

The role of social communication in shaping territorial responsiveness and loyalty and its impact on sustainable territorial performance

Bambang Sulistyo^a, Abdul Rahman Lubis^{b*}, Said Musnadi^b and Sorayanti Utami^c

^aCandidate for Doctor of Management Science, Department of Management, Universitas Syiah Kuala

^bProfessor at the Department of Management, Universitas Syiah Kuala

^cAssistant Professor in the Management Department of Universitas Syiah Kuala

ABSTRACT

Article history:

Received September 22, 2024

Received in revised format

October 21, 2024

Accepted December 19 2024

Available online

December 19 2024

Keywords:

Social communication

Sustainable territorial

performance

Territorial responsiveness

Territorial loyalty

Iskandar Muda Military

Command

This study aims to analyze the effect of social communication on sustainable territorial performance at the Iskandar Muda Military Command in Aceh. The research sample consisted of 326 Village Supervisors (Babinsa) who were recruited through an invitation to complete a questionnaire distributed via official TNI communication channels with a survey link on Google Forms. Data were collected using a structured questionnaire designed to gather demographic information of respondents and research variables, including social communication, sustainable territorial performance, territorial responsiveness, and territorial loyalty. The questionnaire consisted of two parts, utilizing a 5-point Likert scale to measure respondents' levels of agreement with the statements. Data analysis was conducted using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. The results indicated that territorial responsiveness and territorial loyalty do not mediate the relationship between social communication and sustainable territorial performance. However, both variables have a direct positive and significant impact on sustainable territorial performance. Additionally, social communication was found to have no direct effect on sustainable territorial performance, territorial responsiveness, or territorial loyalty. These findings provide important insights into the relationship between social communication and territorial performance, as well as implications for management practices in military settings.

© 2025 by the authors; licensee Growing Science, Canada.

1. Introduction

Although the concept of Sustainable Territorial Performance (STP) is gaining popularity, the challenges of its implementation remain significant. Campbell (1996) highlights the inherent tension between economic, social, and environmental goals in regional development. Conflicts of interest among various actors, including the government, private sector, and civil society, often lead to stagnation in achieving STP objectives. Therefore, inclusive and participatory governance mechanisms are needed to minimize these tensions. Additionally, the difficulty in collecting consistent and accurate data at the local level often becomes an obstacle in measuring territorial performance. Reid (1995) suggests that local governments should develop integrated and transparent information systems to facilitate the continuous monitoring and evaluation of STP. Social communication within public sector organizations is a crucial element to ensure effective coordination between organizational units, especially when serving communities with diverse territorial contexts. In public service, the challenges faced are not only related to efficiency and effectiveness but also to how organizations can quickly and appropriately respond to the varying needs of communities based on geographic regions (Ibrahim, Putra, & Suryani, 2024). Therefore, effective social communication plays a key role in enhancing sustainable territorial performance. Sustainable territorial performance refers to an organization's ability to maintain consistent and responsive service quality across all areas of its service regions. In this context, two important factors are territorial responsiveness and territorial loyalty. Territorial responsiveness refers to how quickly and accurately an organization adapts its services to the needs and changing conditions of each region. Meanwhile,

* Corresponding author

E-mail address nurjaya@unsur.ac.id (A. R. Lubis)

ISSN 2291-6830 (Online) - ISSN 2291-6822 (Print)

© 2025 by the authors; licensee Growing Science, Canada.

doi: 10.5267/j.uscm.2024.12.004

territorial loyalty reflects the level of community attachment and trust in the public service organization within a specific area, which is crucial for maintaining long-term stability and support. According to a study by Ibrahim, Yusra, and Shah (2022), effective social communication can accelerate territorial responsiveness, strengthen trust, and ultimately enhance territorial loyalty. Strong communication not only enhances internal collaboration but also helps organizations respond more swiftly to local issues. This is supported by the findings of Ibrahim et al. (2022), who revealed that structured and interactive social communication can facilitate the more effective identification of local needs, leading to increased community loyalty toward public services. Thus, social communication not only has a direct impact on territorial performance but also influences it through the mechanisms of responsiveness and loyalty (Ibrahim, Karollah, & Mahdani, 2023).

Although the importance of social communication in public sector organizations has been recognized, several issues often arise in its implementation. First, the lack of engagement and participation from employees or the community in the communication process, particularly in organizations with hierarchical structures, can limit the flow of information necessary to respond quickly to changing territorial conditions. Miscommunication between management and operational levels often hampers an organization's ability to provide timely and appropriate responses to challenges faced in the field, especially in remote or geographically isolated areas (Chen et al., 2021).

Second, low territorial loyalty is also a significant issue in many public sector organizations, where communities may feel that their needs are not fully understood or accommodated. This is often due to ineffective communication between the organization and local communities. A study by Brown and Turner (2020) suggests that when communication between the government and the public breaks down, loyalty to public services declines, resulting in low community participation in supporting government programs.

