

## The Influence of Organizational Culture and Internal Communication on Employee Performance through Organizational Commitment as A Mediating Variable (A Case Study of Staff At Budi Luhur University)

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### Abstract

This study aims to analyze the influence of Organizational Culture and Internal Communication on Employee Performance, with Organizational Commitment as a mediating variable among staff at Budi Luhur University. The study employed a quantitative approach using the SEM-PLS method through SmartPLS 4. The research population consisted of 447 employees, with a minimum sample of 82 respondents collected through a Likert-scale questionnaire. The findings indicate that Organizational Culture does not have a significant direct effect on Employee Performance, whereas Internal Communication has a significant effect on Employee Performance. Furthermore, both Organizational Culture and Internal Communication are proven to have a significant effect on Organizational Commitment. Organizational Commitment also has a significant effect on Employee Performance. The mediation test confirms that Organizational Commitment mediates the relationship between Organizational Culture and Employee Performance, as well as the relationship between Internal Communication and Employee Performance. Overall, the research model demonstrates strong explanatory power. These findings emphasize that improving employee performance can be optimized by strengthening internal communication and developing an organizational culture that fosters employee commitment.

**Keywords:** Organizational Culture, Internal Communication, Organizational Commitment, Employee Performance.

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## PENDAHULUAN

Employee performance is defined as the work output of an employee within a management process or an organization as a whole, where such output must be demonstrated with concrete evidence and can be measured against predetermined standards (Hidayat, 2021). Performance not only reflects the effectiveness of carrying out academic and administrative tasks, but also represents the commitment of the academic community to contribute optimally to the advancement of science, technology, and society. An organization will not achieve optimal results if it is not supported by employees with optimal performance. Universities strongly require high employee performance (job performance). Employee performance is closely correlated with attendance consistency; absence and tardiness not only reduce individual productivity, but also create spillover effects such as service delays, workload redistribution, increased backlog, and potential declines in stakeholder satisfaction. In general, employee performance can be influenced by several factors. Research by (Soetjipto & Mukhlis, 2024) shows that employee performance is influenced, among others, by organizational culture. Another factor is internal communication (Hidayat, 2021), and studies also indicate that organizational commitment is one of the factors that can affect employee performance (Umar & Norawati, 2022).

Organizational culture is a set of long-standing values, norms, and assumptions that are agreed upon and followed by members of an organization as guidelines for behavior and for solving organizational problems. Organizational culture influences employee performance because it shapes the mindset, attitudes, and actions of individuals within the organization (Komang et al., 2023). Referring to (Soetjipto & Mukhlis, 2024), every organization has its own identity that

differentiates it and serves as a reference for employees in implementing organizational culture, so employees are confident in the culture being applied because it has standards as guidelines or as SOPs. Organizational culture creates a shared value system that can shape employee attitudes and behaviors, thereby affecting the performance of individuals and teams. When organizational culture supports openness, collaboration, and recognition of achievement, employees tend to feel more motivated and engaged in their work. Therefore, a positive culture that aligns with employee values will improve overall performance.

Internal communication refers to the exchange of ideas among administrators and employees within an organization. Referring to (Pudjiati & Khabibah, 2020), communication is the process of transferring meaning in the form of ideas or information from one person to another. This transfer of meaning involves more than the words used in conversation; it also includes facial expressions, intonation, and pauses. It not only requires data transmission, but also depends on certain skills to make the exchange of information successful. Communication is considered effective when it is two-way, meaning that the meaning stimulated is the same as or similar to what is intended by the communicator or message sender. Internal communication, as a public relations field that focuses on improving communication among employees, managers, and the company's board (Pološki Vokić et al., 2021), has been fundamentally transformed by digital technology. Organizations no longer rely solely on traditional channels; they have shifted to digital platforms and internal social media that enable information flows to be faster, interactive, and two-way. This transformation not only increases the efficiency of information delivery, but also strengthens employee engagement because communication becomes more open, collaborative, and accessible at any time. Accordingly, internal communication in the digital era is moving toward a more dynamic, responsive, and participatory model, which ultimately contributes to stronger relationships among employees and improved organizational performance (Nurul Maghfirah & Felix Chandra, 2024).

Organizational commitment describes employees' psychological attachment to the organization, reflected in loyalty, a sense of belonging, and willingness to contribute. Commitment can serve as a bridge that explains how organizational culture and internal communication drive performance. Organizational commitment plays an important role as a link between internal organizational factors—such as organizational culture and internal communication—and the final outcome of employee performance. Referring to (Rachman, 2024), organizational commitment is a psychological state that shows the relationship between employees and the organization, influencing an individual's decision to maintain membership in the organization. A positive organizational culture and effective internal communication will have a stronger impact on performance improvement when employees feel attached to and committed to the organization's goals. Therefore, this study examines the effect of Organizational Culture and Internal Communication on Employee Performance, with Organizational Commitment as a mediating variable among staff at Budi Luhur University.

