

The Influence of Internet-Based Organizational Communication Through Organizational Commitment on Cross-Generation Employee Performance

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Abstract

The low employee performance and organizational commitment at PT Sari Ater Hot Springs Ciater. This issue is also marked by the suboptimal levels of employee performance, organizational commitment, and the lack of effectiveness in the application of Internet-Based Organizational Communication. Therefore, this study aims to determine how Internet-based organizational communication exhibits a substantial influence on employees' aptitude, with organizational commitment serving as an intermediary entity. The observational unit in this research encompasses 303 individuals employed at PT Sari Ater Hot Springs Ciater. The sample acquisition technique was executed through a purposive sampling scheme synergized with a non-probability sampling approach to ensure the inclusion of subjects aligning with the predetermined parameters. Furthermore, the conducted hypothesis testing affirms that internet-based organizational communication exerts a positive and significant influence on employee performance, with organizational commitment functioning as an intervening variable.

Keywords: *Internet-Based Organizational Communication, Organizational Commitment, Employee Performance.*



A. INTRODUCTION

The rapid development of information technology has changed many aspects of people's lives in modern times, including in the world of work. One significant change has occurred in the way organizations communicate and interact, both internally and externally. Social media as part of internet technology has become an important means of supporting organizational communication. Not only limited to communication between employees, but also to strengthen organizational communication with various external parties (Mangold & Faulds, 2009:358).

The rapid development of technology and information and communication, especially in the use of social media, has influenced various aspects of life, including the world of work. The use of social media as a communication tool in internet-based organizations is increasingly being used to support organizational performance and increase the effectiveness of communication between employees. PT. Sari Ater Hot Springs Ciater, as one of the large companies in the tourism industry, also faces challenges in utilizing social media as a means and infrastructure for organizational communication, especially in dealing with generational differences in the workplace (Sutanto, 2019:35).

In the rapidly developing digital era in this era, social media has become one of the main tools in communication, both in personal and professional life. Social media not only functions as a means of social interaction, but also as an effective medium for organizational communication. PT Sari Ater Hot Springs Ciater, as a company engaged in the tourism sector, faces the challenge of maintaining optimal employee performance amidst ever-changing technology. One of the biggest challenges is how organizations can effectively utilize internet-based social media technology to improve employee communication and performance, especially in a cross-generational environment (Pratama, 2021:45). The use of social media in the workplace allows for faster, more efficient, and more flexible communication, which can have a positive impact on employee productivity. However, the effectiveness of social media in organizational communication is also greatly influenced by generational differences among employees. PT Sari Ater Hot Springs Ciater has a variety of employees from the Baby Boomer, Gen X, Gen Y, to Gen Z generations, each of whom has different preferences, work styles, and ways of communicating. This cross-generation poses challenges in maintaining the consistency and effectiveness of internet-based organizational communication (Santoso, 2022:78).

Good communication in an organization is key to improving employee performance, both in terms of productivity, collaboration, and job satisfaction. With the increasing use of social media such as Facebook, Instagram, TikTok, and other internet-based communication platforms such as Zoom Meeting, the question arises whether this internet-based organizational communication can improve employee performance as a whole, especially among the various generations working in the company (Rahmawati, 2023:102).

This study aims to explore the extent to which the effectiveness of social media in internet-based organizational communication can affect employee performance across generations at PT Sari Ater Hot Springs Ciater. By understanding this influence, it is hoped that companies can adopt more effective communication strategies and improve overall employee performance.

Generational grouping in the world of work is based on human resources. Research on the millennial generation was first introduced by Manheim (Budiati, 2018), who explained that generation is a social construct that includes a group of individuals with an average age and similar historical experience. The millennial generation has a natural ability to master technology, such as multitasking skills in using digital devices. Technological advances continue to develop to facilitate communication through electronic devices. Gadgets have become one of the basic needs in the digital era, allowing faster long-distance connections compared to the past that relied on postal services, which took longer to send messages (Nasrullah, 2014).

PT Sari Ater Hot Springs Ciater is a company engaged in the tourism industry, especially in the field of geothermal natural resources and hot water. The company is located in Ciater, Subang, West Java, Indonesia. As one of the leading tourist destinations in the region, PT Sari Ater Hot Springs Ciater has many employees from

various backgrounds, including the millennial generation. In an effort to understand how organizational communication works in this company, it is important to examine how the millennial generation utilizes internet technology in interactions and information exchange in the work environment.

