

The Role Of Communication Strategy Towards Improving Organizational Performance: The Mediation Effect Of Commitment Behavioral Stream

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ABSTRACT

Currently, communication is a key component of any organization's success in attaining its goals. Before we inform our users, suppliers, and other stakeholders, the process should start within the organization itself. This research is to investigate how organizational performance in businesses can be affected by communication. In this report, the Theory of Planned Behavior (TPB) predicts and explains how managers' communication help employees do their jobs more effectively. Additionally, in the current study, the intention is employed to represent the managers' commitment, and actual behavior is swapped out for employees' performance. This is the current study's theoretical contribution. Data for this study was gathered through an online survey, making it entirely quantitative in nature.

To protect the anonymity of the respondents, the questionnaire was created without the need for any personal identification information. 500 questionnaires were administered to employees currently working in Saudi Arabia's eastern region, and 269 of them were returned. PLS-SEM was used to analyze the data in order to find the managers' communication skills, which were mediated by commitment capabilities and had a positive impact on organizational performance in the workplace.

The results showed that strong organizational performance between superiors and subordinates was influenced by good communication strategies, which was mediated by management commitment. Results also revealed a substantial link between leadership ability and the relationship's requirement for promoting more positive communication strategy. This strategy was more successful since it extends beyond information processing and involves the process of employees together crafting the organization's goal and vision as well as its corporate values. Additionally, job enrichment and a person's alignment with the organization's values can strengthen the organization's commitment. Additionally, there are other methods for enhancing job satisfaction, such as increasing the quality of supervision inside the company.

Keywords: Communication strategy, organizational performance, Commitment, theory of planned behavior, enhancing job satisfaction.

INTRODUCTION

When it comes to corporate settings and attaining its objectives, interpersonal communication can be an element of communication. The research in this topic explores and examine how managers who hold positions of authority in organizations interact

with their staff members in order to boost productivity and accomplish goals. We now consider communication with one another to be a necessary component of how humans' function. Our daily lives gain a lot of meaning from the relationship. Some of the functions that we need to comprehend in life include respect, humanism, trust, understanding,

values, and beliefs. Every bodily movement and facial expression have an impact on how people communicate with one another. Therefore, it is crucial and crucial for us as managers or as either subordinate to regulate the gestures we use when interacting with others in a company when we work as a large group.

A specific, transactional type of human communication, interpersonal communication involves mutual influence and is typically done to manage relationships. The three key components of this definition set interpersonal communication apart from other types of human communication and the use of gestures in communication. Poor communication has become a factor for many employees to take drastic actions like not performing in organization. Misunderstanding is said to lead towards poor communication.

Relationship building with someone who unmistakably has beliefs that are in opposition to your own requires a lot of effort and skill. It is challenging to deal with misunderstandings where someone takes offence where none was expected. Therefore, it should come as no surprise that individual connections commonly dissolve when the effort required to maintain them seems to outweigh their benefits. Similar difficulties to those mentioned above that are present in the individual circle may also have a negative impact on interpersonal relationships at work. But when relationships end, business correspondence has an additional set of demands and goals that could have significant effects. For instance, losing revenue could result from inadequate client communication.

This issue, which may be inadequate leadership communication, may result in activity loss. Incompatible circumstances between the representatives may result from hostile or misleading correspondence with an associate. On the plus side, improving hierarchical correspondence can result in striking increases in effectiveness. For instance, improving client relationships may result in more sales, greater

focus on client demands, and long-term stability. Better communication across departments and coworkers may result in fewer misunderstandings and more notable profitability. Commitment to organizational performance demonstrated by an effort to learn from collaboratively made mistakes. Therefore, limited research, have been conducted on the impact of commitment towards task performance. Thus communication-related variables are not minimized or improved with good commitment towards any task by the managers or superiors. Managers must be committed in the information they are communication and must make sure that the information is transmitted properly to the employees related to task accomplishment. Employees who experience positive interactions with their organization will reciprocate with a high level of dedication and contribute by practising teamwork, creating and maintaining trust and sharing knowledge. Nonetheless, the association between total commitment and organizational performance has not been examined in detail (Astrini et al., 2021).

