

Analysis of the Influence of Servant Leadership Style, Interpersonal Communication, and Work Motivation on the Organizational Commitment of Employees of Sukodono District

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ABSTRACT

The Sukodono District Office is an agency organization engaged in government institutions, the Sukodono District Office has a role in community services and village development in the Sukodono District area. The Sukodono District Office has employees consisting of several parts of the work field. This study aims to determine the influence of servant leadership style, interpersonal communication, and work motivation on the organizational commitment of employees in Sukodono District. This research focuses on Sukodono District employees. The population in the study is employees who work at the Sukodono District Office. The sample was obtained through the saturated sample technique by obtaining 41 respondents. The data analysis technique used in this study is Partial Least Square (PLS), with validity tests, reliability tests, and hypothesis tests. The results of the study show that Servant Leadership Style has a positive effect on Organizational Commitment, Interpersonal Communication has a positive effect on Organizational Commitment, and Work Motivation has a positive effect on Organizational Commitment.

INTRODUCTION

Along with the rapid development of employee mindsets at this time, making an organizational commitment is an important part to support the sustainability of an organization so that it is stable. The role of human resources in an organization is part of an important component as the driving force of an organization. Good human resource management will support the performance potential of employees so that they can realize organizational goals (Arief et al. 2021). The success of an organization can be judged by the ability of its employees to overcome various challenges to achieve the goals of the organization or agency (Fariyani et al. 2021). Organizational commitment is believed to be a provision for an employee in carrying out work to produce an action and decision of the organization. Commitment to the organization can also help leaders establish good interaction relationships to achieve healthy organizational goals. Thus, the current function of human resources is not only as an object of organizational goals, but actors who play a role in the achievement of organizational goals (Didit et al. 2021).

In the course of an organizational process, of course, it will face problems regarding the fluctuating performance conditions of human resources, one of which is the decreasing level of organizational commitment of an employee to an organization (Laili Rashuan et al. 2020). This can happen because a leader's relationship with employees does not run smoothly, or has an influence on the level of employee pleasure and employee displeasure in the organization. Inappropriate treatment from a leader in managing employees can cause an impact on the employee's organizational commitment. The lack of interpersonal communication and the influence of leadership style make an employee not optimal in achieving organizational goals, the inappropriateness of the leadership style applied by the leader makes employees burdened by tasks and responsibilities so that they cannot be achieved according to the organization's targets. In addition, a factor that can affect the emergence of organizational commitment is the influence of leadership (Kustya et al. 2020). In the course of an organization, a leader has a significant relationship with employees. This means that a leader has an impact on moving and managing the human resource components in an organization. The function of leadership is to manage and influence others with a common goal, leadership is expected to provide direction and motivation for work towards the vision and mission of an organization (Laili Rashuan et al. 2020). With stable leadership, the condition of human resources has an attachment to organizational commitment.

Indirectly, the emergence of an employee's emotional relationship will affect the encouragement related to organizational commitment within the organization. An employee can increase organizational commitment by fostering trust in the organization's values and goals (Suryati 2021). The behavior and attitude of an employee in the process of organizational activities is a factor that can be used as an identification of employee work motivation in achieving organizational goals. The emergence of work motivation comes from the manifestation of behavior shown by an employee due to various factors, one of which is the leadership style factor of a boss (Sakban et al. 2019).

A leader certainly has characteristics in leading, or commonly called a leadership style. The various leadership skills applied aim to influence employees in accordance with organizational goals, so that leaders will have their own character in managing the organization for an employee. One of them, the servant leadership style is a leadership style that is able to serve its members theoretically, by prioritizing the interests of members over personal interests that can support employee motivation (Reaso et al. 2022).

THEORETICAL REVIEW

The grand theory in this study is Human Resource Management, the middle theory used is Leadership, and the applied theory in the study is servant leadership, interpersonal communication, work motivation, and organizational commitment.

Human Resource Management

Human Resource Management (HRM) is a discipline or method to manage relationships and workforce roles efficiently and effectively. The goal is to ensure the maximum utilization of human resources owned by an organization, so that it can achieve common goals between the organization, employees, and the community optimally (Uyun 2021). MSDM is based on the belief that every employee is a human being, not just a machine, and that they are not just seen as a resource for the business. In an increasingly competitive world, company management must be encouraged to improve their abilities so that companies can effectively manage human resources to improve employee performance (Syafitri et al. 2022).