The development of information technology, especially the internet, has changed the communication paradigm in various areas of life, including in the world of work. PT Sari Ater Hot Springs Ciater, as a company engaged in the tourism sector, also feels the impact of this development. The millennial generation, born between 1981 and 1996, plays an important role in this change. They grew up amidst the advancement of the internet and social media, so they have different communication patterns compared to previous generations. Therefore, it is important to conduct research related to the dynamics of internet-based organizational communication at PT Sari Ater Hot Springs Ciater to understand how communication takes place in the company. In the realm of education, the millennial generation generally shows superior quality, which is reflected through high enthusiasm in pursuing further education. This phenomenon reflects that education has become a fundamental aspect that they prioritize in their priority hierarchy (Lestari & Dwijayanti, 2020). In contrast to Generation Z, who prioritize experience over formal education. Generation Z tends to have a free, brave, critical, and open mindset in decision-making, which is a valuable asset. Mastery of technology and information also opens up opportunities for innovation and greater opportunities for them (Briandana, Meiwanto Doktoralina et al., 2020). PT Sari Ater Hot Springs Ciater is one of the leading hotel and hot spring companies in Indonesia. In this digital era, PT Sari Ater Hot Springs Ciater is faced with increasingly complex organizational communication dynamics, especially with the presence of the Millennial generation as employees who dominate the workforce. The Millennial generation is known for its characteristics of being accustomed to communicating and exchanging information via the internet. This has triggered a change in traditional organizational communication patterns to be internet-based (Wijaya, 2020:56).

B. LITERATURE REVIEW

1. Internet-Based Organizational Communication

Redding & Sanborn (2007) stated that organizational communication is a multidimensional process involving the transmission and reception of information in a complex manner within an organizational entity. Meanwhile, Katz and Kahn added that organizational communication not only includes the flow of information, but also involves the dynamics of data exchange and the transfer of meaning that occurs within the organizational structure (Muhammad, 2007:65).

According to Johar Permana (2010:85), organizational communication is a dynamic process in which information or messages move from their source to their recipient. Pace & Faules (2006:25) stated that organizational communication is a discipline that can be taken from various useful and legitimate directions. Functionally, organizational communication means the delivery and interpretation of

messages between communication units within an organization. This organization consists of various units that are related in a hierarchical structure and work within the organizational environment.

Goldhaber (in Muhammad, 2007:68-74) stated that organizational communication has seven main concepts, namely:

- a. Process: Organizations are considered as open and dynamic systems, where members continuously create and exchange messages. Because this exchange of information is continuous, it is called a continuous process.
- b. Message: Refers to a meaningful arrangement of symbols about objects, people, or events, which is formed through interaction with other people.
- c. Network: Organizations consist of groups of people who have certain roles or positions. The exchange of messages between these groups occurs through communication channels called networks.
- d. Dependence: Each part of the organization is interdependent. If one-part experiences a disruption, the impact can be felt by other parts, and may even affect the entire organizational system.
- e. Relationship: As an open system, organizations depend on humans who carry out the communication process through message networks. Thus, the connections between parts of the organization are determined by the relationships between people.
- f. Environment: This refers to all physical and social aspects that affect individual decision making in the organizational system.
- g. Uncertainty: Is the difference between the information available and the information expected.

Organizational communication occurs so complexly and also complicated, involving the study of many members or parties involved in a relationship, transaction and interaction simultaneously (Permana, 2010:84). Lee Thayer (Hardjana, 2016:41) explains that organizational communication is a process that occurs within and between organizations, and determines the conditions of existence and direction of its development. Meanwhile, Pace & Faules (2015:33) state that organizational communication is a process of interaction and creation of meaning that maintains, shapes, and changes organizations. They view organizational communication as a process of internal and external interaction that helps give meaning to messages or information received, as well as determining the quality of the organization.

Organizational communication includes the process of message transmission and reception that takes place within the scope of formal and informal groups within an organizational entity. Formal communication, which obtains institutional legitimacy, focuses more on the strategic interests of the organization, while informal communication accommodates more social aspects and the individual needs of its members (Romli, 2011). In addition, organizational communication can be understood as a mechanism for creating and exchanging messages in an interdependent network of interactions in order to respond to the dynamics of uncertainty and environmental change (Ani, 2009). S. Djuarsa (2007) further emphasized that organizational

communication is a form of interaction between humans within an institutional framework, where the use of symbols, both in linguistic and conceptual forms, acts as an instrument to motivate, coordinate, and direct systematically structured activities.