Thus, this study aims to explore how social communication can influence sustainable territorial performance through two key pathways: territorial responsiveness and territorial loyalty. By identifying the factors that affect these two variables, this research is expected to provide insights into how to enhance the sustainability of public sector organizations' performance across different regions.

2. Literature Review

2.1 *The Relationship Between Social Communication and Sustainable Territorial Performance*

Social communication is defined as the process of exchanging information, ideas, and messages between individuals or groups within society, aimed at establishing effective and harmonious social relationships (Liliweri, 2011; Laña, Crespo-Eguilaz, & Sánchez, 2024). Social communication encompasses various aspects, such as verbal, non-verbal, interpersonal, and group communication, all of which play significant roles in fostering interaction and social relationships within communities. According to Rogers and Kincaid (1981), communication is the process of creating and exchanging meaning between individuals through commonly understood symbols, which can influence the social dynamics within a given environment.

Social communication plays a crucial role in organizations, including within the context of territorial performance (Rimal et al., 2024). Katz and Kahn (1978) emphasized that effective social communication can enhance collaboration, improve understanding among organizational members, and build synergy in achieving organizational goals. In the context of territorial performance, strong social communication between various stakeholders, including local governments, communities, and non-governmental organizations, forms the foundation for creating productive and harmonious cooperation (Amir, 2020). Effective communication can also reduce conflicts and facilitate coordination in resource management within specific regions.

Sustainable territorial performance refers to the collective efforts of various parties in managing natural, social, and economic resources within a region to achieve long-term well-being without damaging ecosystems and social-cultural values (Friedmann, 2010; Malah et al., 2023). According to Porter and Kramer (2011), the synergy between effective social communication and territorial performance can enhance regional sustainability through intensive collaboration and inclusive development. Other research by Uhl-Bien et al. (2007) demonstrates that strong interpersonal relationships within a community can strengthen commitment to achieving shared goals, such as sustainable development.

Despite its great potential, the implementation of effective social communication often faces various challenges, such as differing interests, a lack of trust between stakeholders, and communication gaps between the government and the public (Bryson, 2018; Scaramuzzi et al., 2023). To address these issues, an inclusive and participatory communication approach is needed, one that can bridge these differences and ensure that all parties have equal access to information and decision-making (Freeman, 2010).

H₁: *If the Social Communication process is implemented well, it will have a positive impact on Sustainable Territorial Performance.*

2.2 *The Relationship Between Social Communication and Territorial Response*

Social communication and territorial response are phenomena frequently observed within organizations, influencing the dynamics of relationships between individuals and teams. In the context of management and organizations, these two concepts can determine how individuals interact, respond to threats or opportunities, and maintain their positions or resources in the workplace. The study of the relationship between social communication and territorial response provides deeper insights into

patterns of interaction among organizational members and their impact on performance and productivity. Territorial response refers to the actions taken by individuals or groups to defend or protect resources that are perceived as their own. Brown, Lawrence, and Robinson (2005) assert that "territoriality" within the context of organizations is a behavior in which individuals claim and maintain physical, social, or psychological areas as their own. In organizational settings, territorial responses often manifest when individuals feel threatened by the potential loss of control over resources, positions, or roles.

According to the study by Brown et al. (2005), territorial responses can manifest in various forms, such as claiming ownership over ideas or projects, defending personal workspace, or restricting others' access to information. While territorial responses can protect individual autonomy, such behaviors may also lead to inter-team conflicts, hinder the flow of information, and diminish collaboration. In organizational contexts, social communication plays a crucial role in shaping and regulating territorial responses. Effective communication enables individuals to understand their rights and boundaries within the organization, thereby reducing the propensity for detrimental territorial behaviors. For instance, research conducted by Cacioppo, Reis, and Zautra (2011) found that open communication within teams can alleviate uncertainty and tension that may trigger territorial responses. Furthermore, when social communication promotes transparency and mutual trust, individuals are more likely to collaborate rather than defend resources in a territorial manner.

On the contrary, a lack of communication or poor communication can exacerbate territorial behavior. According to the study by Huo, Smith, Tyler, and Lind (1996), when individuals feel unheard or misunderstood, they tend to increase territorial responses as a protective mechanism. This can escalate conflicts within teams and decrease productivity.

H₂: *If the Social Communication process is implemented well, it will have a positive impact on territorial response.*

2.3 The Relationship Between Social Communication and Territorial Loyalty

Territorial loyalty refers to the level of emotional attachment and individual commitment to a particular group, team, or area within an organization. This loyalty often stems from a sense of belonging and commitment to resources, roles, or workspaces that are perceived as part of the individual's or group's 'territory' (Brown, Lawrence, & Robinson, 2005). In organizations, territorial loyalty can be observed in the form of strong attachment to a work team or specific area of responsibility, where individuals display high commitment and a desire to protect or defend these roles from external threats. According to Van Dyne and Pierce (2004), territorial loyalty can provide positive benefits for the organization, such as increased responsibility and performance, but it also has the potential to create conflicts when members of the organization excessively claim ownership over certain areas.