Increased commitment to managers and administrators can result in more notable work fulfillment, expanded authoritative citizenship behavior, and decreased abnormality in the work environment. To build and maintain an advantage for authoritative execution and change, administration needs to be able to communicate effectively (de Jong, 2015) (Arab & Muneeb, 2020) For a business to succeed, effective communication between managers and employees is vitally necessary. Managers must develop methods for enhancing communication that could result in productive job outcomes (Sang, 2016; Zamani & Gum, 2019). By promoting equity and diversity in the workplace, improved manager-subordinate communication will aid organizations in achieving the goal of managing a reasonable amount of variety.

Influence can be categorized as crucial component of leadership (Gasparinatou & Xalkidou, 2020). Leaders are those who have the ability to persuade others to work toward the organization's objectives. Using interpersonal communication is how managers can approach their subordinates.

We treat our coworkers at work as family in many firms. By comprehending the relationship, we may improve organizational satisfaction and prevent disputes. For us to motivate our personnel, communication is essential (Arokiasamy et al., 2014). Numerous studies have demonstrated how crucial good interpersonal communication is to organizational performance and professional success. However, in order to foster effective interpersonal communication among employees, commitment and the capacity to adjust to new information will remain high among employees.

If one does not comprehend the process, communication will be essential. In the organization, managers at various levels communicate in different ways. In terms of an organization's ability to grow, bad communication can have significant costs. In order to boost the productivity of the organization, this study examines the impact of interpersonal communication as mediated by commitment to the member.

LITERATURE REVIEW

Interpersonal communication is the process of exchanging messages between people to create and manage shared importance, according to our definition. This definition incorporates the following three fundamental elements: process, message exchange, and shared meaning. Your goal should be to reduce the occurrence of these obstacles at each stage of this process with clear, short, exact, and extremely well-organized interchanges in order to be an effective communicator and explain what is on your mind without misunderstanding and

confusion (Gasparinatou & Xalkidou, 2020; Nebo et al., 2015).

In order to communicate effectively, messages must be gathered and understood. It consists of listening, understanding, and empathy (Sánchez-Moreno et al., 2015). Commitment is the capacity for all parts of an organization to function as a cohesive whole in the face of impending change. Therefore, a commitment to message input and clarity is necessary for effective communication. The accuracy of messages is encouraged via personal correspondence. Strategies for communication mindfulness that offer a range of variation in terms of understanding, time, and the necessity to keep a strategic distance from data overload (Elliott et al., 2018). When we claim that interpersonal communication is a procedure, we're suggesting that it's an ongoing, dynamic action that's constantly changing. When we engage in interpersonal contact, we are engaging in a continuous event without a clear beginning. Our emphasis on the process suggests that not only do people change, but also their manner of life evolves.

Interpersonal communication can help discussions reach their strategic objectives and make difficult decisions easier to understand (Briones et al., 2021). Additionally, it entails audibly and visually communicating the organization's decision, which enhances the experience. Interpersonal communication in organizations entails using simple social actions that directly affect important decisions made in the workplace or personal lives. It can be defined as the process by which people exchange information, feelings, and significance through spoken and non-spoken messages: it is close and personal correspondence. Speaking tone, facial expressions, gestures, and non-verbal communication all contribute to interpersonal communication, which goes beyond the actual words that are used and the dialect used (Millar & Doherty, 2021).

When more than one person speaks to another, interpersonal communication takes place. Regardless of how natural or intentional, communication happens whenever at least two people are in the same location and are aware of each other's essence. Without using words, a bystander can form an idea of another person's intentions by observing their stance, clothing, and outer appearance. Even if no communication is intended, people nonetheless convey information through these non-verbal behaviors.

In a research study, Gay, Mahony and Graves (2005) has acknowledged there are critical challenges faced by employees during communicating irrespective to any size of business:

- Employee motivation in align with the organization objectives
- Engaging and educating leaders and managers in leadership process and management enhancement
- Managing information sharing to avoid “clutter”
- Associating communication towards corporate revenue

Competency

As a result of a team's efficient operation, excellent interpersonal communication is crucial in the workplace(Thomas & Boopathy, 2020). As a result, if there is no effective communication mechanism, employee performance will be limited.

Leadership

Interpersonal communication skills are essential to developing other key life skills (Iswahyuni et al., 2021). Being able to communicate well with others is often essential to solving problems that inevitably occur both in our private and professional lives. Managers in organizations are required to have adequate knowledge and skill in order to deliberate task

via communicating to the employees(Men et al., 2021). If there is no interpersonal communication between employees there will be lacking in performance and efficiency which will lead to ineffective task performance.