According to Yusuf (2012:146), there are several theories in organizational communication, namely:

a. Information Systems Approach

This theory was first proposed by Karl Weick in 1969 and has a humanistic character that emphasizes the dynamics of interpersonal relationships in a broader organizational system, covering all aspects of human interaction with their environment. This theory illustrates the tendency of individuals to apply reciprocal or multiple interactions when communicating in an organization, while organizing the process of enactment, selection, and retention. Within the framework of this theory, repeated information updates will create new meanings for each element of information received, while information that is not updated will contribute to rigidity and inhibit the flexibility of individual performance in the organization. In addition, the reciprocal process is carried out to reduce the uncertainty of receiving information or receiving information that is still vague from other parties in relation to achieving predetermined goals.

b. Socialization Theory

Fred Jablin in 1982 put forward the Organizational Assimilation theory which explains individuals who try to blend in with the environment of a new organization they have entered by using communication. When entering a new organizational environment, according to this theory, individuals will start communicating both formally and informally, directly or indirectly to seek information to make it easier to adapt and understand their new environment. The blending process mentioned will have different results for each individual, this is due to the influence based on the personality and character of the individual concerned. The ability to communicate is what forms the assimilation process, with the result that individuals change and blend with the environment or the environment changes following the new individual.

c. Cultural Approach Theory

Clifford Greetz and Pacanowsky put forward this theory in 1973. This theory explains that organizations have different and unique cultures, characters and habits. Each individual in the organization will automatically learn, understand, and follow the character of a particular organizational culture (symbolic interaction, work patterns, and habits) to adapt. Culture is learned through the exchange of information, messages or stories by individuals in the organization. Communication functions as an explanation for the level of position, understanding of tasks, stories of work and personal experiences. The symbolic interaction approach comes from the east and Japan which then influenced the western world, especially the area of business organizations. This theory is humanistic and highly interpretive, because everyone in the

organization as a whole (formal, informal, social, psychological positions). Individuals who finally understand their position or standing as a whole can later act wisely and be able to understand and even understand the position or standing of other individuals who are also in the organization.

d. **Critical Approach to Organizations**

According to this theory, communication is not just the transmission of information, but also related to ongoing managerialism and corporate colonization. Communication is the process of conveying reality to others. This theory highlights the importance of paying attention to the relationship between individuals in the organization, because each individual has unique characteristics. Language is the main tool for communicating and reproducing social reality in the organization. The responsibility for improving the quality of the organization lies with the leader, who must coordinate with stakeholders in the organization. Involving members of the organization in conveying reality is the key to improving organizational performance. This theory, put forward by Stanley Deetz in 1982, emphasizes a humanistic view of the world, including individuals in the organization. Ideally, every organization needs to develop specific communication management. Modern organizational communication must be aligned with the understanding that organization is the process of organizing a group of humans (organizing humans).

2. Organizational Commitment

Organizational commitment is a psychological construct that reflects the emotional and cognitive attachment between individuals and the corporate entity they belong to. Individuals with a high level of organizational commitment tend to show strong loyalty, have the motivation to continue their careers in the organization, and contribute optimally to achieve institutional goals. Robbins and Judge (2008:109) define organizational commitment as a condition in which an employee provides support for a particular organization and its goals and has the desire to remain an integral part of the organization.

Organizational commitment is also often associated with the extent to which employees feel part of the organization and internalize the values and goals adopted by the entity. Mowday, Steers, and Porter (1979:34) elaborate that organizational commitment consists of three main components, namely:

- a. Strong aspiration to maintain affiliation as part of the organization.
- b. High dedication in exerting maximum effort for the advancement of the organization.
- c. Deep belief and internalization of the values and goals adopted by the organization.

Organizational commitment can be defined as the level of involvement and loyalty of an individual to the organization where they work. This commitment includes the extent to which employees feel connected to the values, goals, and continuity of the organization. According to Robbins (2013:122), organizational

commitment is "an individual's desire to remain part of the organization, their willingness to work hard, and their acceptance of the organization's goals and values." In other words, the higher the employee's commitment to the organization, the more likely they are to work productively and remain loyal to the company. Organizational commitment is often associated with three essential dimensions, namely affective commitment, normative commitment, and continuance commitment (Meyer & Allen, 1991). Affective commitment represents an individual's emotional attachment to the organization, where they choose to remain voluntarily because of a strong sense of belonging. Normative commitment is rooted in the moral drive or obligation felt by employees to continue contributing to the organization. Meanwhile, continuance commitment is calculative, where the decision to continue working is based on a rational evaluation of the potential costs and consequences that will arise if leaving the organization (Wibowo, 2014:78).

In its application, organizational commitment directly affects employee performance. Individuals with a high level of commitment tend to be more proactive in supporting the achievement of organizational goals, have low absenteeism rates, and demonstrate strong loyalty (Handoko, 2015:89). Therefore, organizations need to build a conducive work environment to stimulate and strengthen employee commitment. This effort can be realized through various strategies, such as optimizing internal communication, implementing employee welfare programs, and implementing inclusive and participatory managerial policies.

3. Employee performance

According to Panyaman Simanjuntak (2011:11) there are three types of performance, namely:

- a. Individual performance represents the output or achievement that has been achieved by a person in carrying out his/her responsibilities in an organization or corporation.
- b. Unit/team performance refers to the accumulation of results that have been achieved by a work unit or group in completing the assigned tasks.
- c. Organizational/company performance is a combination or accumulation of all units in the organization, which is equivalent to the total performance of each individual working in the company.

