

The Impact of Organization Communication Strategies and Organization Commitment on Extra-Campus Member Loyalty

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ABSTRACT

This study examines the impact of organizational communication strategies and organizational commitment on extra-campus member loyalty. The method used is a quantitative approach with multiple linear regression analysis involving 100 members from three organizations in Mataram. The analysis showed a significant relationship between communication strategy and member loyalty (y), with an R Square value of 56.3%. In addition, organizational commitment positively affected member loyalty, with an R Square value of 55.4%. Further analysis showed that the combination of communication strategies and organizational commitment contributed significantly to member loyalty, with an R Square value of 63.7%. These findings emphasize the importance of effective communication and commitment in increasing the loyalty of extra-campus organization members. This research is expected to provide practical recommendations for developing better communication strategies in extra-campus organizations and encourage increased member engagement and satisfaction.

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INTRODUCTION

The campus world is not just a learning space. Students can explore their hidden potential through extracurricular activities and make significant self-transformation (Cheng, 2024). Extracurricular activities are important for students to develop themselves outside the academic realm. Through participation in various extracurricular activities, students can build character, hone skills, and build a vast network of relationships. However, maintaining the interest and involvement of extracurricular members is often challenging (Patunru et al., 2020). Member loyalty is a crucial foundation for the sustainability and success of an extracurricular organization.

High loyalty can improve the organization's reputation and encourage better performance (Widiyaniti et al., 2021).

Effective communication is key to building strong relationships between extracurricular organizations and their members. With the proper communication channels, an organization can convey information, values, and goals to members (Ahmad & Dalimunthe, 2023). However, managing diverse and dynamic communication within an extracurricular organization is no easy feat (Fauzan & Yuliana, 2023). Organizational commitment is also key in fostering strong emotional ties between the organization and its members. (Nasir et al., 2020). Concrete actions demonstrating organizational commitment can increase members' sense of belonging and loyalty. A significant correlation exists between effective communication, organizational commitment, and extracurricular member loyalty (Pedro et al., 2018).

Previous studies have shown that communication strategies are important in shaping member loyalty. Consistent with earlier studies, the effect of an effective organizational communication strategy involves a deep understanding of the audience, clear goal setting, and selection of the right media to convey the message Hikmalia & Toni (2023). In addition, collaboration between communicators and communicants in agreeing on the meaning of messages is key to achieving successful organizational communication (Zamzami, 2021). Fadhli (2021) revealed that the organizational communication strategy at MIS Azzaky Medan still needs improvement, especially in vertical communication, which is hampered by the lack of presence of the principal, while horizontal and diagonal communication has been running quite well Mawasti (2024) argues that effective organizational communication strategies in the context of da'wah include internalizing the vision, creating a favorable climate, and applying inspirational leadership to build member commitment.

Organizational commitment has also been the focus of various previous studies. Sulistyawati (2018) said that the influence of job satisfaction and organizational commitment is considerable on organization citizenship behavior (OCB) of star hotel employees in Bali. Triyanto & Jaenab (2020) the research shows that organizational culture has no substantial impact on employee commitment at the East Rasanae Sub-District Office. This indicates the need for management to create a more inclusive work environment and support open communication so employees feel more involved and valued. However, different results were found by Purnomo, Apriliani, and Aziz (2023). This reveals that job satisfaction plays a significant role in (OCB), but organizational commitment does not mediate this influence.

Research by Lailiyah and Dewi (2022) confirms that effective communication creates emotional closeness that strengthens member loyalty. Members feel a responsibility to comply with the organization rules, thus strengthening their loyalty to the organization's vision and mission. Increasing the loyalty of extra-campus members can be achieved with an effective funding strategy, which increases members' trust in the organization (Purba, 2021). In addition, excellent service quality plays an important role in maintaining member loyalty so as not to switch to other organizations. On the other hand, effective and efficient management in the student organization Indonesian Student Union Bandar Lampung Branch has succeeded in increasing the loyalty of its members. However, obstacles such as the lack of discipline and

members' awareness still need to be overcome to optimally achieve organization goals (Firdaus, 2022).