The relationship between social communication and territorial loyalty can be observed in how communication facilitates the process of socialization and the formation of emotional bonds within teams. According to research by Bartel and Dutton (2001), intense social communication enables organizational members to develop a sense of belonging to the group, which in turn strengthens their loyalty to the group's 'territory,' both physically and psychologically. In other words, social communication serves as a foundation for the development of territorial loyalty by fostering closer relationships among members.

Social communication also helps reduce the uncertainty that often triggers protective behavior in territorial contexts. Good communication creates transparency and minimizes the perceived threat from external parties, thereby enhancing loyalty without sacrificing collaboration. In this regard, Brown et al. (2005) found that open communication can alleviate territorial conflicts and increase mutual trust among team members.

Furthermore, effective social communication allows managers and organizational leaders to positively reinforce territorial loyalty. They can use communication to affirm organizational values, build trust, and reward team members who demonstrate loyalty to the group or their area of responsibility (Robinson & Morrison, 2000).

H₃: *If the Social Communication process is implemented well, it will have a positive impact on territorial loyalty.*

2.4 The Relationship Between Territorial Response and Sustainable Territorial Performance

Territorial response refers to the way individuals or groups interact with their social and physical environments to achieve specific goals (Brown, Lawrence, & Robinson, 2005). Recent research indicates that territorial response has a significant impact on sustained territorial performance, encompassing social, economic, and environmental aspects (Royuela & Belloni, 2024; Sewall et al., 2023; Adam et al., 2023; Christel et al., 2024).

According to Zhu et al. (2024), 'A strong territorial response can enhance community engagement in resource management, which in turn supports sustainable performance' (p. 150). This suggests that when communities feel a sense of ownership over their territory, they are more likely to participate in conservation efforts and sustainable management practices.

The study by Ibrahim, Yusra, and Shah (2021) also found that a positive territorial response contributes to improved environmental performance through better management practices. With favorable responses from the community, there is an enhancement in the implementation of environmental policies that support sustainability.

Furthermore, Dardonville, Catarino, and Therond (2023) emphasize that active participation in local decision-making processes is key to improving sustainable territorial performance. This research highlights the importance of collaboration between local governments and communities in creating policies focused on sustainability.

A study by Chen, Ma, and Xu (2021). also found that a positive territorial response contributes to improved environmental performance through better management practices. With a strong response from the community, there is an increase in the implementation of environmental policies that support sustainability.

H4: *If there is a good territorial response, it will have a positive impact on Sustainable Territorial Performance.*

2.5 The Relationship Between Territorial Loyalty and Sustainable Territorial Performance

Territorial loyalty refers to the allegiance of individuals or groups to a specific area, which is tied to their social and cultural identity (Charters & Spielmann, 2014). In the context of management, territorial loyalty encompasses the commitment of stakeholders, including local residents, regional governments, and companies, to sustainable regional development. This loyalty can influence decisions regarding development policies and the effective allocation of resources to promote regional performance (Chen et al., 2021). According to research by Dao, Plagnat Cantoreggi, and Rousseaux (2017), strong territorial loyalty is directly linked to increased community participation in regional development planning and the implementation of strategic policies.

Recent studies show a significant relationship between territorial loyalty and sustainable territorial performance. Research by Brown and Turner, K. (2020) states that strong territorial loyalty contributes to sustainable performance by enhancing collaboration among stakeholders, including local governments, local communities, and the private sector. This loyalty creates a conducive environment for the development of sustainable projects, as stakeholders feel a shared responsibility in preserving their territory.

Territorial loyalty also encourages communities to be more concerned about the environmental impacts of economic activities in their area, ultimately improving quality of life and reducing social inequality (Torre, 2023; Yunus, Ibrahim, Kesuma, 2024). Based on the analysis by Medeiros (2016), regions with strong territorial loyalty tend to perform better in terms of social and environmental sustainability compared to regions with lower loyalty.

From a management perspective, territorial loyalty becomes a strategic factor in regional development planning. Regional leaders should leverage this loyalty by developing policies that involve active participation from communities and stakeholders. According to research by Decoville & Durand (2016), using strategies that strengthen territorial loyalty can serve as a foundation for designing sustainable development programs by involving various parties in decision-making processes and efficiently managing resources.

H5: *If the level of territorial loyalty is good, it will have a positive impact on Sustainable Territorial Performance.*