Edy Sutrisno (2010:170) defines performance as a manifestation of the work results produced by individuals or groups in an organization, which are in line with the authority and responsibilities they have, with the aim of achieving organizational goals legally, without violating legal provisions, and still based on moral and ethical norms.

More generally, Horman in Rani (2010:23) articulates performance as an individual's reaction to the various tasks given to him/her. Meanwhile, Cardy (2004:10) elaborates two fundamental approaches in defining performance, namely the behavioral approach and the outcome-based approach. The behavioral approach emphasizes actions that should be taken or avoided by employees in carrying out their

duties, while the outcome approach is more oriented towards concrete achievements, such as the number of sales obtained or the level of success in acquiring new clients. Although each approach has advantages and limitations, both still serve as an essential framework for employees in understanding the aspects that need to be considered and implemented in improving performance.

Mangkunegara (2004:67) states that employee performance comes from the term Job Performance or Actual Performance, which refers to work achievements or real results that have been obtained by individuals. Performance is defined as work output that reflects aspects of quality and quantity produced by an employee in carrying out tasks in accordance with the responsibilities given to him.

In line with that, Hasibuan (2001:34) defines performance as the output of tasks completed by someone in carrying out their responsibilities, taking into account capacity, experience, dedication, and time allocation devoted.

Conceptually, employee performance represents an individual's achievement in carrying out tasks and responsibilities based on standards set by the organization. Mangkunegara (2015:67) emphasized that employee performance includes work results from a quality and quantity perspective obtained in the context of fulfilling their professional responsibilities. This performance is influenced by various determinants, such as competence, skills, motivation, and the work environment in the organization. Optimal performance allows employees to make significant contributions to achieving the company's strategic goals.

4. Internet-Based Organizational Communication on Employee Performance

This study involved 303 workers from various divisions at PT. Sari Ater Hot Springs Ciater to test the relationship between internet-based organizational communication and employee performance. This is based on research findings that internet-based organizational communication has a positive effect on employee performance. The study found that when internet-based organizational communication works well, employee performance will continue to increase, this shows that there is a significant relationship between the two. Internet-based organizational communication has been associated with employee performance, according to previous studies. Thus, the study postulates that internet-based organizational communication has an impact on employee performance.

5. Organizational Commitment to Employee Performance

This study indicates that employee performance is significantly influenced by the level of organizational commitment. Involving 303 workers from various divisions, this study explores the correlation between organizational commitment and employee performance. The findings obtained indicate a close relationship between the two variables, where high organizational commitment contributes to increased employee productivity and work effectiveness. In line with previous studies, these results further confirm that organizational commitment has a substantial influence on optimizing employee performance in an institution.

6. Internet-Based Organizational Communication on Employee Performance Mediated by Organizational Commitment

Based on this study, organizational commitment functions as a mediator between internet-based organizational communication and employee performance, which ultimately has a positive and significant influence. Improving communication within an organization is one of the effective strategies to improve employee performance. The results of this study are in line with the theory of employee performance which states that organizational commitment is one of the elements that plays an important role in improving employee performance.

C. METHOD

This study employs a quantitative research design with a survey method to analyze the influence of internet-based organizational communication on employee performance across different generations, mediated by organizational commitment (Nasir, 1999). A cross-sectional approach was utilized to collect data from employees working in various industries.

The population of this study consists of employees from multiple generations (Baby Boomers, Generation X, Millennials, and Generation Z) working in organizations that actively use internet-based communication platforms. A purposive sampling technique was used to select respondents who regularly engage in digital workplace communication. The sample size was determined using the Krejcie & Morgan (1970) formula, ensuring adequate representation.

Table 1. Characteristics of Respondents by Age

Age Group	Frequency	Percentage (%)
20-30 years	80	26.40%
31-40 years	122	40.26%
41-50 years	71	23.43%
51-60 years	30	9.90%
Total	303	100%

Table 2. Characteristics of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	181	59.74%
Female	122	40.26%
Total	303	100%

Primary data were collected through an online questionnaire distributed via email and professional networking platforms. The questionnaire consisted of four sections: (1) Demographic information, (2) Internet-based organizational communication (measured using adapted scales from previous studies), (3) Organizational commitment (assessed using Meyer and Allen's (1991) scale), and (4) Employee performance (measured using self-reported and supervisor evaluations).

The collected data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0 to examine direct and indirect relationships among variables. The validity and reliability of the instruments were tested using Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). Additionally, hypothesis testing was conducted using bootstrapping techniques to determine the significance of relationships.