Interpersonal Communication Talent

Finding common ground with people while negotiating a challenging scenario benefit from interpersonal skills. These are the abilities we employ when conversing and working with others. Employers are increasingly focusing their recruiting choices on a candidate's demonstrated interpersonal abilities(Saraih et al., 2019). Employees being in a cohesive team member in an organization, they will be more committed in terms of performing a task. Any employee's aptitude for addressing problems and resolving conflicts of interest will be improved by this.

Information Sharing

The abilities a person uses to effectively engage with others are referred to as interpersonal skills. In the corporate world, the concept typically refers to a worker's capacity for working well with others(Shameem & Rengamani, 2018). Many jobs in an organization require strong interpersonal skills in order to carry out the duty among the subordinates. Particularly in organizations, collaboration is essential to getting the task done(J. Y. H. Lee et al., 2021). To get things done successfully and efficiently, managers must be able to precisely communicate information to their subordinates through any platform or channel.

Commitment

Organizations develop a culture of commitment through the proper procedures and principles. The relationship between commitment and organizational behaviour is positively correlated, according to the social exchange hypothesis(Abugre & Nyuur, 2015; Y. Lee & Kim, 2022) .Complications in duties inside an

organization that result in poor performance can be the cause of a lack of commitment. According to studies, poor communication in organizations contributes to chronic negative acute stress (Riulli & Savicki, 2003) Therefore, working together with co-workers and demonstrating a dedication to managing tasks improves employees' ability to cope, which results in greater performance. As a result, dedication in this study moderates how employees reconceptualize communication. Employees can now concentrate on activities with a purpose, which may improve task performance.

In the study's suggested model, commitment is used to improve manager-subordinate communication, which may help improve organizational performance. Mediating a commitment behavioural stream is a key theoretical idea in this study. Thus, the interaction between managers' attitudes toward their staff and their cognitive processes increases task performance. Such an assumption is one of the fundamental tenets of research that has been applied to organizational behavioural research. It is supported by a large body of research and forms the basis of the stimulus-response phenomena, in which commitment serves as the stimulus (Frechette et al., 2019). As a result, communication is essential to creating a high-performance organization that motivates managers to show greater dedication. As a result, this study's integration of commitment into the framework can affect how well employees handle their tasks. Because managers are committed to communication, which becomes the tool utilised to attain organizational performance in this study, employees will be aware of their actions.

Organizational Performance

Organizations face challenges in adapting to fast changing dynamics in both their current and future operations (Obiekwe et al., 2021). Organizations must seek to build strong workforces capable of managing organizational

demands, achieving productivity standards, and exhibiting proactive behaviors that can direct the organization's future in order to manage these changes (Basit, 2019). As a result, it is crucial for management to maintain internal dependability, particularly the communication component, which is frequently impacted by the reality of intentional tensions in businesses. Different stakeholders in the company compete for satisfaction, recreation has a significant role in determining how the organization is run (Y. Lee & Kim, 2022). In order to meet these demands, organizations may take into account high commitment behaviors that can demonstrate how different systems help a company, particularly in critical areas like competency, communication, leadership, and information sharing. If we are to achieve the goals, we must effectively communicate while committing to the actions that will make the goals a reality. In order to achieve our objectives and optimize our organizational communication process, interpersonal communication is therefore crucial.

Theory of Planned Behavior

According to the Theory of Planned Behavior (TPB), a person's activity is influenced by how they intend to carry out their behavior, and as a result, this intention is a component of their state of mind regarding their behavior as well as their subjective standard (Bosnjak et al., 2020). Goal is the best predictor of behavior. Expectation is the mental representation of a man's capacity to carry out a specific behavior, and it is considered the immediate indication of behavior. Three factors govern this goal: their attitude toward a specific behavior, their own standards, and their apparent social control (Liem et al., 2020). According to the theory of planned behavior, it is possible to predict planned behavior from a single individual's particular state of mind toward the particular behavior. However, in addition to quantifying individuals' subjective norms and convictions about how people they believe about will view the activity being referred to

will perceive it, we also need to estimate states of mind about the conduct. Knowing these convictions can be just as important for predicting someone's goals as understanding their mindset.

