara (2013), the work environment includes all physical work indicators, work psychology, and work regulations that can influence job satisfaction and achievement of work productivity. A poor workplace environment that does not support the implementation of members' duties in the ICT division can influence members' organizational commitment to their duties. However, there is still a need for more organizational commitment from members of the ICT Division. Apart from that, there are gaps in previous research, as seen in Table 2.

Table 2. The Research Gap

No	Problems	Results	Research Sources/Year
1.	There are differences in research results between the influence of interpersonal communication and organizational commitment.	Positive and significant influence No effect	Herlambang and Fuadi (2018) found that interpersonal communication positively and significantly affects organizational commitment. Setiawan and Lestari (2016) found that interpersonal communication does not affect organizational commitment.
2.	There are differences in research results between the influence of the work environment and organizational commitment.	Positive and significant influence No effect	Saputra and Andri (2017) found that the work environment positively and significantly affects organizational commitment. Setiawan and Lestari (2016) found that the work environment does not affect organizational commitment.

No	Problems	Results	Research Sources/Year
3	There are differences in research results between the influence of interpersonal communication and organizational commitment.	Positive and significant influence No effect	Dewi et al. (2019) found that interpersonal communication positively influences team members' organizational commitment. Setiawan and Lestari (2016) found that interpersonal communication does not affect organizational commitment.

Source: Processed Data, 2023

Table 2 shows a research gap, where the results regarding the influence of interpersonal communication and the work environment on organizational commitment are still being determined. The phenomenon also shows a need for more organizational commitment among members of the ICT division. Therefore, using a mediating variable in the form of work competency is expected to complete the existing research gap. Based on the background and phenomenon of the need for more organizational commitment among members in the ICT Division and existing research gaps, researchers are interested in carrying out further research.

METHODS

This research uses a quantitative research approach. The data were collected by distributing the questionnaires. There are three types of variables. These variables include: (1) The dependent variable is Member Commitment (Y); (2) The independent variable is Interpersonal Communication (X1) and Work Environment (X2); and (3) The mediating variable is Work Competency (Z).

The population of the study were members of the ICT division of the Central Java Regional Police, totaling 53 people, where the entire population was the sample. It is by Sudjana's (2006: 161) opinion that the minimum sample in quantitative research is 30 people.

Data was collected using a questionnaire with a Likert scale. Scale Likert used are (1) Strongly disagree (SD); (2) Disagree (D); (3) Somewhat disagree (SWD); (4) Neither agree or disagree (N); (5) Somewhat agree (SWA);

(6) Agree (A), 7) Strongly agree (SA).

Next, instrument testing was carried out using validity and reliability tests. Testing the validity of items with a high total coefficient value shows the suitability between the item's functions and the measuring instrument's function. A statement on the questionnaire is that if $r\text{-count} > r\text{-critical}$, then the status of the questionnaire item is valid, and if $r\text{-count} < r\text{-critical}$, then the item is invalid.

The internal consistency and reliability of the research instrument is assessed using Cronbach's Alpha. As suggested by Nunnally in Ghozali and Latan (2015), a Cronbach's Alpha value above 0.7 indicates acceptable reliability.

The data analysis methods are descriptive analysis and quantitative analysis. Descriptive analysis was carried out on data on the characteristics of respondents' answers to the questions for each research variable. A descriptive analysis of the respondents' answers used the minimum, maximum, average, and standard deviation values. A tendency for the selected answer will be obtained based on the next respondent's answer. The research uses data analysis using Smart PLS software, which uses computer media for quantitative analysis. PLS (Partial Least Square) is a variant-based structural equation analysis (SEM) that simultaneously tests measurement and structural models. The measurement model is used to test validity and reliability. Meanwhile, the structural model is used to test causality. PLS is a soft modeling analysis because it does not assume the data required to be on a particular measurement scale, which means the number of samples can be measured small (under 100 samples).

RESULTS AND DISCUSSION

Descriptive Data Analysis

An object description of the variable used was obtained based on data collection carried out by tabulation and coding respondents' answers. Each respondent is evaluated by adding the questionnaire answer scores for each variable and dividing it by the number of responses for each variable to obtain an average value (mean).

Descriptive Analysis of Interpersonal Communication Variable

The Interpersonal Communication (IC) variable consists of 5 (five) questions on the questionnaire. The explanation of the response results in the Table 3.

Table 3 shows that the overall average value of the Interpersonal Communication variable is 5.46 (strongly agree), which means that the operational indicators of the interpersonal communication variable have agreeable values. It can be seen from the IC_1 indicators that respondents strongly agree that all personnel from the ICT Division of the Central Java Regional Police have open communication with colleagues. The IC_2 indicators show respondents strongly agree that ICT Division personnel provide empathy during work. The IC_3 indicators show that respondents strongly agree that personnel supports colleagues'

opinions well. The IC_4 indicator shows that respondents strongly agree that ICT Division personnel always accept agreements resulting from joint meetings. The IC_5 indicator shows that respondents tend to be neutral in responding to the statement that ICT Division personnel choose to remain silent when there is a wrong opinion.