D. RESULTS AND DISCUSSION

1. Validity Test

According to Sugiyono (2017), validity testing represents the level of conformity between data collected from research objects and data presented by researchers. This test has an essential purpose in measuring the level of accuracy and precision of research instruments that will be applied in data collection. In its implementation, the correlational method used is the product moment correlation coefficient, which functions as an indicator in measuring the validity of research instruments. In this context, the ordinal score of each question item is compared with the aggregate ordinal score of the entire questionnaire. If the correlation coefficient obtained is positive and significant, then the item is categorized as valid. However, if the correlation coefficient shows a negative value or does not reach the required level of significance, then the item is considered invalid and must be revised or eliminated from the research instrument.

a. Validity Testing of the Internet-Based Organizational Communication Variable (X)

Validity testing of the Internet-Based Organizational Communication variable (X) was evaluated through three main indicators, namely Downward Communication, Upward Communication, and Horizontal Communication. The three indicators were constructed in 11 statement items contained in the questionnaire instrument. The recapitulation process of the results of the validity analysis of the Internet-Based Organizational Communication variable (X) was carried out using the Statistical Package for the Social Sciences (SPSS) software version 29.00 and Microsoft Excel 2019. The results of this validity test were then presented systematically in the following table:

Table 3. Results of the Validity Test of the Internet-Based Organizational Communication Variable

No Item	r-count	r-table	Description
1	0,669	0,297	Valid
2	0,703	0,297	Valid
3	0,668	0,297	Valid
4	0,646	0,297	Valid
5	0,587	0,297	Valid
6	0,668	0,297	Valid
7	0,624	0,297	Valid
8	0,609	0,297	Valid
9	0,643	0,297	Valid

No Item	r-count	r-table	Description
10	0,663	0,297	Valid
11	0,566	0,297	Valid

Source: Data Processing Source

Referring to Table 3, the results of the validity test indicate that the Internet-Based Organizational Communication Variable (X) consists of 11 statement items, all of which meet the validity criteria. Thus, all of the statement items are suitable for use as research instruments in collecting data related to the Internet-Based Organizational Communication Variable.

b. Validity Test of Organizational Commitment Variable (M)

The validity test of the Organizational Commitment (M) variable was evaluated based on three main indicators, namely Affective Commitment, Continuance Commitment, and Normative Commitment. These three indicators were operationalized into nine statement items in the questionnaire instrument.

The recapitulation of the validity test results for the Organizational Commitment (M) variable was carried out using the Statistical Package for the Social Sciences (SPSS) software version 29.00 and Microsoft Excel 2019. The results of this validity test analysis are presented systematically in the following table:

Table 4. Results of the Organizational Commitment Validity Test

No Item	r-count	r-table	Description
1	0,640	0,297	Valid
2	0,750	0,297	Valid
3	0,771	0,297	Valid
4	0,739	0,297	Valid
5	0,705	0,297	Valid
6	0,727	0,297	Valid
7	0,746	0,297	Valid
8	0,764	0,297	Valid
9	0,761	0,297	Valid

Source: Data Processing Results

Based on Table 4, the validity test shows that there are 9 items for the Organizational Commitment variable, and all nine items are declared valid. Therefore, all 9 items can be used as data collection instruments for the Organizational Commitment variable.

c. Validity Test of Employee Performance Variable (Y)

The validity test of the Employee Performance Variable (Y) was carried out through five main indicators, namely Quantity, Quality, Punctuality, Effectiveness, and Independence. These indicators were elaborated into 13 statement items in the questionnaire instrument. The recapitulation process of the results of the validity test of the Employee Performance Variable (Y) was carried out with the help of Statistical Package for the Social Sciences (SPSS) software version 29.00 and Microsoft Excel 2019. The results of this validity analysis are presented systematically in the following table:

Table 5. Results of the Employee Performance Validity Test

No Item	r-count	r-table	Description
1	0,522	0,297	Valid

No Item	r-count	r-table	Description
2	0,599	0,297	Valid
3	0,608	0,297	Valid
4	0,557	0,297	Valid
5	0,635	0,297	Valid
6	0,623	0,297	Valid
7	0,626	0,297	Valid
8	0,627	0,297	Valid
9	0,662	0,297	Valid
10	0,636	0,297	Valid
11	0,577	0,297	Valid
12	0,583	0,297	Valid
13	0,641	0,297	Valid

Source: Data Processing Results

Referring to Table 5, the results of the validity test show that the Employee Performance Variable includes 13 statement items, which overall meet the established validity criteria. Thus, all of these statement items can be implemented legitimately as data collection instruments that represent the Employee Performance Variable in this study.

2. Reliability Test

Reliability testing has a fundamental purpose to affirm whether the data collection instrument is able to represent precision, accuracy, stability, and consistency in elaborating a phenomenon when applied to different groups of respondents in different temporal intervals. According to Suharsimi in Arikunto (2010), reliability refers to the level of confidence that an instrument has a sufficient degree of reliability so that it is worthy of being used as a data acquisition tool, considering that the instrument meets the established quality standards. An instrument that has high reliability will produce credible and reliable data. The main essence of the reliability test is to evaluate the extent to which the quality of an instrument can meet the eligibility criteria in scientific research. In its measurement, the Cronbach Alpha coefficient (C) is often used as a quantitative parameter to assess the degree of reliability. If the coefficient value reaches or exceeds the threshold of 0.60, then the instrument is categorized as having high reliability.

