



The Influence of Organizational Support and Interpersonal Communication on the Quality of Public Services Through Nurses' Work Commitment at KH. Daud Arif Kuala Tungkal Regional General Hospital, West Tanjung Jabung Regency

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Abstract: This study aims to describe organizational support, interpersonal communication, nurses' work commitment, and the quality of public services at KH. Daud Arif Kuala Tungkal Regional General Hospital, West Tanjung Jabung Regency, and to analyze the influence of organizational support and interpersonal communication through work commitment on the quality of public services. The population of this study was the community or patients totaling 24,405, while the sample size in this study used Slovin's theory with a margin of error of 10% so that 100 people were obtained. This study used a quantitative approach with a survey method and used Partial Least Square (PLS) data analysis. The results showed that organizational support and interpersonal communication have an influence on the quality of nurses' services, both directly and indirectly through work commitment. This explains that when nurses feel supported by the organization, and open and effective communication between colleagues and with leaders creates a conducive and collaborative work atmosphere, then this factor can directly improve the quality of services provided to patients. Meanwhile, indirectly, organizational support and interpersonal communication can strengthen nurses' work commitment, which is demonstrated through their loyalty, responsibility, and dedication in carrying out their duties, thus having a positive impact on improving the quality of health services.

Keywords: Organizational Support, Interpersonal Communication, Work Commitment, Service Quality

INTRODUCTION

Public service is one of the main indicators of the success of government bureaucracy, particularly in the health sector, which is closely related to public satisfaction. Service quality is determined not only by the availability of facilities, but also by how health workers, especially nurses, demonstrate professionalism, empathy, and a high level of work commitment (Zeithaml et al., 2000). In the hospital context, nurses hold a strategic position because they

are the spearheads who interact most frequently with patients, so the quality of service is highly determined by their interpersonal skills (Potter & Perry, 2013).

KH. Daud Arif Regional General Hospital, Kuala Tungkal, West Tanjung Jabung Regency, as the main referral hospital in the region, faces the challenge of increasing patient numbers year after year. Data shows a consistent upward trend in patient numbers, requiring the hospital to maintain and even improve service quality (Head Nurse of KH. Daud Arif Regional General Hospital, 2025). However, the increase in the number of nurses is not necessarily accompanied by optimal organizational support, particularly in terms of promotions, rewards, and career development. However, adequate organizational support has been shown to increase commitment and job satisfaction, as well as positively impact service quality (Eisenberger et al., 2020; Robbins & Judge, 2017).

In addition to organizational support, the quality of interpersonal communication is also a key determinant of successful healthcare services. Effective communication between nurses and patients plays a role in building trust, reducing anxiety, and accelerating the healing process (Arnold & Boggs, 2019). However, data from KH. Daud Arif Regional Hospital shows that miscommunication between healthcare workers remains common, ranging from incorrect medication information to a lack of team coordination (Schmid Mast et al., 2015). This situation not only has the potential to reduce the quality of care but also damages the hospital's image in the eyes of the public.

On the other hand, nurses' work commitment is a crucial factor in maintaining the quality of public services. High commitment will encourage nurses to be more disciplined, responsible, and demonstrate loyalty to the organization (Robbins & Judge, 2017). However, absenteeism data and individual performance indicators indicate disciplinary issues and low innovation in service delivery, indicating weak commitment on the part of some nurses (Rahmat & Ardiansyah, 2021). If this situation is allowed to persist, the quality of public services that the public expects will become increasingly difficult to achieve.

The urgency of this research becomes even more apparent when linked to the decline in the Public Satisfaction Index (PSI) at KH. Daud Arif Regional Hospital over the past five years. While the average score of 77.60 is still in the "Good" category, the downward trend indicates a serious problem that must be addressed immediately (Ministerial Regulation of Administrative and Bureaucratic Reform No. 14 of 2017). Therefore, the relevance of this research lies in exploring the influence of organizational support and interpersonal communication on the quality of public services by considering the mediating role of nurses' work commitment. This research is expected to provide both academic and practical contributions in formulating strategies for improving service quality in regional hospitals.

Based on the background, urgency, and relevance, this study focuses on answering how organizational support and interpersonal communication influence the quality of public services through nurses' work commitment at KH. Daud Arif Kuala Tungkal Regional General Hospital, West Tanjung Jabung Regency.