Descriptive Analysis of Work Environment Variable

The Work Environment (WE) variable consists of 4 (four) statements on the questionnaire. The explanation of the questionnaire results in the Table 4.

Table 4 shows that the overall average value of the Work Environment variable is 6.66 (strongly agree). It means that the operational indicators of the work environment variable have similar values. It is known that the WE_1 indicator shows that respondents strongly agree that the work environment for members of the ICT division is supported by adequate furniture. The WE_2 indicator shows that respondents strongly agree that air circulation in the workplace is adequate. Indicator WE_3 shows that respondents strongly agree that members of the ICT Division have a good relationship with their superiors. Indicator WE_4 shows that respondents strongly agree that members of the ICT division have good relationships with colleagues.

Table 3. Responses to Interpersonal Communication Variable

Indicators	Responses							N	Average
	SD	D	SWD	N	SWA	A	SA		
IC_1	0	0	0	1	4	26	22	53	6.30
IC_2	0	0	0	3	6	12	23	53	6.20
IC_3	0	0	1	5	7	20	20	53	6.00
IC_4	0	1	1	7	9	15	20	53	5.81
IC_5	12	15	10	7	1	3	5	53	2.98
Overall average									5.46

Source: Processed Data, 2023

Table 4. Responses to Work Environment Variable

Indicators	Responses							N	Average
	SD	D	SWD	N	SWA	A	SA		
WE_1	0	0	0	2	3	5	43	53	6.68
WE_2	0	0	0	0	4	3	46	53	6.79
WE_3	0	0	0	0	2	17	34	53	6.60
WE_4	0	0	0	0	2	19	32	53	6.57
Overall average									6.66

Source: Processed Data, 2023

Descriptive Analysis of Member Commitment Variable

The Member Commitment (MC) variable has 5 (five) statements on the questionnaire. The results of the questionnaire responses are presented in Table 5.

Table 5 shows that the overall average value of the Member Commitment variable is 6.42 (strongly agree). It means that the operational indicators of the member commitment variable have agreeable values. It is known that the MC_1 indicator shows that respondents strongly agree that ICT personnel always try seriously. Indicator MC_2 shows that respondents strongly agree that personnel strongly desire to remain members of the ICT division. Indicator MC_3 shows that respondents strongly agree that personnel are trying their best in the interests of the ICT division.

Indicator MC_4 shows that respondents strongly agree that ICT personnel are willing to work hard to carry out basic tasks according to their functions. Indicator MC_5 shows that respondents strongly agree that ICT personnel always comply with applicable regulations.

Descriptive Analysis of Work Competency Variable

The work competency (WC) variable consists of 6 (six) statements in the questionnaire. The results of the response to this statement are in Table 6.

Table 6 shows that the average value obtained by the Work Competency variable is 6.67 (strongly agree), which means that the operational indicators of the Work Competency variable have similar values. The WC_1 indicator shows that respondents strongly ag-

Table 5. Responses to Member Commitment Variable

Indicators	Responses							N	Average
	SD	D	SWD	N	SWA	A	SA		
MC_1	0	0	0	0	3	19	31	53	6.53
MC_2	0	0	0	1	8	20	24	53	6.26
MC_3	0	0	0	0	6	20	27	53	6.40
MC_4	0	0	0	0	4	25	24	53	6.38
MC_5	0	0	0	0	4	18	31	53	6.51
Overall average									6.42

Source: Processed Data, 2023

Table 6. Responses to Work Competency Variable

Indicators	Responses							N	Average
	STS	TS	CTS	N	CS	S	SS		
WC_1	0	0	0	1	2	17	33	53	6.55
WC_2	0	0	0	0	1	15	37	53	6.68
WC_3	0	0	0	0	1	17	35	53	6.64
WC_4	0	0	0	1	2	16	34	53	6.57
WC_5	0	0	0	0	0	10	43	53	6.81
WC_6	0	0	0	0	1	11	41	53	6.75
Overall average									6.67

Source: Processed Data, 2023

ree that ICT personnel have the basic knowledge to support their work. The WC_2 indicator shows that respondents strongly agree that personnel understand their duties. The WC_3 indicator shows respondents strongly agree that personnel can perform their duties. The WC_4 indicator shows that respondents strongly agree that personnel have added value to their work. The WC_5 indicator shows that respondents strongly agree that ICT personnel have a good attitude towards work. The WC_6 indicator shows that respondents strongly agree that personnel are interested in developing themselves.

Quantitative Analysis

Analysis of the data used was carried out to prove the hypothesis proposed. The program used is Warp-PLS version 8.0. Data analysis with PLS is carried out by evaluating the outer and inner models. The outer model is carried out to evaluate the validity and reliability of the model. Meanwhile, the inner model aims to predict the relationship between latent variables and test the magnitude of the influence by testing the T-statistic value.

Outer Model Evaluation

The first step in data analysis with the Warp-PLS program is evaluating the outer model, especially the specifications or requirements for the relationship between the latent

variable and their reflective indicators (Solimun et al., 2017).

Validity Test

Validity testing is carried out to check whether the indicators used can confirm a construct or variable.