The evaluation of the reliability of the instrument in this study was implemented by utilizing SPSS Statistics 29.00 software and Microsoft Excel 2019 to analyze each statement item in the questionnaire. This testing process includes three main variables in the study, which are detailed as follows:

Table 6. Recapitulation of Reliability Test Results

No	Variable	Results		Information
		r count	r table	
1	Organizational Communication	0,840	0,297	Reliabel
2	Organizational Commitment	0,860	0,297	Reliabel
3	Employee Performance	0,811	0,297	Reliabel

Source: Recapitulation of Data Processing Results

Referring to Table 6, it can be concluded that all variables in this study have met the reliability standards. The Organizational Communication variable shows an r-count value of 0.840, while the Organizational Commitment variable records a value of 0.860, and the Employee Performance variable obtains a value of 0.811. Given that the r-table value used as the reference limit is 0.297, all of these variables are classified as reliable instruments and are suitable for use in this study.

3. Descriptive Statistics Analysis

a. Descriptive Statistics on Internet-Based Organizational Communication

Table 7 Descriptive Statistics on Internet-Based Organizational Communication

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	303	2	5	4,02	0,811
X1.2	303	2	5	4,06	0,822
X1.3	303	2	5	4,01	0,876
X1.4	303	2	5	3,98	0,770
X1.5	303	1	5	3,86	0,845
X1.6	303	1	5	3,96	0,862
X1.7	303	1	5	3,99	0,853
X1.8	303	2	5	4,03	0,780
X1.9	303	2	5	4,02	0,783
X1.10	303	2	5	4,09	0,750
X1.11	303	2	5	4,09	0,825

Source: Research Results (processed data)

Based on the table above, it can be interpreted that the number of valid data (N) for each variable in this study is 303. From 303 samples related to the Internet-Based Organizational Communication Variable, the minimum value is 2, the maximum value is 5, the average value (mean) is 4.09, and the standard deviation is 0.876. This shows that the mean value is greater than the standard deviation, which indicates a low level of data deviation, so that the distribution of values in the sample is relatively even.

b. Descriptive Statistics on Organizational Commitment

Table 8 Descriptive Statistics on Organizational Commitment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	303	1	5	4,05	0,830
X2.2	303	2	5	4,23	0,806
X2.3	303	2	5	4,25	0,722
X2.4	303	2	5	4,21	0,738
X2.5	303	2	5	4,07	0,777
X2.6	303	2	5	4,16	0,747
X2.7	303	2	5	4,22	0,737
X2.8	303	2	5	4,16	0,751
X2.9	303	2	5	4,25	0,767

Source: Research Results (processed data)

Based on the table above, it can be concluded that the number of valid data (N) for each variable in this study is 303. From 303 samples related to the Organizational Commitment Variable, the minimum value is 2, the maximum value is 5, the average value (mean) is 4.25, and the standard deviation is 0.830. A mean value that is greater than the standard deviation indicates that the level of data deviation is low, so that the distribution of values in the sample is relatively even.

c. Descriptive Statistics on Employee Performance

Table 9 Descriptive Statistics on Employee Performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Y.1	303	2	5	4,38	0,704
Y.2	303	2	5	4,31	0,698
Y.3	303	2	5	4,37	0,682
Y.4	303	2	5	4,40	0,627
Y.5	303	1	5	4,28	0,690
Y.6	303	1	5	4,32	0,745
Y.7	303	2	5	4,37	0,658
Y.8	303	2	5	4,32	0,694
Y.9	303	2	5	4,34	0,677
Y.10	303	2	5	4,24	0,708
Y.11	303	2	5	4,17	0,727
Y.12	303	2	5	4,32	0,665
Y.13	303	2	5	4,26	0,702

Source: Research Results (processed data)

Referring to the table that has been presented, it can be concluded that the number of valid observations (N) for each variable in this study is 303. From the entire sample representing the Employee Performance Variable, a minimum value of 2, a maximum value of 5, an average (mean) of 4.40, and a standard deviation of 0.745 were obtained. The superiority of the mean value compared to the standard deviation indicates that the degree of data dispersion is relatively low, so that the distribution of values in the sample population shows a homogeneous pattern and does not experience significant fluctuations.

3. Classical Assumption Test

a. Normality Test

Normality test is conducted to identify whether a data distribution follows a normal distribution pattern or not. Understanding the normality of data distribution is very important, because when a data distribution is normal, the resulting parameter estimates become stronger, and the potential for errors in testing can be minimized or eliminated. Rohmana (2013) stated that testing the significance of the influence of independent variables on dependent variables through the t-test will only provide valid results if the residuals analyzed have a normal distribution.