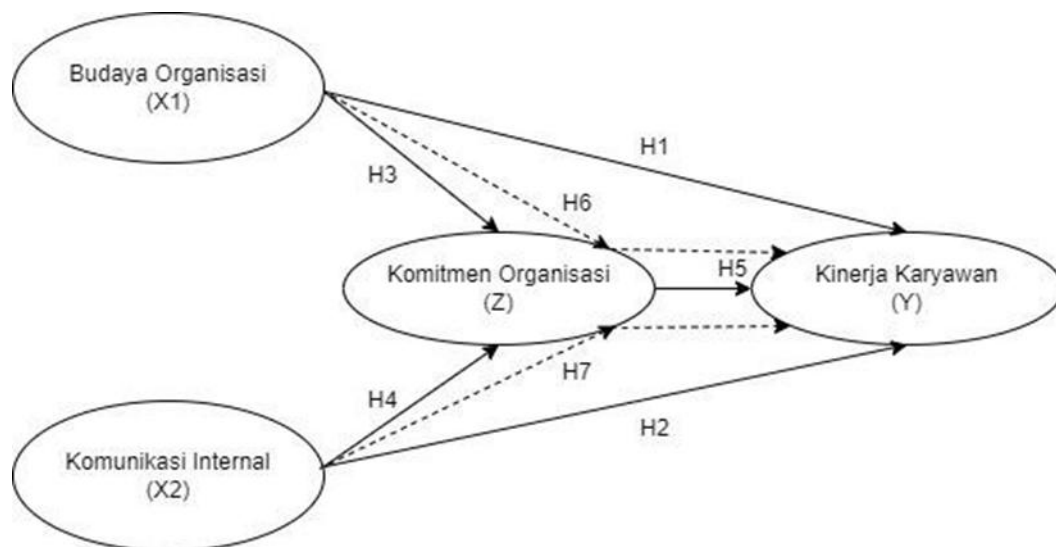


Figure 1. Framework of thinking

**METHOD**

This study uses a quantitative approach to measure social phenomena objectively through numerical data. This method focuses on testing hypotheses using statistical tools to examine relationships among variables that can be quantified. In this context, data are typically collected through structured questionnaires and analyzed using statistical procedures such as regression or SEM. The objective is to obtain statistically valid generalizations based on the population studied, making this method ideal for evaluating relationships among variables in a complex research model (Hair et al., 2019). The research population consisted of 447 employees of Budi Luhur University. The minimum sample size was calculated using the Slovin formula, resulting in 82 respondents. Data were collected online in December 2025 using Google Forms with a 1–5 Likert scale (1 = strongly disagree to 5 = strongly agree).

The sampling technique used in this study is probability sampling. According to Sugiyono in Rusmansyah (2022), probability sampling is a sampling technique that provides equal opportunity for each member of the population to be selected as a sample. The sampling method applied in this study is simple random sampling. The minimum sample size in this study was calculated using the Slovin formula as follows:

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{447}{1 + 447(0,1^2)}$$

$$n = \frac{447}{1 + 447(0,01)}$$

$$n = \frac{447}{1 + 4,47}$$

$$n = \frac{447}{5,47}$$

n = 81,718

The data analysis technique in this study uses Partial Least Squares (PLS). According to Wold in Ghozali & Kusumadewi (2023), Partial Least Squares is a powerful analysis method, often referred to as soft modeling because it eliminates the assumptions of Ordinary Least Squares (OLS) regression, such as multivariate normal data distribution and the absence of multicollinearity problems among exogenous variables. The outer model evaluation was conducted through convergent validity testing (outer loading > 0.6 and AVE > 0.5), discriminant validity (Fornell–Larcker), and reliability (Cronbach’s Alpha and Composite Reliability). The inner model evaluation was performed using the coefficient of determination (R<sup>2</sup>) and hypothesis testing using bootstrapping (t-statistic ≥ 1.96; p-value ≤ 0.05). Mediation testing was conducted through specific indirect effects (bootstrapping).

**RESULTS AND DISCUSSION**

The respondent profile by gender shows a relatively balanced composition: 42 male respondents (51.2%) and 40 female respondents (48.8%).