Convergent Validity

WarpPLS program, especially loading factors, is used to display the results of convergent validity tests of measuring instruments. According to Hair (2013) and Sholihin et al. (2013), there are two criteria for the outer model: reflective constructs can be said to fulfill convergent validity and discriminant validity if they can fulfill the following requirements: Loading factor > 0.7 , and (2) P-value is significant ($p < 0.005$)

Meanwhile, according to Solimun et al. (2017), loading factors ≥ 0.5 to 0.6 are sufficient criteria for convergent validity.

Table 7 shows that the Interpersonal Communication variable has a loading factor between 0.793 (IC_4 indicators) and 0.896 (IC_2 indicators) with each significant support P-value < 0.001 , so it can be said that Interpersonal Communication has good validity. The Work Environment variable has a loading factor of between 0.749 (WE_2 indicators) and 0.841 (WE_3 indicators), with each significant support P-value < 0.001 , so the Work En-

vironment has good validity. The Work competency variable has a loading factor between 0.704 (WC_5 indicators) and 0.899 (WC_3 indicators), with each significant support P-value <0.001, so the Work Competency variable has good validity. The Member Commitment variable has a loading factor between 0.764 (MC_3 indicators) to 0.908 (MC_5 indicators) with each significant support P-value <0.001, so Member Commitment likely has good validity.

In conclusion, all variables have met the requirements for good convergence because they are supported by indicators with a loading factor >0.5 and a significant P-value <0.05.

Table 7. Convergent Validity Test

Latent Variables	Indicators	Loading factors	P-value
Interpersonal Communication	IC_1	0.843	<0.001
	IC_2	0.896	<0.001
	IC_3	0.890	<0.001
	IC_4	0.793	<0.001
Work Competency	IC_4	0.311	0.007
	WC_1	0.840	<0.001
	WC_2	0.865	<0.001
	WC_3	0.899	<0.001
	WC_4	0.866	<0.001
	WC_5	0.704	<0.001
	WC_6	0.537	<0.001

Latent Variables	Indicators	Loading factors	P-value
Work Environment	WE_1	0.788	<0.001
	WE_2	0.749	<0.001
Member Commitment	WE_3	0.841	<0.001
	WE_4	0.807	<0.001
	MC_1	0.829	<0.001
	MC_3	0.764	<0.001
	MC_4	0.874	<0.001
	MC_5	0.908	<0.001

Source: Processed Data, 2023

Discriminant Validity

The discriminant validity criterion is the loading value. The construct’s indicator factor must be more significant than the loading value indicator factors in other constructs (Solimun, 2017).

Table 8 shows that the elements of the indicator IC_1 to IC_4 have loaded the most significant factor in the latent construct of Interpersonal Communication. Indicator elements WE_1 to WE_4 have loaded the most significant factor in the latent construct of the Work Environment. Indicator elements WC_1 to WC_6 have loaded the most significant factor in the latent construct of Job Satisfaction. Indicators MC_ 1 to MC_5 have loaded the most significant factor in the latent construct of Member Commitment. All latent variables and each construct have been supported by indicators that sufficiently meet the discriminant validity criteria.

Table 8. Latent Variable Cross Loading

Latent Variables	Indicators	Interpersonal Communication	Work Environment	Work Competency	Member Commitment
Interpersonal Communication	IC_1	(0.843)	0.055	-0.037	0.391
	IC_2	(0.896)	0.151	-0.068	-0.181
	IC_3	(0.890)	0.123	-0.047	-0.135
	IC_4	(0.793)	-0.199	0.078	0.102
	IC_4	(0.311)	-0.430	0.233	-0.413
Work environment	WE_1	-0.450	(0.788)	-0.045	0.199
	WE_2	-0.492	(0.749)	0.032	0.418
	WE_3	0.366	(0.841)	0.115	-0.362
	WE_4	0.515	(0.807)	-0.105	-0.205
Work competency	WC_1	0.195	0.121	(0.840)	-0.200
	WC_2	0.025	-0.206	(0.865)	-0.005
	WC_3	-0.013	-0.185	(0.899)	0.002
	WC_4	0.070	-0.017	(0.866)	-0.175
	WC_5	-0.099	0.182	(0.704)	0.251
	WC_6	-0.307	0.243	(0.537)	0.270
Member Commitment	MC_1	-0.113	-0.083	0.101	(0.829)
	MC_3	-0.209	0.009	-0.108	(0.764)
	MC_4	0.050	0.054	-0.207	(0.874)
	MC_5	0.217	0.063	-0.013	(0.908)

Source: Processed Data, 2023

Average Variance Extracted (AVE)

Another parameter to determine convergent validity is the Average Variance Extracted (AVE) value. The recommended AVE value is > 0.50 . Table 9 shows the AVE values obtained

Table 9 shows that the AVE for the Interpersonal Communication variable is 0.607 (>0.5), Work Environment is 0.635 (>0.5), Work Competency is 0.632 (>0.5), and Member Commitment is 0.687 (>0.5). These results show that the AVE value of each indicator meets the criteria, which is more than 0.5.