METHOD

This study used a quantitative approach with a survey method aimed at examining the influence of organizational support and interpersonal communication on the quality of public services through nurses' work commitment at KH. Daud Arif Kuala Tungkal Regional General Hospital, West Tanjung Jabung Regency. The survey method was chosen because it can systematically describe respondents' perceptions through a structured questionnaire and allows for analysis of the relationships between research variables (Sugiyono, 2018).

The object of the study was KH. Daud Arif Kuala Tungkal Regional General Hospital, with a population of 24,405 outpatients and inpatients in 2024. Due to the large population, sample determination was carried out using the Slovin formula using a 10% error rate, resulting

in a sample size of 100 respondents (Umar, 2016). The sampling technique used was convenience sampling, which is the selection of respondents based on ease of access, taking into account affordability and research time (Cooper & Schindler, 2014).

Data collection techniques were conducted through three methods: literature review, observation, and questionnaires. The literature review was conducted by reviewing relevant literature, journals, and books to strengthen the theoretical foundation of the research. Direct observations of service activities in the hospital were conducted to obtain a realistic picture of nurses' work behavior. Meanwhile, questionnaires were used as the primary instrument to measure respondents' perceptions of the research variables (Sudirman et al., 2020).

The data analysis method used was Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach using SmartPLS 3.0 software. This approach was chosen because it is capable of analyzing complex research models with mediating variables and is suitable for use in relatively small sample sizes (Hair et al., 2014). The analysis was carried out in two stages: descriptive analysis to describe the characteristics of respondents and their perceptions of the research variables, and verification analysis to test the proposed hypotheses. Model evaluation included convergent validity, discriminant validity, construct reliability, and structural model testing through R^2 , f^2 , and Q^2 values (Sarstedt et al., 2017).

RESULTS AND DISCUSSION

Respondent Characteristics

Based on a survey conducted at the KH. Daud Arif Kuala Tungkal Regional General Hospital (RSUD) in West Tanjung Jabung Regency (Tanjabbar), the characteristics of the respondents included in this study consisted of gender, age, education, and occupation. To obtain an overview of the characteristics of the respondents included in this survey, they are presented in a table, one by one, as follows:

Table 1. Respondent Characteristics

No	Respondent Profile	Amount	Percentage (%)
1	Gender		
	Man	47	47
	Woman	53	53
2	Age Group (Years)		
	< 25	2	2
	25 – 35	56	56
	36 – 45	37	37
	> 45	5	5
3	Education		
	Senior High School	17	17
	Diploma	16	16
	Bachelor	61	61
	Master	6	6
4	Respondent's Occupation		
	Civil Servants	16	16
	TNI/Polri	11	11
	Private Sector Employees	33	33
	Self-Employed	22	22
	Farmers/Fishermen	3	3
	Other	15	15

Source: Questionnaire data processing results (2025).

Description of Research Variables

This study used descriptive analysis to capture the conditions of organizational support, interpersonal communication, work commitment, and service quality at KH. Daud Arif Kuala

Tungkal Regional Hospital. Measurements were conducted using a Likert scale, a method that allows researchers to gauge respondents' level of agreement with various statements.

Table 2. Description of Research Variables

No	Hipotesis	Score	Range	Results
1.	X1_Organizational Support	3.707	3.400 – 4.199,9	Good
2.	X2_Interpersonal Communication	5.547	5.100 – 6.299,9	Good
3.	Y_Work Commitment	4.419	4.080 – 5.039,9	Tall
4.	Z_Performance	5.530	5.100 – 6.299,9	Good

Source: Questionnaire data processing results (2025)

Data Analysis Results

a. Reflective Construct Measurement Model Test Results (Outer Model)

The measurement model aims to represent the relationship between constructs and their corresponding indicator variables (commonly referred to as the outer model in PLS-SEM). The measurement model explains how the construct is measured and is reliable, valid, and reliable by examining convergent validity, discriminant validity, and construct reliability (Hair et al., 2017). The outer model in SmartPLS is as follows:

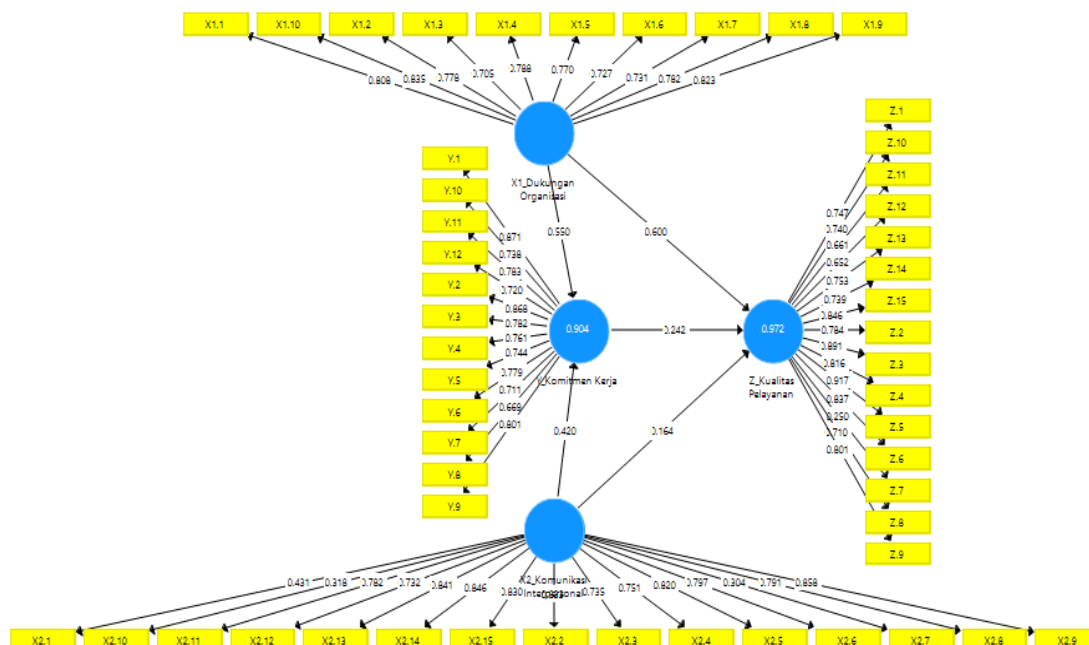


Figure 1. Outer Model Research in SmartPLS 3

Based on Figure 1 above, it shows that there are several indicators that have an outer loading value below 0.7, which means they have low validity. These indicators are found in the interpersonal communication variable (X2), namely X2.1 with an outer loading of 0.431, X2.7 with an outer loading of 0.304, and X2.10 with an outer loading of 0.318.

Then for the work commitment variable (Y) there is one indicator that has an outer loading < 0.7 , which is found in indicator Y.8 with an outer loading of 0.669. Furthermore, for the service quality variable (Z) there are three indicators that have an outer loading < 0.7 , which are found in indicator Z.7 with an outer loading of 0.250, Z.11 with an outer loading value of 0.661, and Z.12 with an outer loading of 0.652.

Because these indicators have outer loading values below the specified measurement limit of 0.7, these indicators must be eliminated and re-estimated until all indicators are declared valid.

After re-estimating, the results of the outer loading can be seen as follows.