Although previous studies have examined the relationship between the impact of organizational communication strategies and member commitment, there is still a significant research gap related to the effectiveness of various communication strategies in increasing the loyalty of extra-campus members, especially in the digital era (Utami et al., 2021). This research seeks to resolve this void by analyzing this influence from the multidimensional impact of organizational communication strategies, including the use of social media, on extra-campus member commitment. This research will examine how the unique characteristics of extra-campus, such as social issue orientation and student participation, influence the effectiveness of various communication strategy impacts in building a strong organizational identity and increasing member loyalty.

The research explores the control of organization communication strategies on extra-campus member commitment and loyalty. The objectives are to identify key elements in effective communication to increase member engagement, understand the role of organization commitment in building strong relationships, and evaluate the influence of various communication channels on member perceptions. Therefore, this study offers practical suggestions for extracurricular organizations to develop effective communication strategies.

Based on the above description and referring to previous findings and research gaps in the context of extra-campus organizations, this study formulates hypotheses as a basis for empirical testing. The first hypothesis is that organizational communication strategies positively affect the loyalty of extra-campus organization members. Second, organizational commitment is also assumed to positively affect member loyalty. Third, simultaneously, organizational communication strategies and organizational commitment are suspected to significantly influence the loyalty of members of extra-campus organizations. These three hypotheses will be tested through a quantitative approach using multiple linear regression analysis to examine the strength and direction of the influence of the two independent variables on member loyalty as the dependent variable.

RESEARCH METHOD

This study applies a quantitative approach utilizing a correlational research design to evaluate the effect of organization communication strategies (X1) and organization commitment (X2) on the loyalty of extra-campus members (Y). The subject of this research will examine three organizations from Bima that study in the city of Mataram, namely, the Student Association, IML (Lambitu Student Association), IPMS (Student Association-Sape), IMBI MATARAM (Bima Mataram Student Association). The indicators of this research:

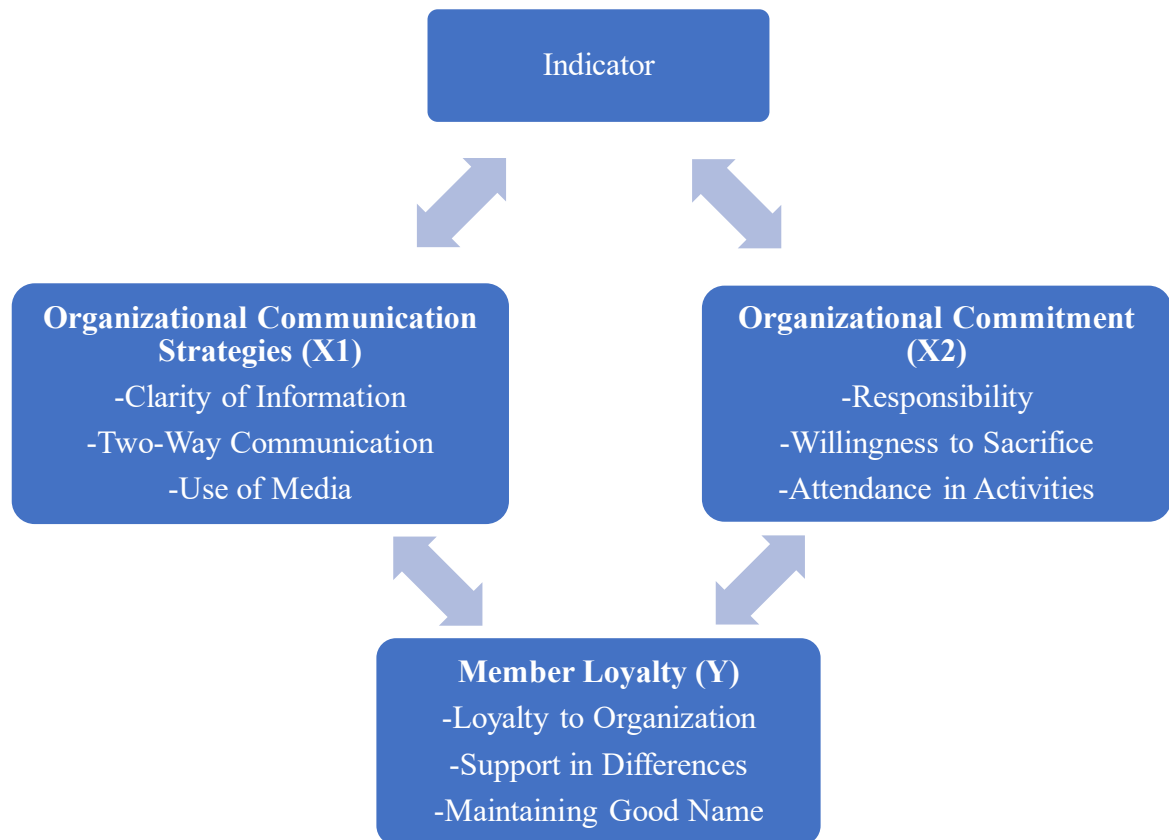


Figure 1 Research Indicators

The population of this study was all extra-campus members who had been members for at least 6 months and were active in organizational activities. A sample of 100 active members was selected using simple random sampling to ensure each member had an equal chance of being selected. The research method used was quantitative with a survey approach, using a questionnaire consisting of 18 questions that had been validated and proven to be reliable. This study is correlational, aiming to test the influence of organizational communication strategies (measured through information clarity, two-way communication, and use of communication media) and organizational commitment (measured through responsibility, willingness to sacrifice, and participation in activities) on member loyalty (measured through loyalty to the organization, support in differences, and maintaining the organization's reputation). Data were analyzed using multiple linear regression with the assistance of SPSS software.

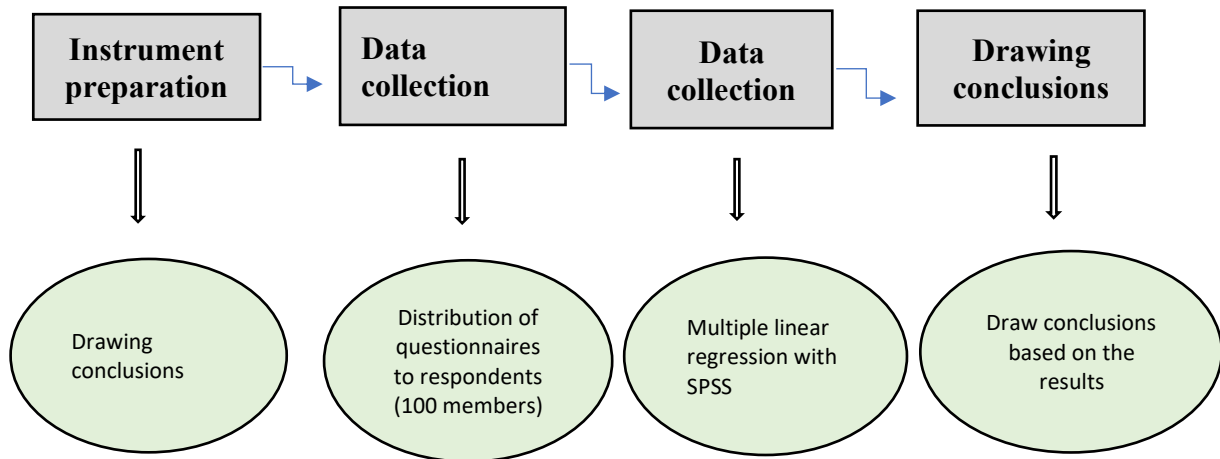


Figure 2 Research Procedure

Figure 2 explains the research process, which included the development of instruments in questionnaires designed to measure variables such as organizational communication strategies, organizational commitment, and extra-campus member loyalty. The instrument was Measured to confirm reliability and validity before use. Data was then collected through questionnaire distribution to 100 randomly selected extra-campus members with the inclusion criteria of being a member for at least six months and being active in organizational activities. Following data collection, the findings were analyzed using multiple linear regression, facilitated by SPSS software, to examine the relationship between the independent variables (communication strategy and organizational commitment) and the dependent variable (member loyalty). The basis for determining the significance of variables is based on the p-value, where variables with $p < 0.05$ are considered to have a significant effect. The regression coefficient shows the direction and magnitude of the effect of each variable. At the same time, the R^2 value measures how much of the variation in member loyalty can be explained by the independent variables collectively.

The analysis results were used to draw conclusions that answered the research questions. The findings are then compiled in the form of a report that systematically presents the results and provides recommendations to increase member loyalty through more effective communication and strengthening organizational commitment.