Table 9. Discriminant Validity Test

Variables	AVE	Critical Value	Notes
Interpersonal Communication	0.607	0.5	Valid
Work environment	0.635	0.5	Valid
work competency	0.632	0.5	Valid
Commitment Member	0.687	0.5	Valid

Source: Processed Data, 2023

Reliability

Reliability testing checks the reliability of the construction. The reliability test shows the instrument's accuracy, consistency, and validity for all measurement constructs (Ghozali, 2012). Reliability testing was conducted by testing Composite Reliability and Cronbach's Alpha. The Composite Reliability value is good if the value is > 0.70 and the recommended Cronbach's Alpha is > 0.60.

Table 10. Reliability Test on Latent Variables

Variables	Composite Reliability Coefficient	Cronbach's Alpha	Notes
Interpersonal Communication	0.876	0.814	Reliable
Work Environment	0.874	0.808	Reliable
Work Competency	0.910	0.877	Reliable
Members Commitment	0.916	0.884	Reliable

Source: Processed Data, 2023

Table 10 shows that Interpersonal Communication has a reliability of 0.876, Work Environment has a reliability of 0.874, Work Competency has a reliability of 0.910, and Member Commitment has a reliability of 0.916.

Based on the Composite Reliability value, all variables have a value of >0.7, so it meets the criteria for good reliability. Cronbach's Alpha in Interpersonal Communication was 0.814, Work Environment was 0.808, Work Competency was 0.877, and Member Commitment was 0.884.

Inner Model Evaluation

Before interpreting the hypothesis testing results, the model must have a Goodness of fit. After this assessment was satisfactory, the data analysis stage evaluated the evidence for the research hypothesis.

Evaluation of Goodness of Fit Structural Equation Model

The general output of the WarpPLS program provides model fit indices, and P-results values display the results of three fit indicators, namely Average Path Coefficient (APC), Average R-Squared (ARS), and Average Variance Inflation Factor (AVIF). The following are the results obtained from PLS Warp processing.

Table 11. Evaluation of Goodness of Fit in Structural Equation Models

Parameters	Coefficients
Average Path Coefficient (APC)	=0.335, P=0.002
Average R-squared (ARS)	=0.479, P<0.001
Average Adjusted R-squared (AARS)	=0.453, P<0.001
Average block VIF (AVIF)	=1.220, acceptable if <= 5, ideally <= 3.3

Source: Processed Data, 2023

Table 11 shows that the Goodness of Fit criteria for the structural equation model have met the criteria. The P-value for the Average Path Coefficient (APC) is <0.002 (< 0.05), which means there is a difference in the sign of the path coefficient. ARS and AARS are supported by significant values (<0.05), which means that the contribution of one latent variable is significant in changes in another latent variable. Meanwhile, AVIF is 1.220 (< 3.3), indicating that the model is free from symptoms of multicollinearity.

Predictive R-Square and Q-Square Values

Table 12 shows that the R-Square for the Work Competency variable is 0.426, meaning that the influence of interpersonal communication and the work environment can predict 42.6% of work competency. The R-Square value for the Member Commitment variable

is 0.532, indicating that the influence of Work Competency can predict 53.2% of Member Commitment. According to Ghozali and Lantan (2012), the R-Square value meets the requirements for an R-Square value of >0.

Table 12. The Goodness of Fit of the Latent Variables

Variables	Mark R - Square	Mark Q- Square	Notes
Communication Interpersonal			
Work Environment			
Work Competency	0.426	0.407	Good
Commitment Member	0.532	0.537	Good

Source: Processed Data, 2023

Total Adjusted R-square

Table 12 shows the total Adjusted R-square to form a unified research model calculated using the following formula:

Calculating e1 in equation I $(1 - R^2) = (1 - 0.426) = 0.574$

Calculating e2 in equation II $(1 - R^2) = (1 - 0.532) = 0.468$

Total $R^2 = 1 - (e1 \times e2) = 1 - (0.574 \times 0.468) = 1 - 0.268 = 0.732$

The calculation beyond shows that the total value of the Adjusted R-square is 0.732, which is greater than 0.7. It means the independent variable can strengthen the dependent variable simultaneously with the mediating variable.

From the total R-square of 0.732 or 73.2%, it can be interpreted that the influence of the independent variable dominates the factors that influence the member commitment model.

Direct Influence Among Variables

The following is a structural equation model analyzed using the WarpPLS ver 8.0 program. The model has been tested with various previous assumptions and requirements and has shown evidence for all the hypotheses proposed. The path coefficient can be seen clearly in Figure 1.