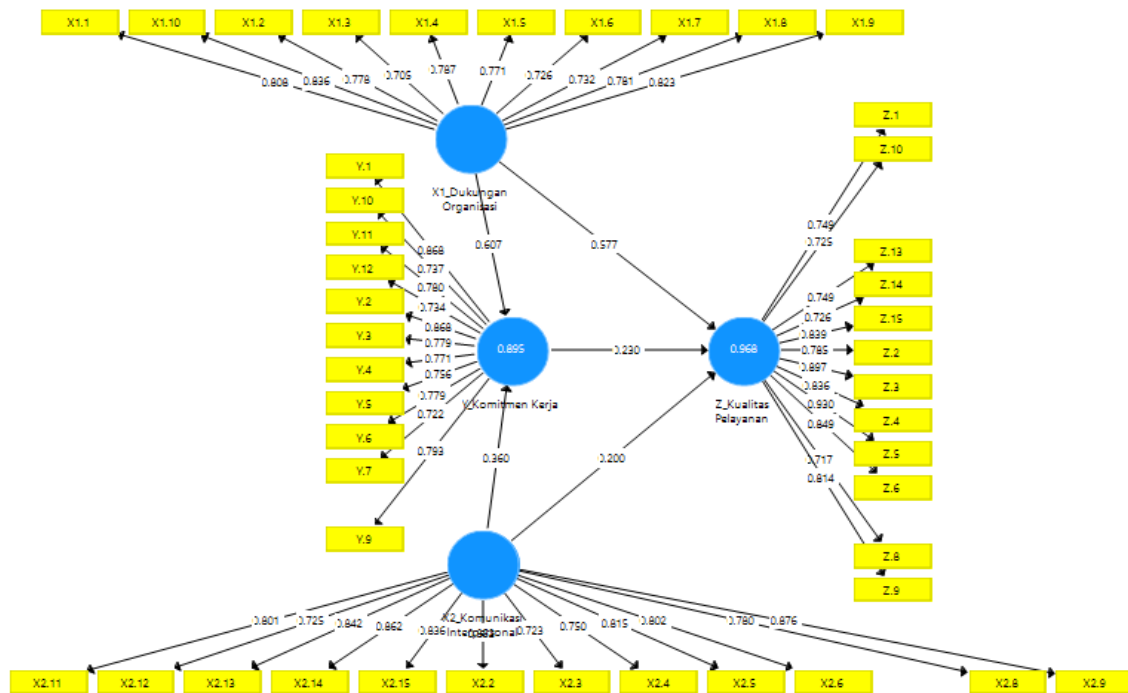


Figure 2. Outer Model Research After Reestimation

After re-estimating by eliminating (dropping) indicators with values below the standard, the results were obtained as shown in Figure 2 above. These results show that all indicators meet the rule of thumb, or each indicator has a value above the specified standard of 0.7. These results indicate that all indicators measured to build the model in this study are valid.

In addition, based on the results of the Composite Reliability test, the results obtained for all research variables showed very high reliability values. The Organizational Support variable (X1) reached a value of 0.938, Interpersonal Communication (X2) of 0.957, Work Commitment (Y) of 0.945, and Service Quality (Z) of 0.956. All of these values far exceed the minimum limit of 0.7 required in social research, so it can be concluded that all research instruments have very good internal consistency.

b. Structural Model Analysis (Inner Model)

Structural model analysis aims to determine whether the research model developed can be considered good at the level of good test criteria if it meets all its assumptions. Structural model analysis is conducted using the R-Square test, the Goodness of Fit Index, and the Path Coefficient. The most important test is the structural model, as it aims to answer the objectives and prove the hypotheses of the developed research model.

1) Test Analysis Results *R-Square*

The R-Square analysis aims to determine the effectiveness of the constructed research model. The criterion for this test is that each exogenous variable must be able to explain or predict the endogenous variable. The requirement is that an R-Square value of 0.75 is considered a strong relationship, 0.50 is considered a moderate relationship, and 0.25 is considered a weak relationship. The results of this test are described in the discussion in Table 3 below.

Table 3. R Square Value

	R Square	Adjusted R Square
Y Work Commitment	0,895	0,893
Z Service Quality	0,968	0,967

Source: SmartPLS 3.0 output (2025).

Based on the R-Square test results in Table 4.13, this research model demonstrates very high predictive power. The Work Commitment (Y) variable has an R-Square value of 0.895 (Adjusted R-Square 0.893), while Service Quality (Z) reaches an even higher value of 0.968 (Adjusted R-Square 0.967).

These findings revealed that 89.5% of the variation in the work commitment variable can be explained by the predictor variables (organizational support and interpersonal communication) in the model, indicating a very strong influence. Furthermore, the nearly perfect value of 96.8% indicates that almost all variations in service quality can be predicted by the variables in the research model (organizational support, interpersonal communication, and work commitment).

In the context of social research, an R-square value above 0.75 is considered substantial predictive power. With both dependent variables having values far exceeding this threshold, it can be concluded that this research model has highly accurate predictive power. The independent variables used are truly relevant and significant in explaining the dependent variable. These results also support the validity of the conceptual model proposed in this study.

2) F-Square Analysis Results (f^2 Effect Size)

F-square is calculated to measure the significance of changes in the R-square value when a particular construct is removed from the model to evaluate whether the removed construct has a substantive impact on the endogenous construct. The rule of thumb for assessing the F-square value is 0.02; 0.15; and 0.35, which indicate that the effect value is small, medium, and large, respectively. An effect size with a value of less than 0.02 indicates that the variable has no effect (Hair et al., 2017). The results of the F-square value can be seen in the table below:

Table 4. F-Square Value

	Y Work Commitment	Z Service Quality
X1 Organizational Support	0,674	0,534
X2 Interpersonal Communication	0,237	0,174
Y Work Commitment		0,276

Source: SmartPLS 3.0 output (2025).