Table 10 Data Normality Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual

N		303
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	5,44647538
Most Extreme Differences	Absolute	0,063
	Positive	0,052
	Negative	-0,063
Kolmogorov-Smirnov Z		1,092
Asymp. Sig. (2-tailed)		0,184

a. Test distribution is Normal.

b. Calculated from data.

Source: Research Results (processed data)

Based on the table presented, the Asymp. Sig. value obtained is 0.184. Because this value exceeds the significance threshold of 0.05, it can be concluded that the data distribution meets the assumption of normality.

b. Multicollinearity Test

The multicollinearity test aims to identify the existence of correlation between independent variables in the regression model. An optimal regression model should not show any correlation between independent variables, so that the variables are not orthogonal. Variables are said to be orthogonal if the correlation value between independent variables is zero.

Table 11 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Commitment	,527	1,899
	Organizational Communication	,527	1,899

a. Dependent Variable: Employee Performance

Source: Research Results (processed data)

Based on the results displayed in the table, both the Organizational Commitment and Organizational Communication variables show tolerance values that are smaller than 1 and Variance Inflation Factor (VIF) values that are below 10. Therefore, it can be concluded that the data does not experience symptoms of multicollinearity.

c. Heteroscedasticity Test

This test aims to assess whether in the regression model there is inequality in the variance of the residuals between one observation and another. If the residual variance is constant across observations, this condition is called homoscedasticity, while if the variances vary, it is called heteroscedasticity. The optimal regression model is a model that meets the assumption of homoscedasticity or does not experience heteroscedasticity. In this analysis, the Glejser test is used as a detection method, where if the significance value (Sig) is greater than 0.05, then there is no indication of heteroscedasticity, while if it is less than or equal to 0.05, then the data indicates heteroscedasticity.

Table 12 Heteroscedasticity Test

Variable	t count	Sig.	Description
Organizational Commitment	-1,087	0,280	No Heteroscedasticity
Organizational Communication	0,475	0,636	No Heteroscedasticity

Source: Research Results (processed data)

Based on the results shown in the table, this test applies the Glejser test method, where the significance value (Sig) is used as an evaluation parameter. In the variables of Organizational Commitment and Organizational Communication, the Sig value obtained is greater than 0.05. Thus, it can be concluded that the data does not experience heteroscedasticity, so that the regression model used meets the assumption of homoscedasticity.

4. Hypothesis Testing

a. t-Test (Partial Hypothesis Test)

Partial hypothesis is used as an analysis method to evaluate the significance of the influence caused by the independent variable on the dependent variable individually. This test is carried out through the t-test by comparing the calculated t value with the t table. If the calculated t value exceeds the t table at a certain level of significance, then the null hypothesis can be rejected, indicating that the independent variable has a significant influence on the dependent variable.

Table 13 t-Test (Partial Hypothesis Test)

Coefficients ^a			
Model		t	Sig.
1	(Constant)	20,288	,000
	Organizational Commitment	5,148	,001
	Organizational Communication,	6,808	,004

a. Dependent Variable: Employee Performance

Source: Research Results (processed data)

The results of the t-statistic test indicate that the Organizational Communication variable has an empirical t-coefficient of 6.808 with a significance probability level of 0.004. Given that this probability value is below the threshold of 0.05, it can be concluded that individually, the Organizational Communication variable substantially has a significant influence on the Employee Performance variable.

Likewise, the Organizational Commitment variable shows an empirical t-coefficient of 5.148 with a significance probability level of 0.001. Because this significance value is smaller than 0.05, it can be partially confirmed that the Organizational Commitment variable significantly affects Employee Performance in the context of the analysis conducted.

b. F Test (Simultaneous Hypothesis Test)

The F test is applied to evaluate the level of significance of the collective influence of all independent variables on the dependent variable. The formulated pair of hypotheses is then tested to determine whether the null hypothesis (H_0) can be accepted

or rejected, so that it can be concluded whether the simultaneous regression model has a significant influence on the dependent variable being studied.

Table 14 F Test (Simultaneous Hypothesis Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47,486	2	23,743	18,797	,005 ^b
	Residual	8939,108	300	29,797		
	Total	8986,594	302			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Communication, Organizational Commitment

Source: Research Results (processed data)

Based on the results displayed in the table, the calculated F value is 18.797 with a significance level (F sig.) of 0.005. Given that the F sig. value of 0.005 is smaller than the significance threshold of 0.05, the null hypothesis (H_0) is rejected. This indicates that simultaneously the variables Organizational Communication (X) and Organizational Commitment (M) have a significant influence on Employee Performance (Y).

c. R^2 Test (Coefficient of Determination)

The coefficient of determination is a parameter used to measure the extent to which the proportion of direct influence of the independent variable on the dependent variable, so that the higher the value of the coefficient of determination, the closer the relationship between the two variables. In other words, the coefficient of determination can be used as a justification for the accuracy of using a model. Through the resulting R^2 value, the magnitude of the contribution of variable X to Y can be estimated, as well as the simultaneous relationship between X and Y to M.