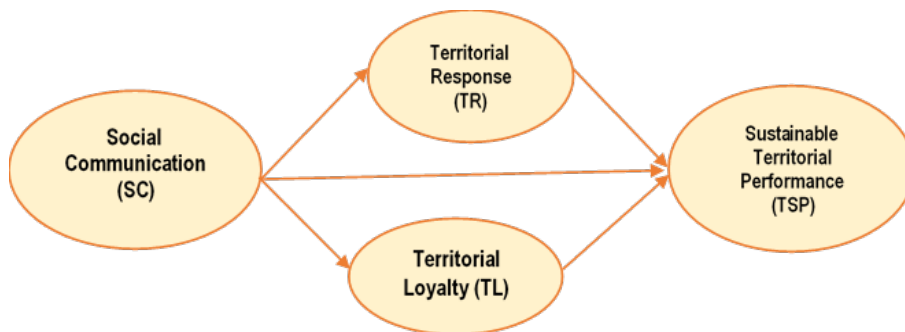


Fig.1. Conceptual model

3. Methodology

This study was conducted in Aceh Province, Indonesia, with a target sample of 326 Village Supervisory Non-Commissioned Officers (Babinsa), who represent the lowest territorial unit of the Indonesian National Armed Forces (TNI) and engage directly with the community, serving across 23 districts and cities within the province. The research aims to investigate the relationship between Social Communication and Sustainable Territorial Performance, with a particular focus on the mediating roles of Territorial Responsiveness and Territorial Loyalty.

3.1 Research Design and Sampling

This study employed a cross-sectional survey design, using purposive sampling to select participants directly involved in 'Babinsa' activities in the field. This approach ensures that the sample comprises individuals with firsthand experience in providing services to the community, thereby enhancing the relevance of the research findings. To recruit participants, invitations to complete the questionnaire were distributed through official 'TNI' communication channels, with a link provided to access the survey via Google Forms."

3.2 Data Collection

Data were collected using a structured questionnaire designed to gather relevant information on the respondents' demographic characteristics and the key variables under study. The questionnaire was divided into two sections:

Demographics – This section collected data on age, rank, length of service, and other relevant background information.

Research Variables – This section included statements designed to measure social communication, Sustainable Territorial Performance, territorial responsiveness, and Territorial Loyalty. A 5-point Likert scale was used, ranging from 'strongly disagree' (1) to 'strongly agree' (5), allowing respondents to express their level of agreement with each statement.

3.3 Data Analysis

The collected data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS). PLS was chosen for its ability to handle complex multivariate models involving latent variables, making it suitable for the research objective of examining multiple interrelated constructs. Additionally, PLS is highly effective in managing unstructured data and large datasets, providing robust predictions even when the relationships between variables are complex. The flexibility and predictive capability of PLS make it an ideal tool for data analysis in research requiring sophisticated modeling and reliable conclusions.

By detailing the research design, sampling method, data collection process, and analytical approach, this methodology section provides sufficient information to enable replication of the study, thereby ensuring the reliability and validity of the research findings.

4. Results

The data analysis in this study utilized the Partial Least Squares (PLS) approach, conducted with SmartPLS 3.0 software. PLS, a variance-based SEM technique, is particularly suited for handling challenges in multiple regression, especially when dealing with small sample sizes. The evaluation of the measurement model focuses on determining the model's validity and reliability. This assessment is based on factors such as the loading factor, Average Variance Extracted (AVE), Discriminant Validity, and composite reliability.

Table 1

Outer loading results

Variable Indicator	Social Communication (SC)	Territorial (TL)	Loyalty	Territorial (TR)	Response	Territorial Sustainable Performance (TSP)
SC2	0.815					
SC3	0.819					
SC4	0.784					
SC6	0.759					
SC7	0.808					
SC10	0.854					
TL1		0.789				
TL2		0.832				
TL5		0.838				
TL6		0.724				
TL7		0.798				
TL8		0.847				
TR5				0.817		
TR6				0.830		
TR7				0.858		
TR8				0.777		
TSP1						0.778
TSP3						0.834
TSP4						0.871

Table 1 presents the evaluation outcomes of the outer indicators for each variable. Data analysis utilizing Partial Least Squares (PLS) involves a multivariate statistical approach frequently applied in structural equation modeling. The outer loading assessment is a crucial step in PLS analysis, aiming to determine how well each indicator reflects the construct it is intended to measure. Composite reliability is a crucial metric for evaluating the internal consistency of constructs within a model. The results in Table 1 show that all constructs exhibit composite reliability values above the 0.7 threshold, indicating a strong level of internal consistency among the indicators linked to each construct. This confirms that the measures are reliable and capable

of yielding stable and consistent outcomes across various samples. The satisfactory composite reliability values also reinforce the robustness of the constructs used in this study.

Figure 2 illustrates the results of the validity testing, showing that the model meets the criteria for both convergent and discriminant validity. The outer loadings of the indicators are above the recommended threshold, and the Average Variance Extracted (AVE) values for each construct exceed 0.5, indicating adequate convergent validity. Additionally, the discriminant validity is confirmed as each construct shows stronger correlations with its own indicators than with those of other constructs. These results demonstrate that the measurement model is valid.