The indicators used in this study are as follows:

**Table 1. Indicators**

| Variable   | Indicator                     |
|--|-------------------------------|
| Organizational Culture (X1)<br>(Soetjipto & Mukhlis, 2024) | Innovation                    |
|  | Attention to detail           |
|  | Outcome orientation           |
|  | People (employee) orientation |
|  | Team orientation              |
|  | Aggressiveness                |
|  | Stability                     |
| Internal Communication (X2)<br>(Saragi et al., 2021)       | Openness                      |
|  | Speed of message delivery     |
|  | Clarity of information        |

|   |                                   |
|---|-----------------------------------|
|   | Appropriateness of the media used |
|   | Feedback culture                  |
| Organizational Commitment (Z)<br>(Rudini, 2024)         | Affective commitment              |
|   | Continuance commitment            |
|   | Normative commitment              |
| Employee Performance (Y)<br>(Jayaputra & Sriathi, 2020) | Work quality                      |
|   | Work quantity                     |
|   | Responsibility                    |
|   | Initiative                        |
|   | Teamwork                          |
|   | Compliance                        |

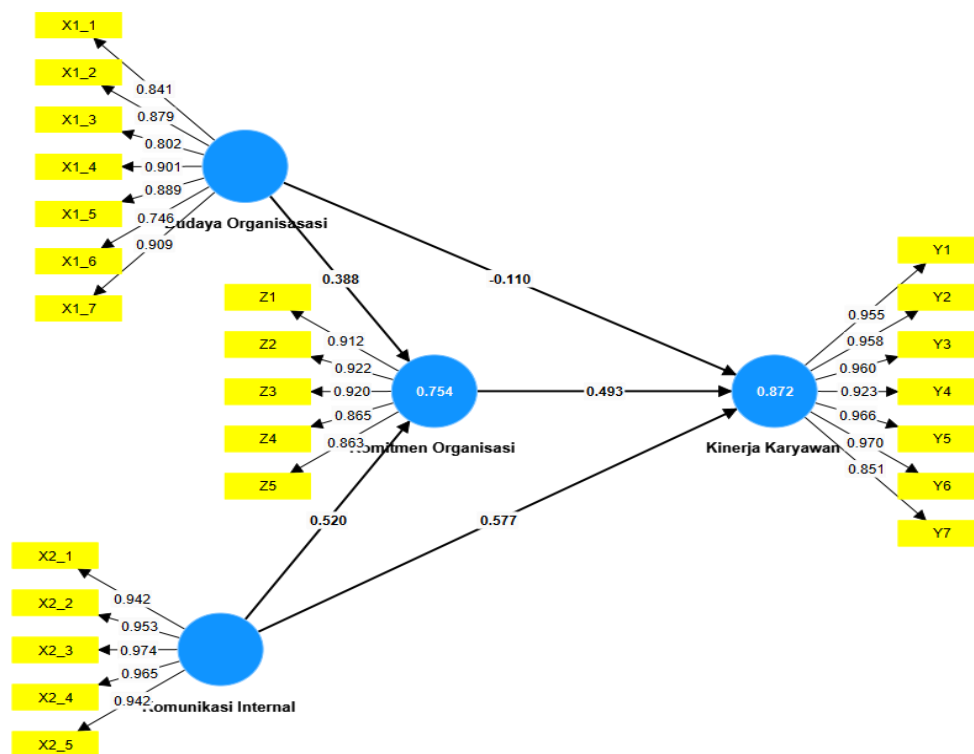


Figure 2. Research Model

Table 2. Summary of Outer Loadings (Convergent Validity)

| Construct                   | Outer Loading Range | Highest Indicator | Lowest Indicator |
|-----------------------------|---------------------|-------------------|------------------|
| Organizational Culture (X1) | 0.746–0.909         | X1_6 = 0.909      | X1_5 = 0.746     |
| Internal Communication (X2) | 0.942–0.974         | X2_3 = 0.974      | -                |

|                               |             |            |            |
|-------------------------------|-------------|------------|------------|
| Organizational Commitment (Z) | 0.863–0.922 | Z2 = 0.922 | Z5 = 0.863 |
| Employee Performance (Y)      | 0.851–0.970 | Y6 = 0.970 | Y7 = 0.851 |

**Table 3. Average Variance Extracted (AVE)**

| Variable                  | AVE   | Cut Off | Remarks |
|---------------------------|-------|---------|---------|
| Organizational Culture    | 0.730 | > 0.5   | Meets   |
| Employee Performance      | 0.886 | > 0.5   | Meets   |
| Organizational Commitment | 0.804 | > 0.5   | Meets   |
| Internal Communication    | 0.912 | > 0.5   | Meets   |

**Table 4. Discriminant Validity (Fornell–Larcker)**

|                           | Organizational Culture | Employee Performance | Organizational Commitment | Internal Communication |
|---------------------------|------------------------|----------------------|---------------------------|------------------------|
| Organizational Culture    | 0.854                  |                      |                           |                        |
| Employee Performance      | 0.770                  | 0.941                |                           |                        |
| Organizational Commitment | 0.818                  | 0.888                | 0.897                     |                        |
| Internal Communication    | 0.827                  | 0.900                | 0.841                     | 0.955                  |