RESULTS AND DISCUSSION

The number of questionnaires filled out by students based on gender (male and female) and based on semesters (3, 5, and 7) of 100 people from a total of 3 organizations that are the object of research can be seen in Figure 3. It illustrates the frequency of membership or participation in several student organizations in Mataram. Three organizations are shown: the Lambitu Mataram Student Association (IML), 58 people; the Bima-Mataram Student Association (IMBI MATARAM), 26 people; and the Sape-Mataram Student Association, 16 people.

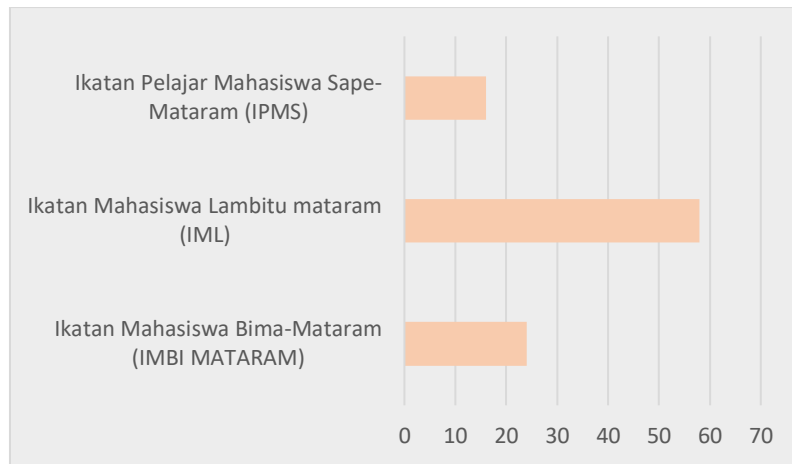


Figure 3 Respondent Indicators

The data shows that the Lambitu Mataram Student Association (IML) has the highest frequency of members compared to other organizations. Meanwhile, the Sape Mataram Student Association (IML) has a low frequency. Overall, this graph provides an overview of the distribution of member participation in various student organizations in Mataram, with significant variations between the organizations.

Table 1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x1	100	10	96	72.62	21.027
x2	100	10	96	72.43	13.160
y	100	1	9	7.04	2.136
Valid N (listwise) 100					

Table 1 presents descriptive statistics for the three variables x1, x2, and y, each with 100 data. The variables have similar means of 72.62 and 72.43, with a minimum value of 10 and a maximum of 96. The standard deviation is larger (21.027) than (13.160), indicating that the data is more spread out. Meanwhile, the variable has a much smaller mean of 7.04, with a standard deviation of 2.136, a minimum value of 1, and a maximum of 9. The data appears to have the smallest spread compared to the other two variables, reflecting a more concentrated distribution.

Table 2 shows the Pearson correlation analysis between three variables. The results show a moderate and positive relationship with ($r = 0.466$) with a significance value of 0.000, which is significant at the 1% level. Meanwhile, it has a weak but positive relationship with ($r = 0.234$) with a significance value of 0.020, so this relationship is significant at the 5% level. On the other hand, the relationship between them is very weak and negative ($r = -0.049$), with a significance value of 0.630, making it insignificant. Overall, this table shows that it has a more decisive influence than the other, while the relationship between them is insignificant.

Table 2 Variable Correlations

		x1	x2	y1
x1	Pearson Correlation	1	-.049	.466**
	Sig. (2-tailed)		.630	.000
	N	98	98	98
x2	Pearson Correlation	-.049	1	.234*
	Sig. (2-tailed)	.630		.020
	N	98	98	98
y1	Pearson Correlation	.466**	.234*	1
	Sig. (2-tailed)	.000	.020	
	N	98	98	98

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 3 presents the output from SPSS that summarises the linear regression model results, which describes the relationship between the dependent variable and the independent variable. From the output, the R-value is 0.750, the R Squared is 0.563, the Adjusted R Squared is 0.554, and the Std—error is 8.725. Before the model was evaluated, SPSS displayed the R-value for the regression, which indicated a strong, though not quite significant, positive relationship between the dependent variable and each predictor used in the model. The R Squared of 0.563 indicates that the independent variables in this model can explain approximately 56.3% of the total variability in the data. This means that the variability of the dependent variable can be revealed by 56.3% by the model developed.