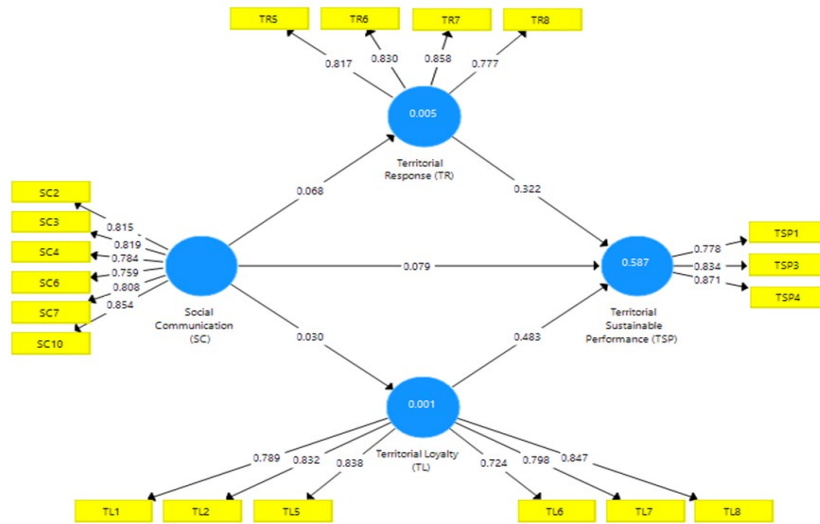


Fig. 2. Validity testing

Table 2 shows that the Average Variance Extracted (AVE) values for each construct are greater than 0.5. This indicates that the indicators for each construct have sufficient convergent validity, meaning that more than half of the variance of the indicators is explained by the underlying construct.

Table 2
Value of average variance extracted

Variable	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Social Communication (SC)	0.896	0.916	0.918	0.651
Territorial Loyalty (TL)	0.892	0.897	0.917	0.649
Territorial Response (TR)	0.839	0.841	0.892	0.674
Territorial Sustainable Performance (TSP)	0.772	0.784	0.868	0.686

Table 3 shows that the square root of the Average Variance Extracted (AVE) for each variable is greater than the correlations between that variable and other variables, thereby confirming the achievement of discriminant validity. This finding indicates that each construct is distinct and captures its own unique variance, demonstrating that the indicators measuring each construct do not overlap significantly with those measuring other constructs. Consequently, the model effectively differentiates between the constructs, ensuring that they are validly represented in the analysis.

Table 3
Fornell Larcker criterion

	Social Communication (SC)	Territorial Loyalty (TL)	Territorial Response (TR)	Territorial Sustainable Performance (TSP)
Social Communication (SC)	0.807			
Territorial Loyalty (TL)	0.030	0.806		
Territorial Response (TR)	0.068	0.765	0.821	
Territorial Sustainable Performance (TSP)	0.115	0.732	0.697	0.828

Fig. 3 illustrates the visualization of the relationships between variables and shows the strength of the influence of one variable on another, including through mediation paths involving intermediary variables. This provides deeper insights into understanding the dynamics between variables in the research model. Table 4 presents the results of the hypothesis testing, showing the strength and significance of the relationships between the variables studied. Each path coefficient, t-statistic, and p-value is used to assess whether the proposed hypotheses are accepted or rejected. This table provides an overview of the direct and indirect effects of the exogenous variables on the endogenous variables within the research model.

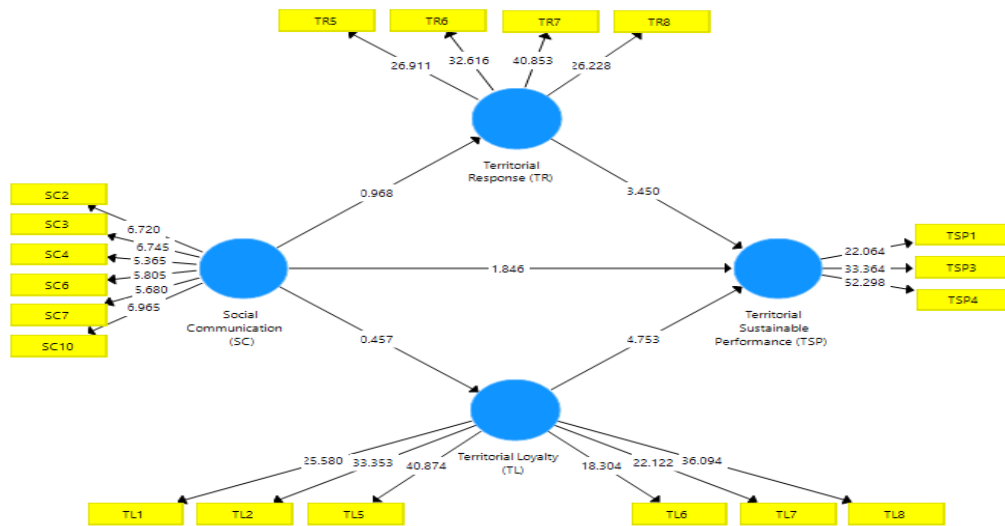


Fig. 3. Hypothesis test

Table 4
Results of hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Social Communication (SC) → Territorial Loyalty (TL)	0.03	0.04	0.066	0.457	0.648
Social Communication (SC) → Territorial Response (TR)	0.068	0.078	0.07	0.968	0.333
Social Communication (SC) → Territorial Sustainable Performance (TSP)	0.079	0.083	0.043	1.846	0.065
Territorial Loyalty (TL) → Territorial Sustainable Performance (TSP)	0.483	0.486	0.102	4.753	0.000
Territorial Response (TR) → Territorial Sustainable Performance (TSP)	0.322	0.321	0.093	3.45	0.001
Social Communication (SC) → Territorial Loyalty (TL) → Territorial Sustainable Performance (TSP)	0.015	0.019	0.033	0.448	0.654
Social Communication (SC) → Territorial Response (TR) → Territorial Sustainable Performance (TSP)	0.022	0.026	0.026	0.835	0.404

Social Communication (SC) on Territorial Sustainable Performance (TSP), the path coefficient of 0.079 indicates a positive relationship, but the p-value of 0.065 (>0.05) suggests that this effect is not statistically significant. Therefore, hypothesis H1 is rejected.