**Table 5. Consistency Reliability**

| Variable                  | Cronbach's Alpha | Composite Reliability | Cut-off | Remarks  |
|---------------------------|------------------|-----------------------|---------|----------|
| Organizational Culture    | 0.938            | 0.944                 | > 0.6   | Reliable |
| Employee Performance      | 0.978            | 0.979                 | > 0.6   | Reliable |
| Organizational Commitment | 0.939            | 0.942                 | > 0.6   | Reliable |
| Internal Communication    | 0.976            | 0.976                 | > 0.6   | Reliable |

**Table 6. Coefficient of Determination (R<sup>2</sup>)**

| Endogenous Variable       | R Square | R Square Adjusted |
|---------------------------|----------|-------------------|
| Employee Performance      | 0.872    | 0.867             |
| Organizational Commitment | 0.754    | 0.748             |

**Table 7. Hypothesis Testing Results (Bootstrapping)**

| Hypothesis | Relationship                                  | t-statistic | p-value | Remarks                    |
|------------|---|-------------|---------|----------------------------|
| H1         | Organizational Culture → Employee Performance | 0.923       | 0.356   | Not significant (Rejected) |
| H2         | Internal Communication → Employee Performance | 3.142       | 0.002   | Significant (Accepted)     |
| H3         | Organizational Culture →                      | 3.412       | 0.001   | Significant (Accepted)     |

|    |  |       |       |                        |
|----|--|-------|-------|------------------------|
|    | Organizational Commitment                          |       |       |                        |
| H4 | Internal Communication → Organizational Commitment | 4.544 | 0.000 | Significant (Accepted) |
| H5 | Organizational Commitment → Employee Performance   | 3.338 | 0.001 | Significant (Accepted) |

**Table 8. Mediation Test Results (Specific Indirect Effect)**

| Hypothesis | Indirect Relationship   | t-statistic | p-value | Remarks                |
|------------|---|-------------|---------|------------------------|
| H6         | Organizational Culture → Organizational Commitment → Employee Performance | 2.561       | 0.010   | Significant (Accepted) |
| H7         | Internal Communication → Organizational Commitment → Employee Performance | 2.388       | 0.017   | Significant (Accepted) |

The test results show that Organizational Culture does not have a significant direct effect on Employee Performance (H1 rejected). This finding indicates that although Organizational Culture in the UBL environment may be perceived as good, its influence does not automatically and directly improve employee performance. Logically, organizational culture often takes the form of “values and habits” whose effects are more apparent when translated into work attitudes, attachment, and motivation. In other words, a strong culture does not necessarily increase day-to-day work output if it is not accompanied by mechanisms that bind work behavior (e.g., commitment, discipline, or an evaluation system).

Internal Communication has a positive and significant effect on Employee Performance (H2 accepted). This indicates that the better the internal communication—such as clarity of information from leaders, smooth dissemination of policies, and effective communication media—the higher the employee performance. Practically, strong internal communication reduces miscommunication, accelerates coordination, clarifies work targets, and helps employees understand priorities. As a result, work is completed more on time, work standards are more consistent, and work obstacles are resolved more quickly.

Organizational Culture has a significant effect on Organizational Commitment (H3 accepted). This finding confirms that a strong organizational culture can build employees’ sense of belonging, pride, and emotional attachment to UBL. When organizational values are understood and applied consistently, employees tend to feel aligned with the work environment, feel valued, and have moral and emotional reasons to remain and contribute. In other words, culture is not merely a slogan, but a factor that fosters commitment as “psychological energy” to stay involved and loyal to the organization.

Internal Communication has a significant effect on Organizational Commitment (H4 accepted), indicating that the quality of internal communication plays a major role in strengthening employee commitment. When employees feel that information is easy to access, leadership messages are clear, and there is space for feedback, they feel involved and treated as an important part of the organization. Open communication also increases psychological safety, which in turn strengthens employees’ attachment and loyalty to UBL.

Organizational Commitment has a significant effect on Employee Performance (H5 accepted). This result explains that the higher employees' commitment to the organization, the higher the performance produced. Employees with strong commitment tend to work more earnestly, have a drive to achieve targets, are more disciplined, and are more responsible for work quality. Commitment also makes employees more resilient to work pressure and more consistent in maintaining performance standards.

The mediation test confirms that Organizational Commitment mediates the effect of Organizational Culture on Performance (H6 accepted) and mediates the effect of Internal Communication on Performance (H7 accepted). Thus, strengthening culture and communication should be directed toward building commitment as a lever for improving performance.