Table 13 shows that (1) Interpersonal Communication (X1) has a positive effect on Work competency (Z) with a path coefficient value of 0.406 and is significant with a P-Value of <0.001, which means <0.05; (2) Work Environment (X2) positive influence towards Work competency (Z) with a path coefficient value of 0.394 and significant with a P-Value <0.001, which means <0.05; (3) Interpersonal Communication (X1) has a positive effect on Member Commitment (Y) with a path coefficient value (path coefficient) 0.4690 and

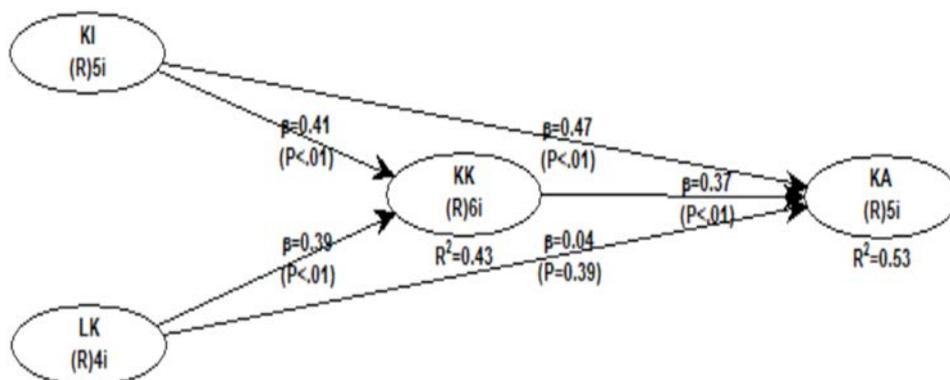


Figure 1. Results of Estimation of Influence Between Variable

significant with P-Value <0.001, which means <0.05, 4) Work Environment (X2) has a positive effect on Member Commitment (Y) with a path coefficient value of 0.038 and not significant with P-Value 0.390, which means >0.05, and 5) Work competency (Z) has a positive effect on Member Commitment (Y) with a path coefficient value of 0.367 and is significant with a P-Value of 0.002, which means <0.05.

Table 13. Structural Equation Model Path Coefficients

Influence Among Variables	Path Coeff.	P-Value	Notes
Interpersonal Communication → Work Competency	0.406	<0.001	Significant
Work Environment → Work Competency	0.394	<0.001	Significant
Interpersonal Communication → Member Commitment	0.469	<0.001	Significant
Work Environment → Member Commitment	0.038	0.390	Insignificant
Work Competency → Member Commitment	0.367	0.002	Significant

Source: Processed Data, 2023

Indirect Influence

Indirect effects can be generated by evaluating and considering the WarpPLS results in the Variance Accounted For (VAF) calculation. VAF is a measure of the mediating variable’s ability to absorb the direct influence of the model without being mediated. The following is the VAF formula (Sholihin et al., 2013):

$$VAF = ((P12 \cdot P23) / ((P12 \cdot P23) + P13))$$

Notes:

P12 x P23: Exogenous indirect influence through mediating

P12: Path coefficient of the exogenous variable to the mediator

P23: Mediating path coefficient on the endogenous variable

P13: Coefficient of direct influence of exogenous variable-i on endogenous variable (initial model without including mediators)

The calculation of the formula is then considered using the VAF categories divided as follows:

Full mediating if VAF value > 80%

Partial mediating if the VAF value is between 20% to 80%

Does not mediate if VAF value < 20%

The results obtained from WarpPLS ver 8.0 in the Table 14.

Table 14 shows the results of the mediating test as follows: 1) The VAF calculation result in the first mediating model is 24.11% (VAF is 20%-80%), meaning that Work competency partially mediates the influence of Interpersonal Communication on Member Commitment. 2) The VAF calculation result

Table 14. Calculation of Mediating Effect

Path Name	Interpersonal Communication → Member Commitment	Work Environment → Member Commitment
P12	0.406	0.394
P13	0.469	0.038
P23	0.367	0.367
P12 x P23	0.149	0.145
VAF	0.241	0.792

Source: Processed Data, 2023

in the second mediating model is 79.19% (VAF is in the range of 20%-80%), meaning that Work competency partially mediates the influence of the Work Environment on Member Commitment.

The results of observations and preliminary data collection in the ICT division of the Central Java Regional Police show a lack of compatibility between member values and the organization, a lack of member concern for the organization as shown by a lack of seriousness in carrying out their duties, a lack of member commitment as seen from the fact that all planned activities have not yet been implemented. There are still violations in the form of an afternoon roll call. It indicates a need for member commitment. The absence of this commitment can reduce organizational effectiveness. The research then intends to discover things that influence member commitment, shown by interpersonal communication and the work environment on member commitment through work competency. The research uses the Resource Based View theory, which emphasizes the importance of internal resources in achieving sustainable competitive advantage. The findings of this research are as follows:

The Influence of Interpersonal Communication on Members' Work Competency

Interpersonal communication is a process of exchanging meaning between people who communicate with each other. The action can be in the form of sending and receiving messages. Indicators in interpersonal communication consist of openness, empathy, supportive attitude, positive attitude, and equality (Ngalimun, 2018). Interpersonal communication skills (interpersonal communication skills) relate to communication between two people, with several people, with a small number of people, or with a large number of people and a mass (Hardjana, 2003). Interpersonal communication skills are communication skills between people face to face, allowing each participant to capture other people's

reactions directly, both verbally and non-verbally, so that mutual understanding and empathy can occur with each other. It aligns with research by Nurjanah et al. (2017), which states that interpersonal communication has a positive relationship with social adjustment and adjustment to work, so it will help improve your work competency. Based on the RBV theory, an organization with valuable and rare competencies will produce a more significant competitive advantage compared to its competitors, which in turn will result in superior performance so that the better interpersonal communication possessed by members of the Central Java Regional Police's ICT division will affect work competency and will produce better performance. Also good.