Finally observed how expectations are impacted by conduct control. The notion of planned behavior describes how people see their ability to act out a particular attitude. These signs encourage aim. In general, the individual's intention to act out the behavior being discussed should be more firmly

anchored the better the conduct and the subjective norm, as well as the more significant the outward control. The framework that is used to analyze people's conduct in organizations is shown below. It outlines the norms of the Theory of Planned Behavior framework.

RESEARCH FRAMEWORK

In this research the Theory of Planned Behavior is used in developing the conceptual framework.

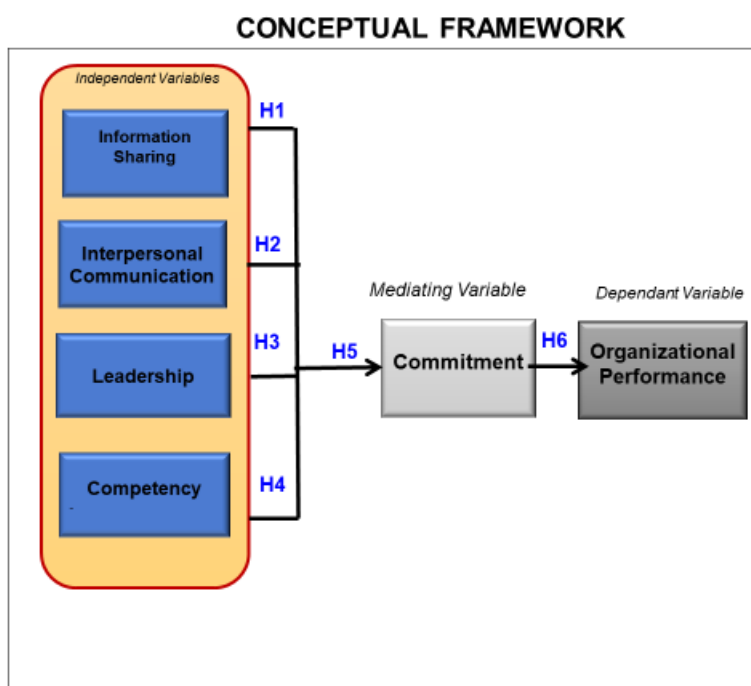


Figure 1: Conceptual Framework develop and used as proposition for this research based on the Theory of Planned Behavior.

METHODS

In order to investigate the moderating impact of commitment and task performance, our study used a deductive approach. Deductive methods can be used to statistically test and either confirm or disprove a preconceived hypothesis using a variety of samples. In order to establish hypotheses based on how managers and employees perceive communication in an organization, this study used a deductive methodology. The assessment of the literature showed that the quantitative research method

was most frequently utilized in earlier studies of organizational performance and communication. In order to ensure that results are as generalizable and replicable as possible, quantitative approaches place a strong emphasis on objective measurement and the statistical, mathematical, or numerical analysis of data (Saunders et al., 2016). By using quantitative methodologies, researchers can evaluate data in a more objective way. As a result, Google Forms were used to create the study's questionnaires, which were then delivered to the administrative team, preferably

at the Operations Manager, Executive, and Non-Management level of the business.

DATA ANALYSIS

In this study, all the loading for each item are above 0.70 (Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, 2014) and they fall within the satisfactory range. Table 2 below shows that the loadings for each item fall within the satisfactory value. Internal consistency reliability is determined by the composite

reliability (CR). As depicted in Table 2, the CR values for each construct are well above the 0.70 threshold. Hence this affirms that the internal consistency reliability is satisfactory. Convergent validity is determined by the average variance extracted (AVE), which is the degree to which the indicators reflect a convergent construct compared to indicators measuring other constructs (Pea, 1993). The value shown in Table 2 are all above 0.5 for the AVE range which shows a significant convergent validity level for the study.