Table 3 Model Summary of Linier Regression

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.750 ^a	.563	.554	8.725

Meanwhile, the Adjusted R Squared of 0.554 indicates that this model can explain 55.4% of the variability in the dependent variable after adjustments are made. This adjustment is significant when using more than one predictor, as the number of predictors can affect the model's reliability—finally, the Std. The error of the Estimate of 8.725 represents the average prediction error of the model; the lower this value, the better the predictive ability of the model.

Table 4 ANOVA of Linier Regression

Model		Sum of Squares	Df	Mean Square F		Sig.
1	Regression	9306.671	2	4653.335	61.124	.000 ^a
	Residual	7232.260	95	76.129		
	Total	16538.931	97			

Table 4 shows the ANOVA analysis results of the regression model that combines the predictor variables x1 and x2 to predict the dependent variable y. The Sum of Squares section has two main components: Regression, which has a value of 9306. 671 reflects the variation in the regression model, and the Residual of 7232 can explain—260, representing the unexplained variation or error. The total of the two components is 16538. 931. The df or degrees of freedom column shows 2 for regression, corresponding to the two predictor variables used, and 95 for residuals obtained from the total sample minus the number of variables used. Thus, the total degree of freedom is 97. The Mean Square for regression is recorded as 4653. 335, while that for the residuals was 76. 129 is calculated by dividing the Sum of Squares by the respective df. The F value of 61. 124 reflects how well the model explains variation; a high F value indicates that the model is robust. In addition, the significance value (Sig.) of 0. 000, which is smaller than 0. 05, confirms that this regression model is statistically significant in predicting the dependent variable y using the variables x1 and x2.

Table 5 Coefficients of Linier Regression

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	4.855	7.305		.665	.508
	x1	.724	.089	.643	8.107	.000
	x2	.227	.102	.177	2.226	.028

Table 5 explains the results of linear regression analysis, showing the effect of two independent variables, X1 and X2, on the dependent variable Y. The constant value of 4.855 indicates that when the values of X1 and X2 are zero, Y is estimated to be 4.855. The unstandardised regression coefficients indicate that each one-unit increase in X1 increases the value of Y by 0.724. In contrast, each one-unit increase in X2 increases Y by 0.227, assuming all other variables remain constant. The standard error values are 0.089 for X1 and 0.102 for X2, which describe the error level in the coefficient estimates. The standardised coefficients indicate that the effect of X1 on Y is 0.665, which is greater than the effect of X2 at 0.177, suggesting that X1 is the more dominant predictor. The significance test using the t-value yields 8.107 for X1 with a significance level of 0.000 and 2.226 for X2 with a significance level of 0.028. Since both

significance levels are less than 0.05, it can be concluded that X1 and X2 significantly influence the Y variable.

The Impact of Organization Communication Strategies on Extra-Campus Member Loyalty

The impact of organization communication strategies on extra-campus member loyalty showed significant results in this study. Based on multiple linear regression analysis, organization communication strategies measured through variables such as clarity of information, two-way communication, and use of communication media proved to have a strong positive influence on extra-campus member loyalty. These results suggest that an effective communication strategy conveys information clearly to members and increases their emotional engagement with the organization. Quantitatively, the regression coefficient of communication strategy (X1) on member loyalty (Y) is 0.724, which indicates that every one-unit increase in the effectiveness of communication strategy can increase member loyalty by 0.724 units.

In addition, the significance value, which is smaller than 0.001, indicates that the effect of this communication strategy is significant in the regression model used. In other words, more than 56% of the variation in member loyalty is explained by the effectiveness of communication strategy alongside organization commitment, where communication strategy exerts the most significant influence compared to other factors. The positive correlation of 0.518 between communication strategy (X1) and organizational commitment (X2) indicates that high organizational commitment often supports a good communication strategy. This creates conditions where members feel valued, listened to, and understand the values and goals of the organization. The two-way interaction facilitated by effective communication makes members feel more involved in decision-making, increasing their loyalty. In the context of extra-campus organizations, effective communication supported by high commitment is key to retaining members. Communication strategies that are clear, consistent, and relevant to members' needs will strengthen emotional connections and a sense of belonging to the organization.