The results of this study indicate that interpersonal communication has a positive and significant influence on work competency. _ This means that the better the interpersonal communication possessed by members of the Central Java Regional Police's ICT division, the better their work competency will be. Members carry out their duties with openness, empathize with team members, have a supportive attitude towards their duties, and have a positive attitude towards colleagues and equality between members, thereby increasing interpersonal communication towards members' work competency.

The Influence of the Work Environment on Members' Work Competency

The work environment is the entire work facilities and infrastructure around employees carrying out work and can influence work implementation. The work environment can consist of the workplace, facilities, work aids, cleanliness, lighting, quietness, and working relationships between people in that place. Work conditions are divided into physical and non-physical work environments (Sedarmayanti, 2009). Physical work environment conditions are all physical conditions found around the workplace that can directly or indirectly affect employees. Sedarmayanti (2009) agrees with the opinion that the work

environment influences employees both directly and indirectly. The non-physical work environment is all conditions that occur and are related to work relationships, relationships with superiors, colleagues, or relationships between superiors and subordinates. Based on RBV theory, an organization must coordinate strategic resources well because this is the key to building competency and achieving high performance. A good work environment as part of the resources owned by the ICT division will also build good work competency and increase the work achievements of members of the ICT division.

This research shows that the work environment has a positive effect and is significant to work competency. _ This means that the better the work environment, the better the work competency of ICT personnel. By providing furniture in the workplace, adequate air circulation, relationships between superiors and subordinates, and relationships with colleagues that are harmonious and consistent, the work environment can improve the work competency of members.

The Influence of Interpersonal Communication on Member Commitment

Member commitment is influenced by several factors, namely the opportunity to interact and discuss their feelings about the organization (Sopiah, 2008). Apart from that, Dessler (2011) stated that other factors can influence comprehensive two-way communication, a sense of togetherness and familiarity. Familiarity and a sense of togetherness will be created with good interpersonal communication. Ultimately, interpersonal communication will influence the organizational commitment of employees. It aligns with research by Dewi et al. (2019), which shows that interpersonal communication positively influences member commitment. In connection with the RBV theory, interpersonal communication can accelerate the spread of knowledge throughout the organization, thereby increasing members' commitment to the ICT Division.

This research shows the positive and

significant influence of interpersonal communication on member commitment. It means that the better the interpersonal communication of members in the ICT Division, the better the members' communication will be. Members carry out their duties with openness, empathize with team members, have a supportive attitude towards their duties, and have a positive attitude towards colleagues and equality between members, thereby increasing interpersonal communication towards member commitment.

The Influence of the Work Environment on Member Commitment

Organizational commitment can be influenced by, among other things, work enthusiasm and work discipline, work environment, skills, nutrition and health, attitudes and ethics, motivation, work climate, technology, production suggestions, job opportunities, and opportunities for achievement. A work environment with factors such as comfort, job security, freedom of opinion, co-workers and relationships between friends and superiors, room conditions, room arrangement, shade, adequate facilities, and infrastructure, as well as workplace arrangements, will encourage the emergence of organizational commitment. If these factors are met, the work environment is good, so that the work environment is good for someone who works, and commitment will increase because it is supported by a conducive work environment (Subagyo, 2014). It aligns with Subagyo's (2014) and Saputra & Andri's (2017) research, which shows that the work environment significantly positively affects organizational commitment. Commitment will increase because a conducive work environment supports it. In connection with the RBV theory, the work environment is a tangible resource where members' commitment to the ICT division can increase if the work environment is conducive.

This research shows that the work environment positively influences member commitment in the ICT division. By providing furniture in the workplace, adequate air cir-

cultation, harmonious and consistent relationships between superiors and subordinates, and relationships with co-workers, the work environment can improve members' commitment.

Influence of Work Competency on Member Commitment

Work competency is defined as a person's underlying characteristics and is related to the effectiveness of an individual's performance in their work (Spenser and Spenser in Sutrisno, 2009). Work competency indicators include knowledge, understanding, skills, values, attitudes, and interests. One way of achieving organizational goals is due to the participation of all organization members, manifested in a form called member commitment. Member commitment is essential in organizational life, where individuals are involved in and contribute to the organization. Competency is a person's ability to produce satisfactory performance in the workplace, including the ability to transfer and apply these skills and knowledge to implement their work. In line with research by Afrilyan (2017) and Fadli et al. (2012), work competency influences member commitment. Team member commitment can be achieved by increasing team member competency. Based on RBV theory, team members produce Intellectual Capital through competency, so if work competency increases, members' commitment to the ICT division will also increase.

This research indicates that work competency positively influences member commitment in the ICT division. It shows that the more comprehensive the members' knowledge, good understanding, and abilities appropriate to the task, the more value themselves, have a good attitude toward superiors and co-workers, and interest in tasks and self-development, the more competency they can

increase. Work towards member commitment.