Social Communication (SC) on Territorial Response (TR), the coefficient value of 0.068 indicates a positive effect; however, the p-value of 0.333 (>0.05) indicates that this relationship is not significant. Thus, hypothesis H2 is also not supported. Social Communication (SC) on Territorial Loyalty (TL), the path coefficient of 0.030 with a p-value of 0.648 (>0.05) indicates no significant effect, leading to the rejection of hypothesis H3.

Territorial Response (TR) on Territorial Sustainable Performance (TSP), the coefficient of 0.322 indicates a significant positive effect, with a p-value of 0.001 (<0.05). This supports the acceptance of hypothesis H4. Territorial Loyalty (TL) on Territorial Sustainable Performance (TSP), the path coefficient of 0.483 and a p-value of 0.000 (<0.05) demonstrate a significant positive relationship, thus supporting hypothesis H5.

Indirect Effects (Mediation): SC -> TL -> TSP: The coefficient of 0.015 indicates a positive effect; however, the p-value of 0.654 (>0.05) suggests that the mediation effect is not significant. Therefore, hypothesis H6 is rejected. SC -> TR -> TSP: This indirect effect has a coefficient of 0.022, but the p-value of 0.404 (>0.05) indicates no significant mediation effect, leading to the rejection of hypothesis H7.

Overall, the results indicate that only the relationships between Territorial Response and Territorial Loyalty with Territorial Sustainable Performance are significant. This highlights the importance of these two factors in enhancing territorial sustainable performance.

4. Discussion and Limitations

The findings suggest that social communication (SC) does not have a significant direct impact on territorial sustainable performance (TSP), territorial response (TR), or territorial loyalty (TL), as evidenced by the non-significant p-values for hypotheses H1, H2, and H3. This indicates that social communication alone may not be a strong enough factor to directly influence these outcomes. It is possible that other factors or mechanisms may be more influential in shaping these territorial

aspects, or that the role of social communication is more nuanced and may interact with other variables not included in the model.

Conversely, territorial response (TR) and territorial loyalty (TL) show significant positive effects on TSP, as indicated by the significant path coefficients and p-values for H4 and H5. These results emphasize the crucial role that both territorial response and loyalty play in driving sustainable performance at the territorial level. This suggests that efforts to enhance sustainable performance may benefit from strategies focused on improving territorial loyalty and response rather than solely on social communication efforts.

Regarding the mediation analysis, neither territorial loyalty (TL) nor territorial response (TR) significantly mediate the relationship between social communication and territorial sustainable performance, as shown by the non-significant p-values for H6 and H7. This finding implies that the influence of social communication on sustainable performance does not operate through these mediators, further suggesting that the pathways linking social communication to sustainable performance may involve different mechanisms or factors that were not captured in this model.

Limitations of the Findings:

Sample Size and Generalizability: The study's sample size may have affected the statistical power, potentially leading to non-significant findings. If the sample was small, the results might not generalize well to a larger population.

Omitted Variables: The model does not account for other factors that could influence territorial sustainable performance, such as economic policies, environmental factors, or other social dynamics. These omitted variables might be crucial in understanding the true drivers of sustainable performance.

Measurement Limitations: The constructs of social communication, territorial response, and loyalty are complex and may not be fully captured by the indicators used in the study. The accuracy and reliability of these measurements could influence the results.

Cross-Sectional Design: If the study uses a cross-sectional design, it only captures a snapshot in time, making it difficult to infer causality or account for changes over time. Longitudinal data would provide a more comprehensive understanding of the relationships between these variables.

Cultural or Contextual Factors: Territorial behavior and sustainable performance may vary significantly across different regions or cultural settings. The findings may be context-specific and not applicable to other geographic or cultural contexts.

Overall, while the significant relationships between territorial response, loyalty, and sustainable performance underscore their importance, the lack of significant findings for social communication suggests that future research should explore alternative factors and mechanisms that might better explain territorial sustainable performance.

5. Conclusion

Based on the findings, it can be concluded that social communication (SC) does not have a significant direct impact on territorial sustainable performance (TSP), territorial response (TR), or territorial loyalty (TL). This suggests that SC alone may not be a sufficient factor to directly drive these outcomes. The influence of SC might be more complex, potentially requiring interactions with other factors that were not included in the current model to have a significant effect.