## DISCUSSION

This study aimed to examine the effect of Organizational Culture and Internal Communication on Employee Performance, with Organizational Commitment as a mediating variable among staff at Universitas Budi Luhur. The study employed a quantitative approach using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method through SmartPLS 4. The population consisted of 447 employees, with a sample of 82 respondents determined through probability sampling and simple random sampling.

Based on the respondents' profile, the composition of respondents was relatively balanced in terms of gender. Male respondents accounted for 42 people or 51.2%, while female respondents accounted for 40 people or 48.8%. In terms of age, the largest group of respondents was 37 years old, totaling 6 people or 7.3%. Meanwhile, based on educational background, the majority of respondents held undergraduate, master's, or doctoral degrees, totaling 58 people or 70.7%, followed by senior high school or vocational high school graduates with 23 people or 28.0%, and diploma graduates with 1 person or 1.2%. These characteristics indicate that the respondents were dominated by employees with a relatively high educational background, enabling them to provide adequate assessments of the variables under study.

The descriptive analysis showed that all research variables were categorized as very high. The Organizational Culture variable obtained a mean score of 4.44. The highest indicator was related to comfort in working within a team, with a score of 4.60, while the lowest indicator was related to attention to detail in work, with a score of 4.30. This finding suggests that teamwork has become the main strength of the organizational culture perceived by respondents, although the aspect of attention to detail still needs to be further strengthened.

The Internal Communication variable obtained a mean score of 4.47 and was also categorized as very high. The highest score was found in the indicator stating that information from leaders was easy to understand, with a score of 4.51, while the lowest score was found in the indicator regarding opportunities to provide feedback on work processes, with a score of 4.43. These results indicate that internal communication at Universitas Budi Luhur has been implemented very well, particularly in terms of message clarity, although the feedback mechanism still needs further optimization.

For the Organizational Commitment variable, the mean score was 4.57, which was the highest among all research variables. The highest indicator was found in the statement that Universitas Budi Luhur was perceived as a second home, with a score of 4.66, while the lowest indicator was found in the statement that the job was important for the respondents' livelihood, with a score of 4.50. These results indicate that respondents' emotional attachment, sense of belonging, and loyalty to the organization were at a very strong level.

Meanwhile, the Employee Performance variable obtained a mean score of 4.52 and was also categorized as very high. The highest indicator was related to compliance with work rules and procedures, with a score of 4.59, while the lowest indicator was related to responsibility in completing work, with a score of 4.46. Overall, these findings indicate that employee performance at Universitas Budi Luhur was perceived to be very good, both in terms of work quality, target achievement, teamwork, and adherence to organizational rules.

In the measurement model evaluation, all indicators were found to be valid and reliable. The loading factor values of all indicators were above 0.6. Organizational Culture had loading factors ranging from 0.746 to 0.909, Internal Communication ranged from 0.942 to 0.974, Organizational Commitment ranged from 0.863 to 0.922, and Employee Performance ranged from 0.851 to 0.970. In addition, all variables had Average Variance Extracted (AVE) values above 0.5, namely 0.730 for Organizational Culture, 0.886 for Employee Performance, 0.804 for Organizational

Commitment, and 0.912 for Internal Communication. The discriminant validity results were also satisfactory, as indicated by the square root of AVE for each construct being greater than the correlations among constructs, namely 0.854, 0.941, 0.897, and 0.955, respectively. In terms of reliability, the Cronbach's Alpha and Composite Reliability values for all variables were above the minimum threshold, indicating that the measurement model was suitable for further analysis.

The evaluation of the inner model showed that the R-Square value for Employee Performance was 0.872, with an adjusted R-square of 0.867. This means that 87.2% of the variance in employee performance could be explained by Organizational Culture, Internal Communication, and Organizational Commitment in the research model. Meanwhile, the R-Square value for Organizational Commitment was 0.754, with an adjusted R-square of 0.748, meaning that 75.4% of the variance in organizational commitment could be explained by Organizational Culture and Internal Communication. These findings indicate that the research model had strong explanatory power.

The hypothesis testing results showed that Organizational Culture did not have a significant direct effect on Employee Performance, with a T-statistic value of 0.923 and a p-value of 0.356; therefore, the first hypothesis was rejected. In contrast, Internal Communication had a significant effect on Employee Performance, with a T-statistic value of 3.142 and a p-value of 0.002, indicating that the second hypothesis was accepted. Furthermore, Organizational Culture had a significant effect on Organizational Commitment, with a T-statistic value of 3.412 and a p-value of 0.001, and Internal Communication also had a significant effect on Organizational Commitment, with a T-statistic value of 4.544 and a p-value of 0.000. In addition, Organizational Commitment had a significant effect on Employee Performance, with a T-statistic value of 3.338 and a p-value of 0.001.