The Influence of Interpersonal Communication and Work Environment On Member Commitment Through Member Work Competency

The work environment consists of physical and non-physical work environments. The physical work environment is all conditions in the physical form found around the workplace that can affect employees either directly or indirectly. The non-physical work environment is all conditions that occur and are related to work relationships, both relationships with superiors, relationships with co-workers, or relationships with subordinates. The work environment is a place where conflict occurs. Conflict between employees in an organization is a form of interpersonal conflict. One step that can be taken to minimize this conflict is to increase the adequate work competency of members and increasingly support members in facing various challenges in the workplace so that members can be more committed.

The results of this study indicate that work competency does not have a mediating role in the influence of interpersonal communication and the work environment on the commitment of members in the ICT Division. It means that the member's work competency does not influence the role of interpersonal communication and the work environment independent of commitment in the ICT division. Work competency does not strengthen the influence of interpersonal communication and the work environment on the member's commitment because several members of the ICT Division feel the need to improve interpersonal communication and the existing work environment.

The Influence of Interpersonal Communication on Member Commitment through Work competency

Communication plays a vital role in the workplace. The higher the team member's perception of interpersonal communication, the higher their ability to manage interpersonal conflict in the workplace. The research shows a partial mediating role of work competency in the influence of the work environment on member commitment. It means that the work competency variable as a mediator of the member commitment variable is significant, and the influence of the work environment on work competency is also significant. In line with the opinion of Trilaksana (2008) and Fadli et al. (2012), increasing team member commitment can be achieved by increasing team member competency through self-understanding and the values that exist within employees so that employees will have strong confidence in the abilities of each team member.

The work competency of members in the ICT division is quite strong in mediating the influence of interpersonal communication on the commitment of members in the ICT division. It means that Central Java Regional Police ICT personnel are required to have good work competencies so that good interpersonal communication and exemplary member commitment will also be achieved.

CONCLUSION

Interpersonal communication has a positive and significant effect on work competency. The influence of interpersonal communication on work competency, where members should carry out their duties with openness, fulfill empathy towards team members, have a supportive attitude towards the tasks of team members, and have a positive attitude towards co-workers and equality between members, thereby increasing interpersonal communication on members' work competency.

The work environment has a positive and significant effect on work competency. The influence of the work environment on

work competency: With the availability of furniture in the workplace, adequate air circulation, relationships between superiors and subordinates, and relationships with colleagues that are harmonious and consistent, the work environment can improve the work competency of members.

Interpersonal communication has a positive and significant effect on member commitment. The influence of interpersonal communication on member commitment: The members carry out their duties with openness, empathize with team members, have a supportive attitude towards team members' duties, and have a positive attitude towards co-workers and equality between members, thereby increasing interpersonal communication towards member commitment.

The work environment has a positive effect on member commitment. The influence of the work environment on member commitment: The availability of furniture in the workplace, adequate air circulation, harmonious and consistent relationships between superiors and subordinates, and harmonious and consistent relationships with co-workers, the work environment can improve member commitment.

Work competency has a positive and significant effect on member commitment. The influence of work competency on member commitment: The members have broader knowledge, have a good understanding, have abilities appropriate to the task, have added value to themselves, have a good attitude towards superiors and co-workers, and have an interest in the task. Self-development can increase work competency toward member commitment.

Work competency does not have a mediating role in the influence of interpersonal communication on member commitment. The influence of interpersonal communication and the work environment on member commitment through work competency: While positive interpersonal communication and work environment contribute to member commitment in the ICT division, this influen-

ce may not be directly dependent on each member's individual work competency level. This suggests that even members needing improvement in communication or workplace skills can benefit from a better overall environment, but interventions to address individual skill gaps might be necessary to fully optimize the combined effect on commitment.

Work competency has a partial mediating role in the influence of the work environment on member commitment. The influence of interpersonal communication on commitment through work competency is proven. Having good work competency enables members of the ICT division to develop strong interpersonal communication skills, ultimately contributing to achieving exemplary member commitment.