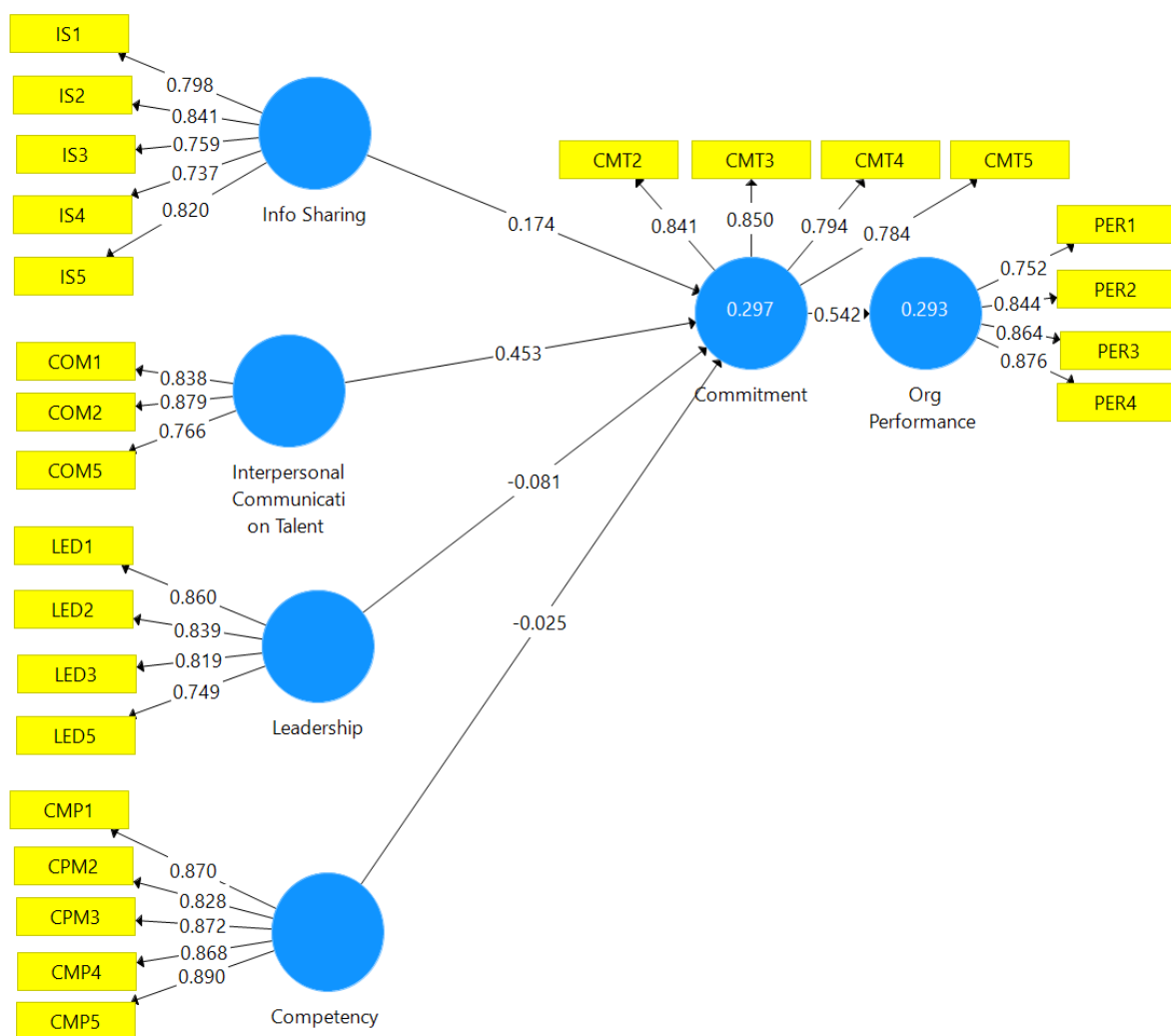


Figure 2. Overall Measurement model

Construct	Items	Loading	Composite Reliability	Average Variance Extracted (AVE)
Info Sharing	ISI	0.788	0.893	0.627

	IS2	0.841		
	IS3	0.759		
	IS4	0.737		
	IS5	0.820		
Interpersonal Communication Talent	COM1	0.838	0.868	0.687
	COM2	0.879		
	COM5	0.766		
Leadership	LED1	0.860	0.89	0.669
	LED2	0.839		
	LED3	0.819		
	LED5	0.749		
Competency	CMP1	0.87	0.937	0.749
	CMP2	0.828		
	CMP3	0.872		
	CMP4	0.868		
	CMP5	0.89		
Organizational performance	PER1	0.754	0.902	0.698
	PER2	0.844		
	PER3	0.864		
	PER4	0.876		

Table 2. Factor Loadings and CR for independent and dependent variables

Discriminant Validity

In this study, discriminant validity is evaluated according to the Fornell and Larcker and HTMT criterion. Specifically, discriminant validity needs a test to not correlate very highly with measures that it should differ (Voorhees et al., 2016) (Hair Jr. et al., 2017).. In the event discriminant validity cannot be established, a construct will affect the variation of not only the observed variables that they are theoretically connected to. As a result, it cannot

be ascertained if findings confirming hypothesised structural paths are valid or caused by statistical inconsistencies (Shiu et al., 2011). A latent variable's AVE must be higher compared to squared correlations between the latent variable and the remaining variables. Hence, the square root of AVE on the diagonal must be more in comparison to correlation of the off-diagonal. Therefore, in this study, all the values, as stated in Table 3, clearly indicated that there were no issues of discriminant validity violation.