The mediation test results revealed that Organizational Commitment was able to mediate the effect of Organizational Culture on Employee Performance, with a T-statistic value of 2.561 and a p-value of 0.010. Moreover, Organizational Commitment also mediated the effect of Internal Communication on Employee Performance, with a T-statistic value of 2.388 and a p-value of 0.017. These findings confirm that organizational commitment plays an important role as a mechanism linking organizational culture and internal communication to improved employee performance.

Overall, the findings of this study confirm that Internal Communication is the factor that most directly contributes to improving Employee Performance, while Organizational Culture does not have a direct effect but still plays an important role through the development of Organizational Commitment. These findings imply that improving employee performance at Universitas Budi Luhur cannot rely solely on the establishment of a positive organizational culture, but must also be supported by clear, open, and participatory internal communication, as well as strong organizational commitment among employees.

This study confirms an asymmetric pattern in the relationship among organizational culture, internal communication, organizational commitment, and employee performance. The findings show that organizational culture does not have a significant direct effect on employee performance, whereas internal communication has a significant direct effect on employee performance. In addition, both organizational culture and internal communication significantly affect organizational commitment, and organizational commitment significantly affects employee performance. The mediation results further indicate that organizational commitment mediates the effect of organizational culture on employee performance as well as the effect of internal communication on employee performance. These results suggest that, in the context of staff at Universitas Budi Luhur, employee performance is shaped more strongly by proximal organizational mechanisms such as communication clarity and psychological attachment than by cultural values alone.

The significant effect of internal communication on employee performance is consistent with previous studies showing that clear, open, and timely communication improves work effectiveness. Dhone and Sarwoko (2022) found that internal communication enhances employee performance and can also work through a mediating mechanism. Likewise, Gomes, Lourenço, and Ribeiro (2021) reported that internal communication is positively associated with individual performance and can trigger a more distal supportive process that strengthens productivity. Similar evidence was also reported by Maghfirah and Chandra (2024), Syaifuddin and Sumartik (2022), and Zahari, Akbar, and Boce (2024), who found that internal communication is positively linked to employee performance and, in some contexts, also works through organizational

commitment. The similarity of these findings may be explained by the function of internal communication as an operational enabler: when employees receive understandable information, feedback channels, and coordinated messages, they are more likely to work accurately, efficiently, and consistently.

In contrast, the non-significant direct effect of organizational culture on employee performance differs from several previous studies. Jufrizen et al. (2021) found that organizational culture positively and significantly influences performance, and Mahmud et al. (2024) also reported significant direct and indirect effects of organizational culture on employee performance. A 2024 Indonesian study in the paper industry similarly found organizational culture to be the strongest predictor of performance. The discrepancy may be influenced by differences in context, organizational type, and causal distance. In a university setting, organizational culture may operate as a more distal antecedent: it shapes norms, meaning, and behavioral expectations, but does not automatically translate into measurable performance unless it is first internalized by employees. Another plausible explanation is that when organizational culture is already perceived as uniformly high, its variance becomes smaller, making direct statistical effects harder to detect. In this study, culture appears to matter mainly when it strengthens employees' commitment to the institution.

The significant effect of organizational culture on organizational commitment and the significant effect of organizational commitment on employee performance are in line with prior literature. Jufrizen et al. (2021) and Mahmud et al. (2024) both reported that organizational culture strengthens organizational commitment and that commitment contributes to performance. This is also broadly consistent with the meta-analysis by Jaramillo, Mulki, and Marshall (2005), which found a positive relationship between organizational commitment and job performance. From a communication perspective, prior studies also indicate that communication-related practices strengthen important relational outcomes such as trust, engagement, and commitment, which in turn support work outcomes. Therefore, the present findings reinforce the argument that employee performance is not merely a technical output, but also a behavioral consequence of employees' attachment to organizational values, goals, and relationships.

The mediation results are one of the most important contributions of this article. The finding that organizational commitment mediates the effect of organizational culture on employee performance is consistent with Jufrizen et al. (2021) and Mahmud et al. (2024), both of whom showed that commitment acts as a key transmission mechanism between organizational conditions and performance outcomes. Likewise, the mediation of organizational commitment in the relationship between internal communication and employee performance is supported by Zahari et al. (2024), who found that internal communication improves performance through organizational commitment. The similarity across these studies suggests that organizational commitment serves as a central psychological bridge through which employees transform organizational experiences into work behavior. In other words, values and communication practices become performance-relevant when they are able to foster identification, loyalty, and willingness to contribute.