The Impact of Organization Commitment on Extra-Campus Member Loyalty

Based on the study's results, organizational commitment significantly impacts the loyalty of extra-campus members. Organizational commitment measured through variables such as responsibility, willingness to sacrifice, and attendance in organization activities shows that members who feel emotionally attached and responsible to the organization tend to have higher levels of loyalty. The regression analysis results show that organization commitment (X2) has a coefficient of 0.227 on member loyalty (y), which means that every one-unit increase in organization commitment will increase member loyalty by 0.227 units. The R Square value of 0.563 indicates that more than 56% of the variation in member loyalty can be explained by the combination of organization commitment and communication strategy, which confirms the important role of organization commitment as a supporting factor.

Highly committed members tend to participate more actively in organization activities, show a willingness to sacrifice, and feel responsible for the organization's success. In the context of extra-campus organizations, strong commitment creates a deep bond between members and

the organization that retains membership and increases active participation. This commitment is important to ensure members remain loyal even when faced with challenges or differences in views. This allows extra-campus organizations to maintain the loyalty of their members in the long term, which will support the organization's sustainability and success in achieving collective goals.

The Impact of Organization Communication Strategies and Organizational Commitment on Extra-Campus Member Loyalty

The impact of organizational communication strategies and organization commitment together play a significant role in shaping and maintaining the loyalty of extra-campus members. Based on the research data, communication strategies and organization commitment account for more than 56% of the variation in member loyalty, as shown by the R Square value of 0.563. This makes it clear that more than half of the changes in the level of loyalty of extra-campus members can be explained by how well the organization implements effective communication strategies and builds commitment among its members. Effective communication strategies significantly influence member loyalty, as seen from the regression coefficient value of 0.724 with high significance ($p < 0.001$).

Effective communication enables the organization to communicate its vision, mission, and goals, create two-way communication channels that facilitate members' participation, and use communication media that suits their preferences. This increases members' sense of emotional attachment to the organization as they feel valued and involved in decision-making. On the other hand, organizational commitment, which is measured through indicators such as responsibility, willingness to sacrifice, and active attendance in activities, also contributes significantly to member loyalty. However, its influence is lower than that of communication strategies. The regression coefficient of 0.227 for organization commitment indicates that any increase in commitment will lead to an increase in member loyalty. Highly committed members have a strong sense of responsibility for the organization's success and are willing to participate actively despite academic challenges or burdens. This commitment is also supported by the positive correlation between communication strategy and commitment of 0.518, indicating that good communication often strengthens members' commitment.

Combining a clear communication strategy and strong organizational commitment helps extra-campus organizations create an environment that supports continued member engagement. With good communication, members feel informed and engaged, while organizational commitment creates an emotional bond that makes members want to keep contributing to the organization's success. The synergy between these two factors is key to maintaining member loyalty, which is important for the sustainability and development of extra-campus organizations.

Percentage Level of Community Perception

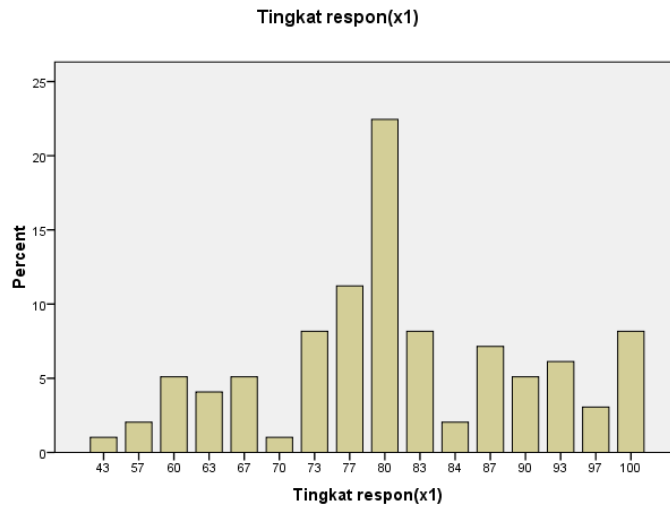


Figure 4 Response Rate (X1)