REFERENCES

- Afrilyan, B. (2017). Pengaruh Kompetensi, Pengalaman Kerja Dan Penempatan Kerja Terhadap Komitmen Organisasi PT. Wahana Meta Riau Di Pekanbaru. *Jurnal JOM Fekon*, Vol. 4 No. 1. Hal 153-166.
- Barney, J.B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, Vol. 17 No. 1, pp. 19–120.
- Benevene, P., & Cortini, M. (2010). Interaction between structural capital and human capital in Italian NPOs: Leadership, organizational culture, and human resource management. *Journal of Intellectual Capital*, 11(2), 123-139.
- Cahyono, E. (2018). Revolusi Industri 4.0 dan Transformasi Organisasi Pemerintah. Retrieved April 10, 2019, from Sekretaris Kabinet RI website: <https://setkab.go.id/revolusi-industri-4-0-dan-transformasi-organisasi-pemerintah/>
- Dessler, G. (2011). Manajemen sumber daya manusia. Penerbit Indeks, Jakarta.
- Devito, Joseph A. (2011). Komunikasi Antarmasyarakat. Tangerang Selatan: KARISMA Publishing Group.
- Dewi, I. S., Kusniawati, A., & Setiawan, I. (2019). Pengaruh Karakteristik Pekerjaan dan Komunikasi Interpersonal Terhadap Komitmen Organisasi (Suatu Studi pada Karyawan Toserba Gunasalma Kawali). *Business Management and Entrepreneurship Journal*, 1(4), 1-13.
- Fadli, U. M., Fadili, D. A., & Kartawijaya, Y. (2012). Pengaruh Kompetensi Karyawan Terhadap Komitmen Kerja Pada PT PLN (Persero) Rayon Rengasdengklok. *Jurnal Manajemen*, 9(2), 577–589
- Ghozali, I. Latan, H. (2012). Partial Least Square: Konsep, Teknik dan Aplikasi Smart PLS 2.0 M3. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. dan Latan, H. (2015). Partial Least Square Konsep, Teknik dan Aplikasi dengan Program Smart PLS 3.0 M3. Semarang: Universitas Diponegoro Semarang.
- Gibson, et al. (2012). Organisasi; Perilaku struktur dan Proses. Alih Bahasa: Ir. Hunuk Adiarni, M.M. Jakarta: Bina Rupa Aksara.
- Hardjana, A. M. (2003). Komunikasi Intrapersonal & Komunikasi Interpersonal. Kanisius.
- Herlambang, E., & Fuadi, F. (2018). Pengaruh Budaya Organisasi Dan Komunikasi Interpersonal Terhadap Kinerja Guru Smk Swasta Di Kota Serang Dengan Variabel Mediasi Komitmen Organisasi. *Cendekia: Jurnal Pendidikan dan Pembelajaran*, 12(1), 33-50.
- Mangkunegara, A. A. A. P. (2013). Manajemen Sumber Daya Manusia Perusahaan. PT. Remaja Rosda Karya.
- Muharam, D. R. (2017). Penerapan konsep resources-based view (RBV) dalam upaya mempertahankan keunggulan bersaing perusahaan. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu dan Praktek Administrasi*, 14(1), 82-95.
- Ngalimun. (2018). Komunikasi Interpersonal. Yogyakarta: Pustaka Pelajar.
- Nofriansyah. (2016). Hubungan Komitmen Organisasi dengan Disiplin Kerja Karyawan Indonesia Eximbank. *Jurnal Psikologi*, 2(1), 1-9.

- Nurjanah, A., Sudin, A., & Sujana, A. (2017). Literasi Sains Dalam Pembelajaran Berbasis Masalah Penelitian Preexperimental. *Jurnal Pena Ilmiah*, 2(1), 581–590.
- Panggabean, Mutiara S. (2002). *Manajemen Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- Pramadani, A.B dan Fajrianti. 2012. Hubungan Antara Komitmen Organisasi dengan Kesiapan untuk Berubah pada Karyawan Divisi Enterprise Service Telkom Ketintang Surabaya. *Jurnal Psikologi Industri dan Organisasi*. Vol. I, No. 02 (102-110).
- Robbins, P. S., dan Judge, A. T. (2012). *Organizational behavior* (15th ed.). New Jersey: Pearson Education, Inc.
- Saputra, A., & Andri, S. (2017). Pengaruh lingkungan kerja dan komitmen organisasi terhadap kepuasan kerja karyawan (studi kasus pada Hotel Ratu Mayang Garden Pekanbaru) (Doctoral dissertation, Riau University).
- Sedarmayanti, M.,. APU. (2009). *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung : Penerbit Mandar Maju.
- Setiyarti dan Mulyanto. (2013). Pengaruh komitmen organisasi dan disiplin kerja terhadap kepuasan kerja dalam upaya meningkatkan kinerja pegawai. *Jurnal Ekonomi dan Kewirausahaan*, Vol. 13, No. 1.
- Setiawan, R., & Lestari, E. P. (2016). Pengaruh budaya organisasi, komunikasi, lingkungan kerja dan motivasi terhadap komitmen organisasi dalam meningkatkan kinerja pegawai. *Jurnal Organisasi dan Manajemen*, 12(2), 169-184.
- Sholihin, Mahfud, and Dwi Ratmono. (2013). Analisis SEM-PLS Dengan WarpPLS 3.0. Yogyakarta: Penerbit Andi.
- Siburian, T. A. (2013). The effect of interpersonal communication, organizational culture, job satisfaction, and achievement motivation to organizational commitment of state high school teacher in the District Humbang Hasundutan, North Sumatera, Indonesia. *International Journal of Humanities and Social Science*, 3(12).
- Sudjana. (2006). *Metode Statistik*. Rineka Cipta.
- Solimun, Achmad, Adji. R. F, Nurjannah. (2017). *Metode Statistika Multivariat Pemodelan Persamaan Struktural (SEM) Pendekatan WarpPLS*. Malang: UB Press.
- Sopiah. (2008). *Perilaku Organisasi*. Yogyakarta: C.V Andi Offset.
- Sutrisno, E. (2009). *Manajemen Sumber Daya Manusia Edisi pertama*. Jakarta: Kencana Prenada Media Group.
- Trilaksana, M. G. (2008). Efektifitas penggunaan drop box dan electronic filling (e-filling) sistem untuk meningkatkan kepatuhan pelaporan SPT tahunan pajak penghasilan wajib pajak orang pribadi. Universitas Islam Negeri Maulana Malik Ibrahim.