The novelty of this article does not lie in introducing entirely new variables, since organizational culture, internal communication, organizational commitment, and employee performance have all been widely discussed in prior studies. Rather, the novelty lies in the integrated model and empirical pattern demonstrated in this study. First, this article combines organizational culture and internal communication in one structural model with organizational commitment as a mediator in the context of staff at a private university in Indonesia, whereas many of the cited Indonesian studies focus on companies, banks, MSMEs, or government agencies. Second, this study reveals an important asymmetric finding: internal communication affects employee performance both directly and indirectly, while organizational culture affects employee performance mainly through organizational commitment. This distinction is theoretically important because it shows that not all organizational antecedents influence performance through the same route. Third, the study offers evidence that in higher education institutions, employee performance may depend more on communicative alignment and commitment formation than on cultural strength alone.

Practically, the findings imply that Universitas Budi Luhur and similar higher education institutions should not rely only on strengthening organizational values symbolically. Management should prioritize communication systems that are clear, consistent, and participatory, because internal communication shows the most direct contribution to performance. At the same time, cultural development should be designed not merely as a statement of values, but as a managerial

process that builds employees' sense of belonging and commitment. Academically, this study enriches the human resource management and organizational behavior literature by showing that organizational commitment functions as a mechanism that explains why some organizational factors influence performance more strongly than others. From a policy perspective, institutional leaders in higher education may use these findings to justify policies related to structured internal communication, regular feedback channels, team coordination routines, and commitment-building programs as part of performance improvement efforts.

For future research, several recommendations can be proposed. Future studies may test this model in other higher education institutions, both public and private, in order to examine whether the same asymmetric pattern also appears in different academic environments. Researchers may also include additional mediating or moderating variables such as job satisfaction, employee engagement, leadership style, perceived organizational support, or work motivation, because prior studies indicate that performance may be shaped by multiple psychological and managerial pathways. In methodological terms, future research may expand the sample size, compare cross-institutional data, or use longitudinal designs so that the causal process linking communication, culture, commitment, and performance can be observed more comprehensively over time.

This study contributes to the human resource management and organizational behavior literature by showing that organizational antecedents do not affect employee performance through the same mechanism. The main novelty of this article lies in its integrated model, which simultaneously examines organizational culture and internal communication as antecedents of employee performance, with organizational commitment serving as the mediating mechanism, in the context of staff at a private higher education institution. While prior studies have generally emphasized the direct positive role of organizational culture in shaping performance, this study reveals a more nuanced pattern: internal communication exerts both a direct and an indirect effect on employee performance, whereas organizational culture does not directly improve performance but operates primarily through organizational commitment. This finding is important because it suggests that, in the university context, strong shared values alone are not sufficient to generate higher performance unless those values are internalized into employees' psychological attachment to the institution. The findings also extend the relevance of Social Exchange Theory in explaining employee behavior in higher education settings. As outlined in the theoretical framework of this study, organizational culture and internal communication may be understood as forms of organizational investment, which are reciprocated by employees through stronger organizational commitment and, ultimately, better performance. Accordingly, this study offers practical, academic, and policy implications. Practically, university management should prioritize clear, timely, and participatory internal communication, since communication was found to be the most immediate driver of employee performance. Academically, this article strengthens the argument that organizational commitment is a central explanatory mechanism linking organizational conditions to work outcomes. From a policy standpoint, the findings support the development of structured internal communication systems, regular feedback mechanisms, and commitment-building programs as part of sustainable performance management in higher education institutions.

Several limitations of this study should be acknowledged. First, this research was conducted in a single institution, namely Universitas Budi Luhur, and therefore the findings should be generalized to other organizational settings with caution. Second, the study employed a cross-sectional design, meaning that the data were collected at one point in time and may not fully capture changes in employee perceptions, commitment, and performance over time. Third, although the sample size of 82 respondents was adequate for SEM-PLS analysis, it remains relatively limited for broader generalization. Fourth, the study relied on self-reported questionnaire data, which may have been influenced by response bias or social desirability bias. Finally, the model focused only on organizational culture, internal communication, organizational commitment, and employee performance; therefore, other potentially relevant factors, such as leadership style, job satisfaction, employee engagement, or perceived organizational support, were not included in the analysis.

Future studies are encouraged to extend this model in several directions. First, similar research could be conducted in other higher education institutions, both public and private, to examine whether the same pattern of relationships emerges across different institutional contexts. Second, future researchers may use larger and more diverse samples to improve the external

validity of the findings. Third, longitudinal designs would be valuable in capturing how organizational culture, internal communication, and organizational commitment interact over time in shaping employee performance. In addition, future studies may incorporate other mediating or moderating variables, such as job satisfaction, work engagement, leadership style, motivation, or perceived organizational support, in order to broaden the explanatory power of the model. In practical terms, university leaders are advised to strengthen internal communication not only as a channel for disseminating information, but also as a dialogic process that encourages participation, feedback, and alignment with institutional goals. At the same time, organizational culture initiatives should be designed in ways that reinforce employees' sense of belonging and long-term commitment, so that institutional values can be translated into measurable performance outcomes.