The results of the effect size (F-Square) test in Table 4 show the magnitude of the influence of each independent variable on the dependent variable in the research model. Organizational Support (X1) has a large effect size on Work Commitment (Y) with a value of 0.592 and a very large influence on Service Quality (Z) with a value of 1.106. Meanwhile, Interpersonal Communication (X2) shows a small to medium effect size on both dependent variables (0.208 for Work Commitment and 0.175 for Service Quality). Work Commitment (Y) itself provides a small effect size on Service Quality (Z) of 0.174.

c. Hypothesis Testing Results

The next test is to see the influence between hypothesized variables between constructs or to see the influence between variables using the bootstrapping procedure. Hypothesis testing in this study uses a significance level of 5% (two-tailed) and a confidence level of 95%. Where the rule of thumb used in this study is the t-statistic value must be > 1.96 for a two-tailed

hypothesis with a significance level of 0.05 (5%) and a positive beta coefficient. Next, the bootstrapping output to see the magnitude of the T-statistic and P-value is as follows.

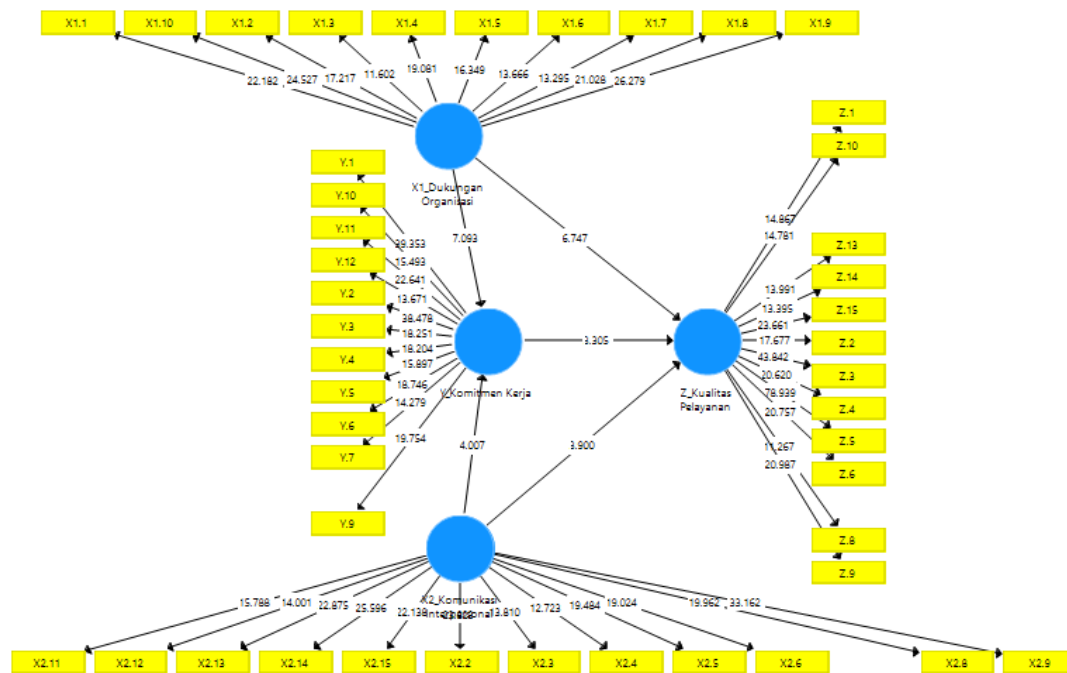


Figure 3. Research Construct Relationship Model Using Bootstrapping Method

Table 5. Complete Bootstrapping Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Hypothesis
X1_Organizational Support -> Y_Work Commitment	0,607	7,093	0,000	Accepted
X2_Interpersonal Communication -> Y Work Commitment	0,360	4,007	0,000	Accepted
X1_Organizational Support -> Z_Service Quality	0,577	6,747	0,000	Accepted
X2_Interpersonal Communication -> Z Service Quality	0,200	3,900	0,000	Accepted
Y_Work Commitment -> Z_Service Quality	0,230	3,305	0,001	Accepted

Source: SmartPLS 3.0 output (2025).

The results of direct and indirect hypothesis testing obtained a T-statistic value > rule of thumb (1.96) and P value < 0.05 (5%), with these results it can be concluded that all direct and indirect influence hypotheses are accepted.