Leadership

Leadership is an effort to influence workers by utilizing existing resources effectively and efficiently in all management processes to achieve desired goals and produce good quality work (Pranogyo et al. 2022). Leadership attitudes are needed so that a leader is able to be the focus of attention for subordinates (employees), because if there is no leadership attitude in a leader, it will be difficult for leaders to manage the organization to achieve goals (Isnani et al. 2023).

Servant Leadership Style

According to Van Dierendock in (Ludwikowska 2023) states that the servant leadership style does not see service as servitude. That is, they still hold on to their self-esteem and do not think of themselves as inferior. Leaders in this approach engage in ministry with the awareness that providing support and attention to followers will help them grow as individuals. Thus, the view underscores the non-hierarchical and collaborative aspects of servant leadership, which prioritizes service and shared growth.

Interpersonal Communication

According to De Vito's opinion in (Anggraini et al. 2022) states that "interpersonal communication is defined as communication that takes place between two persons who have a clearly established relationship". This makes that a good relationship between individuals will form a goal that is connected to each other. In general, interpersonal communication refers to the process of communication that occurs directly between individuals face-to-face, where everyone involved in the interaction affects each other's perceptions. One special form of interpersonal communication is didactic communication.

According to Arni Muhammad in (Saragih 2020), interpersonal communication is a process that results in the exchange of information that occurs between individuals and other individuals, often involving two people who can provide direct feedback. As the number of people involved in communication increases, the complexity of communication will also increase.

Work Motivation

According to Reksohadiprodo in a journal (Salsabila et al. 2022), work motivation can be described as a person's condition in realizing a personal desire to carry out a certain activity with the company's goal of achieving success. According to Gorda in (Muna et al. 2022), work motivation can be interpreted as a series of encouragements deliberately formulated by company leaders, aiming to encourage employees to sincerely perform certain behaviors that can contribute to improving performance.

Work motivation also includes a series of attitudes and values that influence individuals to achieve certain goals in accordance with personal aspirations, which come from within the individual without any encouragement from external parties (Muna et al. 2022). According to Ernest J. McCormick in (Retnowati et al. 2021) defines work motivation as a condition that affects the generation, direction, and maintenance of relevant behaviors in the work environment. In other words, work motivation involves factors that affect the onset, direction, and continuity of behaviors related to the context of work.

Organizational Commitment

According to Griffin in (Khurniawan et al., 2023), organizational commitment is an attitude that reflects the extent to which an individual recognizes and feels attached to his organization. An individual who has a high level of organizational commitment tends to identify themselves as part of the concept of the organization itself, and overlook the little things that can lead to dissatisfaction in living a long-term relationship with the organization. Indirectly, the individual has an attitude of loyalty to the organization, employees who have a strong commitment to the organization tend to show positive habits such as increasing work efforts and planning to stay in the organization for a longer period of time (Khurniawan et al. 2023).

Hypothesis

This study was prepared with the aim of having an influence between servant leadership, interpersonal communication, and work motivation on organizational commitment. If there is an influence between servant leadership, interpersonal communication, and work motivation, it is expected that the organization's commitment will increase. Researchers have drawn several assumptions in the hypothesis as follows:

H1: It is suspected that the servant leadership style has a positive effect on the organizational commitment of Sukodono District employees.

H2: It is suspected that interpersonal communication has a positive effect on the organizational commitment of Sukodono District employees.

H3: It is suspected that work motivation has a positive effect on the organizational commitment of Sukodono District employees.

METHODOLOGY

The research approach used in this study is quantitative. The operational definition of variables refers to the determination of limits and measurement methods of variables to be investigated in a study (Ulfa 2021). The variables used in this study are independent (free) variables including servant leadership style, interpersonal communication, and work motivation for organizational commitment as dependent variables. The data collection technique in this study uses a questionnaire measured on the Likert scale. The type of data source in this study is primary data obtained from the results of the questionnaire and data on the number of employees and fields of work from the Sukodono District Office. The analysis technique in this study uses a quantitative method analysis carried out using the PLS application.