Based on the findings of this study, several practical suggestions can be proposed. First, University Budi Luhur should prioritize the strengthening of internal communication, as this variable was found to have a significant direct effect on employee performance. Management is therefore encouraged to develop communication practices that are clear, timely, consistent, and participatory, so that employees can better understand organizational goals, work procedures, and institutional expectations. In addition, communication should not only function as a one-way channel for delivering information, but also as a two-way mechanism that allows employees to provide feedback, express concerns, and contribute ideas. Improving the quality of internal communication is expected to enhance not only employee performance directly, but also employees' organizational commitment. Second, although organizational culture was not found to have a significant direct effect on employee performance, it remains an important organizational factor because its effect operates through organizational commitment. This implies that organizational culture should not merely be maintained as a symbolic set of institutional values, but should be translated into everyday managerial practices that foster employees' sense of belonging, loyalty, and responsibility toward the institution. University leaders are therefore advised to strengthen the internalization of organizational values through leadership example, collaborative work practices, recognition systems, and fair implementation of policies. By doing so, organizational culture can become more meaningful for employees and more effective in encouraging stronger commitment and, ultimately, better performance. Third, the findings suggest that organizational commitment should be treated as a strategic managerial priority, since it was shown to mediate the effects of both organizational culture and internal communication on employee performance. Accordingly, the university should implement policies and programs that reinforce employees' emotional attachment to the institution, such as supportive work environments, inclusive decision-making, stronger team cohesion, and appreciation for employees' contributions. Such efforts may help employees feel more valued and more connected to the institution, which in turn may strengthen their commitment and improve their work outcomes.

For future research, several recommendations can also be highlighted. Future studies are encouraged to expand the model by including other variables that may affect employee performance, such as leadership style, work motivation, job satisfaction, compensation, workload, work environment, training and development, career development, and work-life balance. The inclusion of these variables may provide a more comprehensive explanation of the determinants of employee performance, given that the present study focused only on organizational culture, internal communication, organizational commitment, and employee performance.

Future researchers are also advised to develop more complex analytical models by adding other mediating or moderating variables. Since this study confirmed the mediating role of organizational commitment, subsequent studies may consider additional mediators such as job satisfaction, employee engagement, or organizational trust in order to explore alternative explanatory pathways. Likewise, moderating variables such as tenure, age, employment status, or work unit may be included to examine whether the relationships among variables differ across employee groups. This would enrich both the theoretical and empirical understanding of employee performance in organizational settings. In addition, future studies should broaden the research setting by involving more than one institution or by comparing organizations with different characteristics, such as public and private universities or academic and administrative units. Such comparative designs would improve the generalizability of the findings and help determine whether the same pattern of relationships is also found in other institutional contexts. Furthermore, future studies are recommended to use mixed methods approaches by combining quantitative and qualitative techniques. Interviews or focus group discussions may help explain

more deeply why certain relationships are significant or non-significant, particularly the finding that organizational culture did not directly affect employee performance in this study. Finally, longitudinal or time-series designs are recommended in order to capture changes in organizational commitment and employee performance over time and to provide stronger evidence regarding the direction and continuity of the relationships among variables.

## CONCLUSION

This study concludes that Internal Communication and Organizational Commitment are important factors that improve Employee Performance. Organizational Culture does not have a significant direct effect on performance, but it has a significant effect on Organizational Commitment. Internal Communication has a significant effect on Organizational Commitment and Employee Performance. Organizational Commitment is proven to mediate the effects of Organizational Culture and Internal Communication on Performance. The model has very strong explanatory power ( $R^2$  Commitment = 0.754;  $R^2$  Performance = 0.872). The limitations of this study are as follows. First, this study focuses only on the effects of Organizational Culture and Internal Communication on Employee Performance, with Organizational Commitment as a mediating variable. In fact, employee performance may also be influenced by other variables not included in the model, such as leadership, work motivation, job satisfaction, compensation, workload, work environment, training, and career development. Therefore, the findings do not capture all possible factors affecting performance. Second, the data collection method relies on respondents' perceptions. Because the data were collected using a questionnaire, the results depend heavily on respondents' perceptions and subjectivity. Respondents may provide socially desirable answers, respond less carefully, or adjust responses to organizational expectations, which can affect measurement accuracy. Third, this research was conducted only among employees at UBL; therefore, the findings have limited generalizability to other organizations, especially those with different work cultures, structures, and management systems. Despite these limitations, the study contributes to understanding the role of internal communication and organizational culture in shaping commitment and performance, and it should be interpreted within the scope and conditions of the UBL context. Future research is expected to extend these findings more broadly and deeply, and to provide stronger academic and practical contributions.

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