Discussion

The results of the study indicate that organizational support has a positive influence on nurses' work commitment. This is in line with the Perceived Organizational Support (POS) theory proposed by Eisenberger et al. (2020), which states that when employees feel the organization values their contributions and cares about their well-being, they will demonstrate higher levels of loyalty, dedication, and work engagement. In the context of KH. Daud Arif Kuala Tungkal Regional Hospital, organizational support, manifested in the form of facilities, career development opportunities, and awards, has been shown to increase nurses' motivation and commitment in providing services to patients. Robbins and Judge (2017) also emphasized that organizational support is closely related to employee job satisfaction, motivation, and the desire to continue contributing to the organization.

Furthermore, this study also confirmed that interpersonal communication significantly influences work commitment. Effective communication allows for clear information, good coordination, and harmonious working relationships between nurses and other medical personnel. Arnold and Boggs (2019) stated that good interpersonal communication improves patient comfort, accelerates healing, and builds trust. From a theoretical perspective, symbolic interaction theory explains that meaning is formed through social interaction, making quality communication key to creating productive working relationships (Blumer, 1986). This aligns with research by Schmid Mast et al. (2015), which shows that miscommunication in healthcare can lead to medical errors and decrease patient satisfaction.

Research findings also show that work commitment acts as a mediating variable between organizational support and interpersonal communication and the quality of public services. This means that although organizational support and interpersonal communication are important, they only truly improve service quality if nurses internalize them in the form of a strong work commitment. According to Meyer and Allen (1991), organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Nurses with high affective commitment are more motivated to provide the best possible service because they feel emotionally attached to the hospital. Research by Rahmat and Ardiansyah (2021) also supports this finding by showing that work commitment directly contributes to improving the quality of public services in healthcare organizations.

Furthermore, research findings reinforce the view that public service quality is the outcome of the synergy of various organizational and individual factors. Zeithaml et al. (2000) emphasized that service quality is measured by the extent to which services meet or exceed customer expectations. In the case of KH. Daud Arif Kuala Tungkal Regional Hospital, service quality is determined not only by infrastructure but also by the nurses' interpersonal interactions and professional attitudes. This is supported by Tjiptono and Chandra (2016), who stated that service quality can only be achieved if an organization has a system, a quality culture, and competent human resources.

However, the study also found that nurses' discipline and innovation remained moderate. This indicates that organizational support and interpersonal communication are not yet optimal in fostering consistent work commitment. According to Robbins and Judge (2017), weak work discipline and low innovation are often the result of low intrinsic motivation and minimal organizational recognition. Therefore, the management of the regional general hospital (RSUD) needs to strengthen managerial strategies such as communication training programs, transparent reward systems, and more objective career development policies.

Conceptually, this research contributes to the development of public service management theory by emphasizing that internal (work commitment) and external (organizational support, interpersonal communication) factors must work together to produce excellent service quality. In other words, public service quality is not only a product of the organizational system but also the result of the dynamic interaction between individuals, the organization, and the work culture.

CONCLUSION

This study concludes that organizational support and interpersonal communication have a positive effect on the quality of public services, both directly and through nurses' work commitment. Organizational support, manifested in the form of work facilities, career development opportunities, and awards, has been shown to increase nurse motivation and loyalty. Similarly, effective interpersonal communication, both between nurses and with patients, is key to building trust and service satisfaction. Work commitment has been shown to play a significant mediating role, where nurses with high commitment tend to demonstrate professionalism, discipline, and responsiveness, thus directly impacting the quality of public

services at KH. Daud Arif Kuala Tungkal Regional General Hospital, West Tanjung Jabung Regency.

Despite providing significant findings, this study has several limitations. First, the study was conducted at only one hospital, namely KH. Daud Arif Kuala Tungkal Regional General Hospital, so generalizing the results to other hospitals or public service institutions requires caution. Second, this study used a cross-sectional approach, so it is not yet able to describe the dynamics of variable changes in the long term. Third, the data were obtained through a questionnaire using a convenience sampling technique, which has the potential to introduce bias due to limited sample representation. Therefore, further research is recommended to use a longitudinal design, expand the research object to several hospitals, and combine qualitative methods to enrich the understanding of the phenomena of organizational support, interpersonal communication, work commitment, and public service quality.

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