RESULTS

Servant Leadership Style

Based on the results of the calculation of the frequency of respondents' answers on the servant leadership variable with indicators of affection, empowerment, vision, humility, trust, the following results were obtained:

Table 1 Answers of Servant Leadership Respondents

NO	SERVANT LEADERSHIP STYLE	SKOR				
		1	2	3	4	5
1	Leaders treat employees as individuals who have needs	0	1 (3%)	16 (39%)	14 (34%)	10 (24%)
2	Leaders invite cooperation in achieving organizational goals	0	0	15 (36%)	17 (42%)	9 (22%)

3	Leaders help with future career paths	0	5 (12%)	9 (22%)	23 (56%)	4 (10%)
4	Leaders put employees' best interests above personal interests	0	3 (7%)	16 (39%)	15 (36%)	7 (18%)
5	Leaders convince employees to do a job	0	3 (7%)	15 (36%)	15 (36%)	8 (20%)

Source: Research Results (data processed)

Based on the data above, several things can be explained as follows:

- The Compassion Indicator in Servant Leadership received the most responses at a score of 3 with a total of 16 respondents or 36%, meaning that most of the respondents answered neutrally.
- The Empowerment Indicator in Servant Leadership Style received the most responses at a score of 4 with a total of 17 respondents or 42%, meaning that most of the respondents answered yes.
- The Vision indicator in Servant Leadership Style received the most responses at a score of 4 with a total of 23 respondents or 56%, meaning that most of the respondents answered yes.
- The Humility Indicator in Servant Leadership Style received the most responses at a score of 3 with a total of 16 respondents or 39%, meaning that most respondents answered yes.
- The Servant Leadership Style Trust indicator received the most responses on scores 3 and 4 with a total of 15 respondents or 36%, meaning that most of the respondents answered neutrally and agreed.

Komunikasi Interpersonal

Based on the results of the calculation of the frequency of respondents' answers on the Interpersonal Communication variable with indicators of familiarity, openness, empathy, supportive attitude, trust, the following results were obtained:

Table 2 Interpersonal Communication Questionnaire Answers

NO	INTERPERSONAL COMMUNICATION	SKOR				
		1	2	3	4	5
1	Employees are open if they communicate with colleagues or leaders	0	7 (17%)	13 (32%)	16 (39%)	5 (12%)
2	Employees issue opinions, if there are discussion activities	0	5 (12%)	8 (20%)	23 (56%)	5 (12%)

3	Employees listen and respond when they get ideas from colleagues or leaders	0	4 (11%)	15 (36%)	15 (36%)	7 (17%)
4	Employees accept and execute agreements on applicable policies	0	3 (8%)	15 (36%)	14 (34%)	9 (22%)
5	Employees will carry out their duties with colleagues with a sense of responsibility	0	4 (11%)	14 (34%)	13 (32%)	10 (24%)

Source: Research Results (Processed Data)

Based on the data above, several things can be explained as follows:

- The Familiarity Indicator in Interpersonal Communication received the most responses at a score of 4 with a total of 16 respondents or 39%, meaning that some respondents answered yes.
- The Transparency in Interpersonal Communication indicator received the most responses at a score of 4 with a total of 23 respondents or 56%, meaning that some respondents answered yes.
- The Empathy in Interpersonal Communication indicator received the most responses at scores 3 and 4 with a total of 15 respondents or 36%, meaning that some respondents answered neutrally and agreed.
- The Supportive Attitude Indicator in Interpersonal Communication received the most responses at a score of 3 with a total of 15 respondents or 36%, meaning that some respondents answered neutrally.
- The Trust in Interpersonal Communication indicator received the most responses at score 3 with a total of 14 respondents or 34%, meaning that some respondents answered neutrally.

Work Motivation

Based on the results of the calculation of the frequency of respondents' answers on the Work Motivation variable with indicators of behavioral direction, effort level, and persistence level, the following results were obtained:

Table 3 Work Motivation Questionnaire Answers

NO	WORK MOTIVATION	SKOR				
		1	2	3	4	5
1	Leaders provide motivation in work	0	0	15 (37%)	16 (39%)	10 (24%)
2	Employees strive to maximize their ability to achieve	0	5 (12%)	9 (22%)	22 (54%)	5 (12%)

	organizational goals					
3	The leadership always gives praise for satisfactory work results	0	4 (11%)	15 (36%)	15 (36%)	7 (17%)

Source: Research Results (Processed Data)

Based on the data above, several things can be explained as follows:

- The Behavioral Direction Indicator on Work Motivation received the most responses at a score of 4 with a total of 16 respondents or 39%, meaning that some respondents answered yes.
- The Business Level Indicator on Work Motivation received the most responses at a score of 4 with a total of 22 respondents or 54%, meaning that some respondents answered yes.
- The Business Level Indicator on Work Motivation received the most responses at a score of 4 with a total of 22 respondents or 54%, meaning that some respondents answered yes.
- The Persistence Indicator on Work Motivation received the most responses on scores 3 and 4 with a total of 15 respondents or 36%, meaning that some respondents answered neutrally and agreed.