Table 3: Discriminant validity (Fornell-Larcker)

	Commitment	Competency	Info Sharing	Interpersonal Communication Talent	Leadership	Organizational performance
Commitment	0.818					
Competency	0.285	0.866				
Info Sharing	0.42	0.62	0.792			

Interpersonal Communication Talent	0.528	0.508	0.638	0.829		
Leadership	0.098	0.341	0.333	0.285	0.818	
Org performance	0.542	0.025	0.05	0.182	-0.198	0.835

*Org Performance = Organizational Performance

Heterotrait-Monotrait (HTMT) Ratio of Correlations

Ratio of Correlations within constructs to correlations between constructs. There are two ways in which the HTMT method can be employed to evaluate discriminant validity. First, when it is used as a criterion, an HTMT value above HTMT .08 value of 0.85 (Kline, 2011) or HTMT .90 value of 0.90 (Gold et al., 2001) signifies the existence of a discriminant validity issue. Secondly, when applied as a statistical test, the aim is to evaluate HTMT inference. When a confidence interval of HTMT values for the structural paths has a

value of 1.0 or exceeds 1.0, it demonstrates the absence of discriminant validity. On the contrary, if the value is below 1.0, it indicates that the two constructs are empirically different. In this research, all constructs' values were below 1.0, thus, no issue of discriminant validity was encountered. Starting points of 0.85 and 0.90 were suggested by Henseler (Voorhees et al., 2016). This technique identifies the HTMT cut off ratio that maximises the technique's performance. The HTMT values tabulated in Table 4 were all less than 0.85 and 0.90; hence, no discriminant validity issues were encountered in this research.

Table Error! No text of specified style in document.: Heterotrait-monotrait (HTMT) ratio of correlations

		Info Sharing	Interpersonal Communication Talent	Leadership	Org performance
Commitment					
Competency	0.323				
Info Sharing	0.487	0.699			
Interpersonal Communication Talent	0.653	0.601	0.769		
Leadership	0.12	0.39	0.395	0.352	
Org performance	0.64	0.057	0.15	0.227	0.238