Table 15 R^2 Test (Coefficient of Determination)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,727 ^a	,840	,700	5,459

a. Predictors: (Constant), Organizational Communication, Organizational Commitment

b. Dependent Variable: Employee Performance

Source: Research Results (processed data)

The coefficient of determination (R^2) functions as an indicator to assess the extent to which a model is able to explain the variability of the dependent variable. The R^2 value ranges from 0 to 1, where the closer it is to 1, the higher the model's ability to describe changes that occur in the dependent variable. Conversely, a low R^2 value indicates the limitations of the independent variable in explaining the variation of the dependent variable. In this study, an R^2 value of 0.840 or 84% was obtained, indicating that the variables Organizational Communication (X) and Organizational Commitment (M) were able to explain 84% of the variation in Employee Performance (Y), while the remaining 16% was influenced by other independent factors not included in this research model.

d. Mediation Effect Test

Testing the mediation hypothesis can be done through a procedure formulated by Sobel (1982), which later became known as the Sobel Test (Baihaqi, 2010).

Table 16 Mediation Effect Test

Coefficients ^a			
Model		t	Sig.
1	(Constant)	22,749	,000
	Organizational Communication -> Organizational Commitment	6,971	,003

a. Dependent Variable: Employee Performance

Source: Research Results (processed data)

The t-value obtained for the relationship between the Organizational Communication variable and Organizational Commitment is 6.971 with a significance level of 0.003. Given that the significance value is smaller than 0.05, it can be concluded that partially the Organizational Communication variable has a significant influence on Organizational Commitment, which in turn has an impact on improving Employee Performance.

The t-value obtained for the Organizational Communication variable shows a figure of 6.808 with a significance probability level of 0.004. The results of this analysis indicate that the significance value of 0.004 is below the critical threshold of 0.05, so it can be concluded that individually, the Organizational Communication variable has significant implications for Employee Performance.

Furthermore, the t-value obtained for the Organizational Commitment variable is recorded at 5.148 with a significance of 0.001. Given that the significance value is smaller than the tolerance limit of 0.05, it can be interpreted that the Organizational Commitment variable partially has a substantial influence on Employee Performance.

Furthermore, the t-value produced in the relationship between Organizational Communication and Organizational Commitment reached 6.971 with a significance of 0.003. Considering that the significance value is lower than the conventional threshold of 0.05, it can be concluded that the Organizational Communication variable individually contributes significantly to Organizational Commitment, which in turn affects the improvement of Employee Performance.

Based on the results of the analysis in the table, simultaneous hypothesis testing through the F test revealed that the F-value obtained was 18.797 with a significance probability of 0.005. Because this significance value is smaller than the critical limit of 0.05, the null hypothesis (H_0) is declared unacceptable. Therefore, it can be stated that simultaneously, the variables Organizational Communication (X) and Organizational Commitment (M) have a significant influence on Employee Performance (Y).

The coefficient of determination (R^2) is used to assess the extent to which the regression model is able to explain variations in the dependent variable. The range of R^2 values ranges from 0 to 1, where smaller values indicate the limitations of the independent variables in explaining the variability of the dependent variable. In this study, the R^2 value obtained was 0.840 or 84%. Thus, it can be concluded that the model that includes the variables Organizational Communication (X) and Organizational Commitment (M) is able to explain 84% of the variability in the

Employee Performance variable (Y), while the remaining 16% is influenced by other variables not included in this research model.

E. CONCLUSION

The findings of this study reveal that there is a significant and positive correlation between internet-based organizational communication and increased employee performance. In addition, organizational commitment also shows a significant and positive influence on employee performance. Furthermore, the role of organizational commitment as a mediating variable strengthens the relationship between internet-based organizational communication and employee performance. As a practical implication, the implementation of internet-based organizational communication is expected to be able to overcome the deficiencies in the organizational communication system in the company. In addition, strategic efforts are needed to improve employee performance, especially in aspects that have not received optimal attention. For PT. Sari Ater Hot Springs Ciater to support employee performance so that performance is further improved so that employees can work optimally for the Company. For employees in the PT. Sari Ater Hot Springs Ciater environment to always improve employee performance through the implementation of related variables. It is hoped that further researchers who conduct more in-depth research on internet-based organizational communication will include variables that are in line with the theory and also additional indicators so that it allows for a more comprehensive discussion of internet-based organizational communication, organizational commitment and employee performance.

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