This histogram illustrates the distribution of respondents' response levels in assessing the impact of organization communication strategies and organization commitment on extra-campus member loyalty. With a range of response levels from 43 to 100, most respondents scored around 80, indicating that most members give a positive assessment or feel quite satisfied with the communication strategies and organization commitment implemented. This indicates that communication strategies and organizational commitment effectively increase the loyalty of extra-campus members. However, the histogram also shows respondents who gave lower scores in the range of 43 to 70 and respondents who gave very high scores in the range of 93 to 100. This distribution shows that while the majority of members feel highly satisfied, there is a minority who feel less satisfied or, conversely, highly satisfied with the impact of communication strategies and organizational commitment. This histogram shows that members' perceptions of the communication strategy and organizational commitment are positive. However, there is room for improvement to increase loyalty among members who gave lower ratings (Bowen & Shoemaker, 2003).

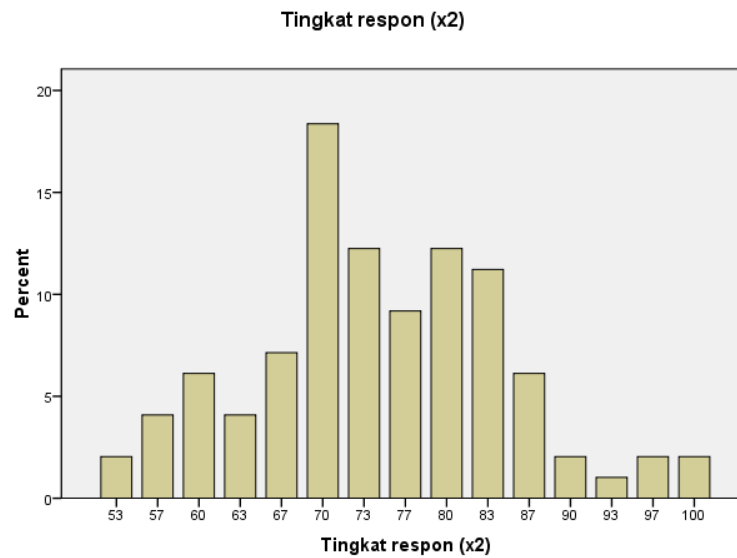


Figure 5 Response Rate (X2)

This histogram conveys the distribution of respondents' response levels in assessing the impact of organisation communication strategies and organisation commitment on extra-campus member loyalty. The horizontal axis shows the response scale from 53 to 100, providing various options that allow respondents to assess the effectiveness of communication strategies and organisational commitment. Meanwhile, the vertical axis shows the percentage of respondents at each response level, ranging up to about 20%. Based on this histogram, it can be seen that most respondents gave responses around the value of 73, which is indicated by the highest bar. This indicates that most extra-campus members gave a moderate assessment, not too low but not very high.

This distribution centred around a score of 73 suggests that extra-campus members' perceptions of the impact of communication strategies and organisational commitment are moderate. Although a small number of respondents gave lower ratings, in the range of 53 to 67 and higher ratings, in the range of 83 to 100, the intensity was lower than the responses around the value of 73. Overall, this histogram shows that communication strategies and organisational commitment play a role in increasing loyalty. However, most members feel the impact moderately, with no tendency to be very strong or weak on either side. This is supported by research by (Hilmi et al., 2018), showing that organisational justice and work culture contribute to team member job satisfaction. However, most respondents feel the effect moderately, with no clear trend towards positive or negative.