In contrast, the study demonstrates that both territorial response (TR) and territorial loyalty (TL) play a significant and positive role in enhancing TSP. These findings highlight the importance of focusing on strategies aimed at strengthening territorial response and loyalty as a means to improve sustainable performance. This implies that efforts to promote TSP should prioritize these factors rather than relying solely on social communication initiatives.

The mediation analysis further reveals that neither TR nor TL serve as significant mediators in the relationship between SC and TSP. This suggests that the pathways through which SC could influence TSP may involve other mechanisms not accounted for in the model, indicating the need for future research to explore additional variables that might better explain these dynamics.

In summary, while territorial response and loyalty are critical drivers of sustainable performance, the role of social communication appears to be limited or indirect. Effective strategies to enhance territorial sustainability should thus prioritize enhancing TR and TL, while also considering the inclusion of other influential factors beyond social communication.

References

- Adam, M., Ibrahim, M., Putra, T. R. I., & Yunus, M. (2023). The effect of e-WOM model mediation of marketing mix and destination image on tourist revisit intention. *International Journal of Data and Network Science*, 7(1), 265–274. <https://doi.org/10.5267/j.ijdns.2022.10.007>
- Amir, M. T. (2020). *Manajemen Komunikasi dalam Organisasi Publik*. Jakarta: Rajawali Press.
- Bartel, C. A., & Dutton, J. E. (2001). Ambiguous organizational memberships: Constructing organizational identities in interactions with others. *Social Psychology Quarterly*, 64(3), 283–295. <https://doi.org/10.4324/9781315800530>
- Brown, G., Lawrence, T. B., & Robinson, S. L. (2005). Territoriality in organizations. *Academy of Management Review*, 30(3), 577–594. <https://doi.org/10.5465/amr.2005.17293710>