*Org Performance = Organizational Performance

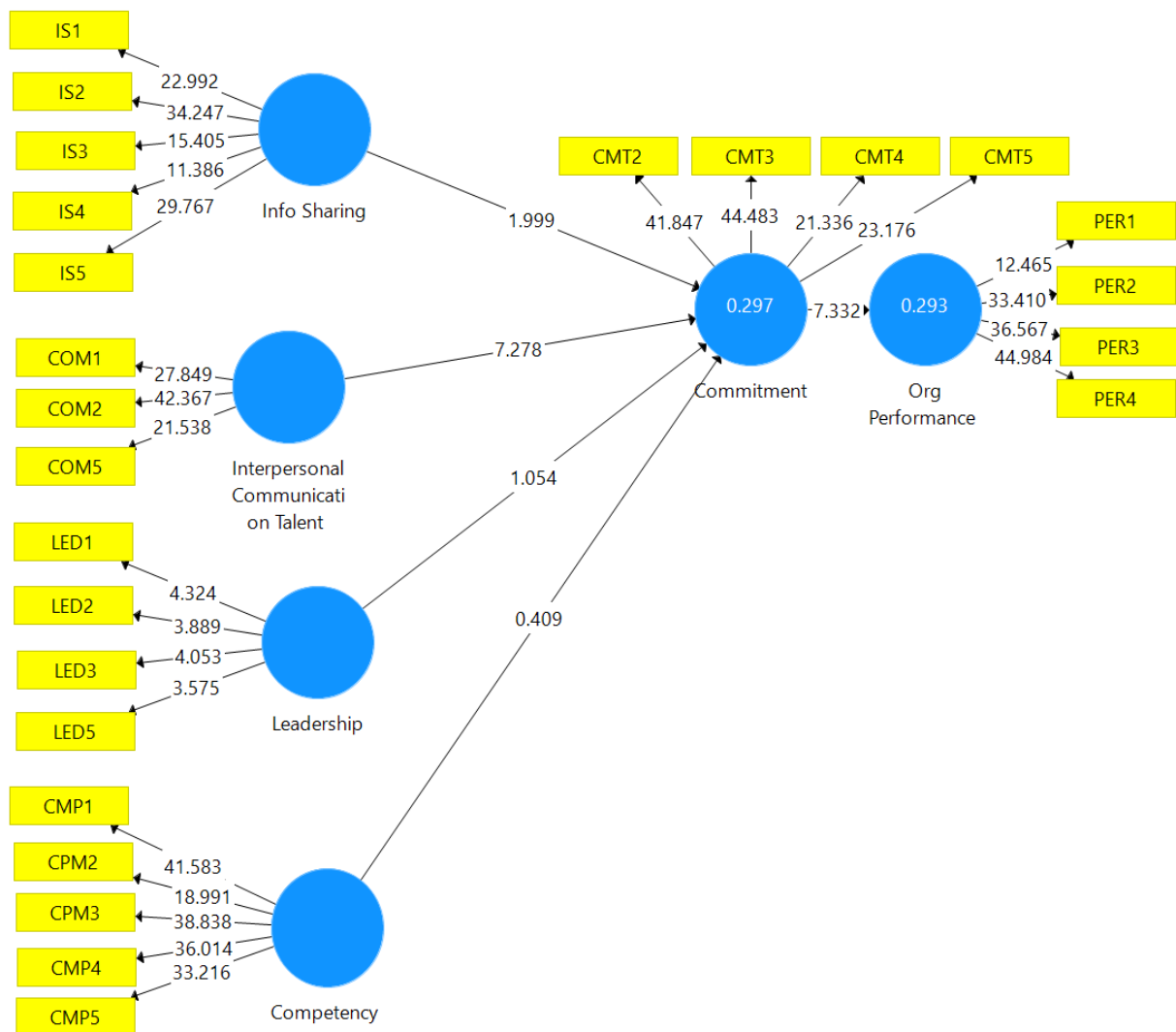


Figure 3: Overall structural model (based on t-value)

Goodness of Fit

Henseler et al. (2017) stated that goodness of fit in PLS-SEM relies on measures representing the model's predictive capability to evaluate the model's quality (Henseler, 2017). Model fit indices allow the determination of how well a hypothesised model structure fits the empirical data and hence aids in identifying model misspecifications. In this research, Standardised Root Mean Square Residual (SRMR), Root Mean Square Residual Covariance (RMS_theta), and exact fit test were assessed to identify a variety of model

misspecifications (Henseler, 2017). SRMR is the difference between the observed and expected correlations as an absolute measure (model) for a criterion. An SRMR value below 0.10 or 0.08 is deemed a good fit (Henseler, 2010; Hu & Bentler, 1999). In this research, the SRMR value was 0.068, i.e., less than 0.08; thus, the model was considered to be a good fit. The proposed model's Chi-square value was computed using Normed Fit Index (NFI) and compared against a meaningful benchmark (Bentler & Bonett, 1980). The NFI value must fall between 0 and 1; the closer the value to 1, the better the fit. Therefore, as

presented in Table 4.16, the NFI values were higher than 0.9, which signifies an acceptable fit (Lohmöller, 1989).

Table 5: Root Mean Square Residual Covariance (RMS_theta)

	Saturated Model	Estimated Model
SRMR	0.068	0.071
d_ULS	1.487	2.529
d_G	0.539	0.567
Chi-Square	795.709	826.26
NFI	0.992	0.9789

Assessment of Mediation Analysis

Mediation is identified as the 'indirect effect', whereby it relies on a strong theoretical or conceptual support, crucial in exploring meaningful mediation effects (Hair et al., 2017; Hayes, Preacher, & Myers, 2011). In this research, mediation by commitment in the relationship between communication factors (Information sharing, Interpersonal Communication Talent, Leadership, and Competency) and organizational performance was examined. Preacher and Hayes (2008) have criticised the causal procedure of Baron and Kenny. A single inferential test of the indirect effect is all that is needed. Therefore, in mediation analysis is indirect effect (Hayes & Rockwood, 2016).