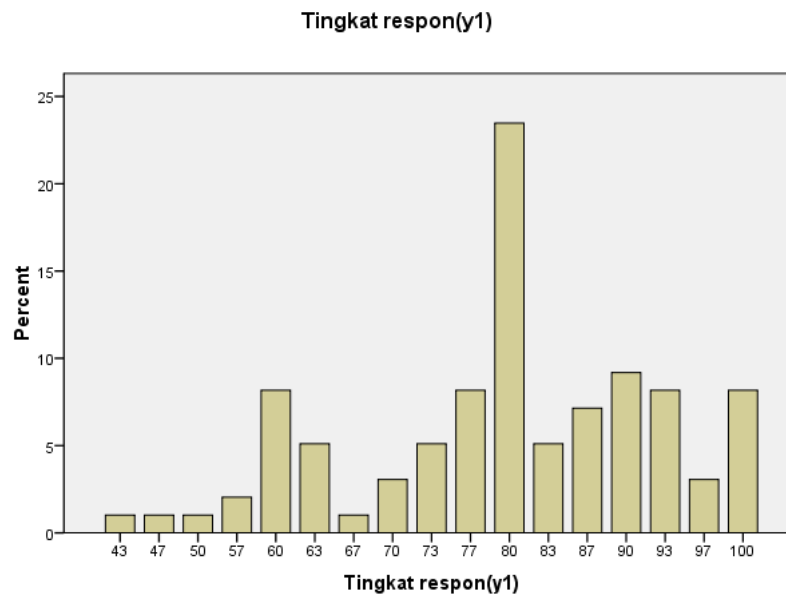


Figure 6 Response Rate (Y)

The histogram depicting the percentage distribution of respondents' response levels in assessing the impact of organization communication strategies and organization commitment on extra-campus member loyalty shows two significant axes. On the horizontal axis (x), there is a scale of response values ranging from 43 to 100, while the vertical axis (y) depicts the percentage of respondents for each value. Analysis of this histogram reveals that the majority of respondents gave ratings around the value of 80, with the highest peak at a percentage of around 25%. This reflects that most extra-campus members have a positive perception of the impact of both factors, indicating the effectiveness of communication strategies and organizational commitment in building loyalty.

Continuing the analysis, the lower response values, such as 43, 47, and 50, show a much lower percentage in the histogram. This indicates that few respondents gave low ratings to the impact of the communication strategy and organization commitment. The distribution forms a pattern with one central peak around 80, indicating that members' perceptions are centred on positive responses. Thus, despite the variation in lower and higher values, most respondents still gave ratings indicating confidence in the effectiveness of the communication strategy and the organization's commitment.

Overall, the distribution pattern in the histogram shows that communication strategies and organizational commitment play an important role and are considered quite effective in building the loyalty of extra-campus members. The majority of members gave positive responses, with a score of 80 being the most common rating, indicating a strong perception of the influence of these two variables on loyalty. These findings are consistent with the results of Widyanti et al. (2024), which show that effective communication strategies and organizational commitment contribute significantly to shaping member loyalty. This is also supported by the organizational communication theory of Robbins and Judge (2017), which emphasizes the

importance of information clarity and two-way communication as elements that can increase member engagement and satisfaction, strengthening loyalty.

Additionally, Meyer and Allen's (1991) organizational commitment theory, which divides commitment into three dimensions—*affective commitment*, *continuance commitment*, and *normative commitment*—explains that *affective commitment*, i.e., a sense of responsibility and willingness to sacrifice for the organization, is the primary factor driving member loyalty. This commitment influences members' behaviour in supporting and maintaining the organization's reputation. Blau's (1964) Social Exchange Theory is also relevant in this context, stating that positive reciprocal relationships between members and the organization—through effective communication and intense commitment—will generate loyalty as a form of reciprocity from members for the benefits they receive.

Furthermore, Ashforth and Mael's (1989) organizational identity theory explains that the more members identify with the organization's values and goals, the more loyalty is formed. Effective communication strategies can strengthen this identification by conveying consistent and relevant messages. The variation in scores in this study, which indicates differences in individual perceptions, is consistent with Smith's (2018) findings that communication effectiveness and commitment levels can be influenced by contextual factors such as member characteristics and organization type.

This study underscores the importance of implementing clear communication strategies and strengthening organizational commitment as strategic efforts to enhance the loyalty of extra-campus members. Organizations are advised to develop transparent and participatory communication programmes and foster a sense of responsibility and willingness to sacrifice through various initiatives involving members.

CONCLUSION

This study found that organizational communication strategies significantly positively influence the loyalty of extra-campus members, with a regression coefficient of 0.724. This indicates that improving the effectiveness of communication strategies can increase member loyalty. In addition, organizational commitment contributes to loyalty, although its influence is negligible, with a coefficient of 0.227. Members who feel emotionally attached tend to be more loyal. The combination of effective communication strategies and organizational commitment explains over 56% of the variation in member loyalty, underscoring the importance of both factors in maintaining loyalty. Therefore, this study recommends that extra-campus organizations continue to improve their communication strategies and strengthen member commitment to ensure the sustainability and success of the organization.

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