- Brown, J., & Turner, K. (2020). Communication Barriers and Territorial Loyalty in Public Service Delivery. *Public Administration Review*, 80(5), 710-725. <https://doi.org/10.1111/puar.13112>
- Bryson, J. M. (2018). *Strategic Planning for Public and Nonprofit Organizations*. Wiley.
- Cacioppo, J. T., Reis, H. T., & Zautra, A. J. (2011). Social resilience: The value of social fitness with an application to the military. *American Psychologist*, 66(1), 43-51. <https://doi.org/10.1037/a0021419>
- Campbell, S. (1996). Green cities, growing cities, just cities? Urban planning and the contradictions of sustainable development. *Journal of the American Planning Association*, 62(3), 296-312. <https://doi.org/10.1080/01944369608975696>
- Charters, S., & Spielmann, N. (2014). Characteristics of strong territorial brands: The case of champagne. *Journal of Business Research*, 67(7), 1461-1467. <https://doi.org/10.1016/j.jbusres.2013.07.020>
- Chen, L., Ma, Y., & Xu, W. (2021). Bridging the Communication Gap: Enhancing Organizational Performance Through Territorial Responsiveness. *Public Management Review*, 23(7), 1043-1060. <https://doi.org/10.1080/14719037.2020.1778750>
- Christel, A., Chemidlin Prevost-Bouré, N., Dequiedt, S., Saby, N., Mercier, F., Tripiéd, J., Comment, G., Villerd, J., Djemiel, C., Hermant, A., Blondon, M., Bargeot, L., Matagne, E., Horrigue, W., Maron, P. A., & Ranjard, L. (2024). Differential responses of soil microbial biomass, diversity and interactions to land use intensity at a territorial scale. *Science of The Total Environment*, 906, Article 167454. <https://doi.org/10.1016/j.scitotenv.2023.167454>
- Dao, H., Plagnat Cantoreggi, P., & Rousseaux, V. (2017). Operationalizing a contested concept: indicators of territorial cohesion. *European Planning Studies*, 25(4), 638-660. <https://doi.org/10.1080/09654313.2017.1281230>
- Dardonville, M., Catarino, R., & Therond, O. (2023). Sustainability and resilience against climate change provided by a territorial crop-livestock system. *Journal of Cleaner Production*, 432, 139646. <https://doi.org/10.1016/j.jclepro.2023.139646>
- Decoville, A., & Durand, F. (2016). Building a cross-border territorial strategy between four countries: wishful thinking? *European Planning Studies*, 24(10), 1825-1843. <https://doi.org/10.1080/09654313.2016.1195796>
- Freeman, R. E. (2010). *Strategic Management: A Stakeholder Approach*. Cambridge University Press.
- Friedmann, J. (2010). *Planning in the Public Domain: From Knowledge to Action*. Princeton University Press.
- Huo, Y. J., Smith, H. J., Tyler, T. R., & Lind, E. A. (1996). Superordinate identification, subgroup identification, and justice concerns: Is separatism the problem; is assimilation the answer? *Psychological Science*, 7(1), 40-45. <https://doi.org/10.1111/j.1467-9280.1996.tb00664.x>
- Ibrahim, M., Karollah, B., & Mahdani, R. (2023). The effect of supply chain innovation and e-procurement implementation on supply chain performance of manufacturing organization. *Uncertain Supply Chain Management*, 11, 697-706. <http://dx.doi.org/10.5267/j.uscm.2023.1.011>
- Ibrahim, M., Putra, T. R. I., & Suryani, I. (2024). Does social support and work-life conflict moderate the influence of job stress on job performance? (A study at Syiah Kuala University). *Problems and Perspectives in Management*, 22(4), 463-476. [http://dx.doi.org/10.21511/ppm.22\(2\).2024.36](http://dx.doi.org/10.21511/ppm.22(2).2024.36)
- Ibrahim, M., Yusra Y., & Shah, N.U. (2022). Impact of social media addiction on work engagement and job performance. *Polish Journal of Management Studies*, 25(1), 179-192. <https://doi.org/10.17512/pjms.2022.25.1.11>
- Katz, D., & Kahn, R. L. (1978). *The Social Psychology of Organizations*. New York: Wiley.
- Laña, B., Crespo-Eguilaz, N., & Sánchez, R. (2024). The profile of social communication in Dravet syndrome. *Epilepsy & Behavior*, 159, Article 109331. <https://doi.org/10.1016/j.yebeh.2024.110007>
- Li, S., & Liu, X. (2020). The Role of Communication in Enhancing Public Sector Territorial Loyalty. *International Journal of Public Sector Management*, 33(4), 567-584. <https://doi.org/10.1108/IJPSM-12-2019-0308>
- Liliweri, A. (2011). *Komunikasi Antarbudaya [Intercultural Communication]*, Jakarta: Bumi Aksara.
- Malah, A., Bahi, H., Bounoua, L., Tahiri, M., Chaabane, M. S., & Sabri, A. (2023). Territorial sustainability performance assessment in African context: Case study of the Moroccan provinces. *Journal of Cleaner Production*, 433, 139781. <https://doi.org/10.1016/j.jclepro.2023.139781>
- Medeiros, E. (2016). European Union Cohesion Policy and Spain: a territorial impact assessment. *Regional Studies*, 51(8), 1259-1269. <https://doi.org/10.1080/00343404.2016.1187719>
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62-77.
- Reid, D. (1995). *Sustainable development: An introductory guide*. Routledge.
- Rimal, R. N., Ganjoo, R., Jamison, A., Parida, M., & Tharmarajah, S. (2024). Social norms, vaccine confidence, and interpersonal communication as predictors of vaccination intentions: Findings from slum areas in Varanasi, India. *Vaccine*, 42(22), 126038. <https://doi.org/10.1016/j.vaccine.2024.06.006>
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21(5), 525-546. [https://doi.org/10.1002/1099-1379\(200008\)21:5<525::AID-JOB40>3.0.CO;2-T](https://doi.org/10.1002/1099-1379(200008)21:5<525::AID-JOB40>3.0.CO;2-T)
- Rogers, E. M., & Kincaid, D. L. (1981). *Communication Networks: Toward a New Paradigm for Research*. New York: Free Press.
- Royuela, V., & Belloni, C. M. (2024). Socioeconomic and territorial dynamics of bullfighting in contemporary Spain. *Regional Science Policy & Practice*, 16(7), Article 100077. <https://doi.org/10.1016/j.rspp.2024.100077>

- Scaramuzzi, S., Scarpellini, P., Gabellini, S., Ranaboldo, C., & Belletti, G. (2023). Enhancing territorial development based on biocultural identity: A capacity building approach. *Journal of Rural Studies*, *104*, 103161. <https://doi.org/10.1016/j.jrurstud.2023.103161>
- Sewall, K. B., Beck, M. L., Lane, S. J., & Davies, S. (2023). Urban and rural male song sparrows (*Melospiza melodia*) differ in territorial aggression and activation of vasotocin neurons in response to song challenge. *Hormones and Behavior*, *156*, Article 105438. <https://doi.org/10.1016/j.yhbeh.2023.105438>
- Torre, A. (2023). Contribution to the theory of territorial development: a territorial innovations approach. *Regional Studies*, 1–16. <https://doi.org/10.1080/00343404.2023.2193218>
- Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly*, *18*(4), 298-318.
- Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior*, *25*(4), 439–459. <https://doi.org/10.1002/job.249>
- Yunus, M., Ibrahim, M., & Kesuma, T. M. (2024). Exploring the role of amenities, accessibility, and attractions on tourists' inclination to revisit a destination area. *Uncertain Supply Chain Management*, *12*(4), 2539–2546.
- Zhu, G., Zhao, P., Zhang, L., Li, X., Ding, W., Yu, H., Zhang, N., Yang, S., Zhang, C., & Xie, Z. (2024). Territorial spatial suitability assessment and optimization of coastal port reclamation in China. *Ocean & Coastal Management*, *254*, 107189. <https://doi.org/10.1016/j.ocecoaman.2024.107189>



© 2025 by the authors; licensee Growing Science, Canada. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) license (<http://creativecommons.org/licenses/by/4.0/>).