Based on Table 4.18, it can be concluded that six mediations were significant at t -value > 1.96 and p -value < 0.05 . On the other hand, the mediation of commitment for leadership and competency showed t -value < 1.96 . Hence, there was no mediation by commitment in the

relationship between competency, leadership and task performance.

Specifically, the indirect effects 95%, Boot CI Bias Corrected results were: (i) information sharing [LL = 0.005, UL = 0.189]; (ii) interpersonal communication talent [LL = 0.023, UL = 0.093]; (iii) leadership [LL = -0.143, UL = 0.038]; (iv) competency [LL = -0.085, UL = 0.052]. The results did not span a zero (0) in between, indicating there was mediation (Preacher & Hayes, 2008). Thus, it can be deduced that the mediation effect for information sharing(H7) and interpersonal communication talent(H8) were statistically significant.

Nevertheless, for leadership behavioural stream, the results were LL = -0.143 and UL = 0.038, and competency (LL = -0.085 and UL = 0.052) hereby it spans a zero (0) in between, indicating there was no mediation. Furthermore, t -value for consideration was < 1.965 while p -value was 0.308 and 0.692 respectively. Thus, H5 and H6 are not supported.

Table 6. The Assessment of Mediation Analysis

No.	Relationship	Std. Beta	Std. Error	t-value	P-Value	Confidence Interval		Decision
						LL	UL	
H5	Leadership -> Commitment-> Org Performance	0.044	0.043	1.054	0.308	-0.143	0.038	Not Supported
H6	Competency -> Commitment-> Org Performance	0.014	0.035	0.409	0.692	-0.085	0.052	Not Supported
H7	Info Sharing -> Commitment -> Org Performance	0.094	0.046	1.999*	0.041*	0.005	0.189	Supported
H8	Interpersonal Communication Talent -> Commitment -> Org Performance	0.246	0.049	7.278*	0*	0.023	0.094	Supported

*Org Performance = Organizational Performance

DISCUSSION

Mediation is an indirect effect that depends on solid theoretical support while discovering meaningful mediation effects (Pizarro & Graybeal, 2021; Morrison, 2003). The relative importance of exogenous constructs in predicting commitment behavioral factor were observed, with employees in organizations. Preacher and Hayes criticized the causal procedure by Baron and Kenny. Therefore, the mediation analysis was an indirect effect (Severino et al., 2021, Bianconi & Filippucci, 2018). Preacher and Hayes defined the mediation method as bootstrapping the indirect effect (Hayes et al., 2011). The results in Table 6 show the lower limit (LL) and upper limit (UL) that do not contain zero value is mediated with commitment. The specific indirect effects are considered with a mediation. Table 6 illustrates that H7 and H8 mediations are significant because the t-values are more than 1.96 while p-values are less than 0.05. Therefore, the results revealed that information

sharing and Interpersonal Communication Talent mediations were evident on commitment towards task performance. Information sharing an essential advantage by enhancing the driving factors on employees' work behavior by commitment behavioral factor to towards task performance.

Furthermore, hypotheses on leadership and competency (H5, H6) confirmed that there is no positive effect between the communication factors and commitment towards task performance. Leadership (H5) exhibits no significant effects on commitment behavioral factor. Commitment mediated leadership process may not be useful as defining problem can be done with collaboration among team members and come up with the solution and ideas of the problem. Second, competency (H6) also exhibits insignificant effects on commitment Competency among employees and managers refers to the creative process where employees generate ideas with open minds to produce as many ideas towards enhancing organizational performance. Therefore, commitment may not be important

to idea generation, but may need to have multiple behavioral streams to have an enhanced task performance.

CONCLUSION

The findings of this study support the elements that businesses must address to encourage greater task performance. The major goal of this research study is to determine how interpersonal communication might be a useful indicator of how well people in an organization do their assigned tasks. If there is efficient information sharing among colleagues, comprehension of the talent interpersonal communication and competency, the outcome also gives a way for employees to contribute in accomplishing organizational goals. If managers and employees have good interpersonal communication skills with commitment acting as a mediating factor, these skills can be strategically planned. The results of this study demonstrated the importance of interpersonal communication among employees and subordinates in a firm, which is mediated by the behavioral commitment component. Research in the future should concentrate on moderators like personal bonds or commitment tests as moderators where managers develop their skills in deliberating tasks towards the subordinates.

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