Organizational Commitment

Based on the results of the calculation of the frequency of respondents' answers on the Organizational Commitment variable with indicators of affective commitment, sustainable commitment, and normative commitment, the following results were obtained:

Table 4 Organizational Commitment Questionnaire Answers

NO	ORGANIZATIONAL COMMITMENT	SKOR				
		1	2	3	4	5
1	Employees feel happy if they spend the rest of their careers in this organization	0	2 (5%)	14 (34%)	14 (34%)	11 (27%)
2	Nowadays, continuing to work in an organization is both a necessity and a personal desire	0	5 (12%)	8 (20%)	23 (56%)	5 (12%)
3	It is normal for a person to stay in one organization throughout his or her career	0	5 (12%)	13 (32%)	13 (32%)	10 (24%)

Source: Research Results (Processed Data)

Based on the data above, several things can be explained as follows:

- a. The Affective Commitment Indicator on Organizational Commitment received the most responses on scores 3 and 4 with a total of 14 respondents or 34%, meaning that some respondents answered neutrally and agreed.
- b. The Continuous Commitment Indicator on Organizational Commitment received the most responses at a score of 4 with a total of 23 respondents or 56%, meaning that some respondents answered yes.
- c. The Normative Commitment Indicator on Organizational Commitment received the most responses on scores 3 and 4 with a total of 13 respondents or 32%, meaning that some respondents answered neutrally and agreed.

Hypothesis Testing

The results of the hypothesis test are used to determine the influence of one construct on another construct by observing the parameter coefficient and t-statistical value. Hypothesis testing is based on the values contained in the Path Coefficient output to evaluate this model



Figure 4.2 Testing the Bootstrapping Structural Model

To determine the influence between variables, the bootstrapping method is used. The bootstrapping approach is used to represent a nonparametric method in measuring the accuracy of estimates. In the PLS method, the decision to accept or reject a hypothesis is based on the significance value (P Value) and the T-table value. The significance value can be known by looking at the value of the parameter coefficient and the significance value of t-statistics. The criteria for acceptance or rejection of a hypothesis are if the t-value > 1.96 and the p-value < 0.05 at a significance level of 5%, then H_a is accepted and H₀ is rejected. Conversely, if the t-value < 1.96 and the p-value > 0.05 at a significance level of

5%, then H_a is rejected and H_o is accepted. The following are the hypotheses proposed in this study:

Table 5 Path Coefficients Results

	<i>Path Coefficient (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (IO/STDEV)</i>	<i>P Values</i>
Servant Leadership Style -> Organizational Commitment	-0.663	-0.674	0.179	3.709	0.000
Interpersonal Communication -> Organizational Commitment	0.787	0.775	0.098	8.006	0.000
Work Motivation -> Organizational Commitment	0.848	0.873	0.146	5.801	0.000

Source: Research Results (Processed Data)

Based on the results of table 5, the following is an explanation of the hypothesis of each variable in this study:

- a. The servant leadership style variable has a significant positive influence on the organizational commitment variable. The t-statistical value in this study was $3.709 > 1.96$, and the p-value was $0.00 < 0.05$. So the first hypothesis that states that the leadership style of servant leadership has a positive influence on the commitment of the supported organization.
- b. The interpersonal communication variable has a significant positive influence on the organizational commitment variable. The t-statistical value in this study was $8.006 > 1.96$, and the p-value was $0.00 < 0.05$. So the second hypothesis that states that interpersonal communication has a positive influence on the commitment of the supported organization.
- c. The work motivation variable has a significant positive influence on the organizational commitment variable. The t-statistical value in this study was $5.801 > 1.96$, and the p-value was $0.00 < 0.05$. So the third hypothesis that states that work motivation has a positive influence on the commitment of the supported organization.

DISCUSSION

The Influence of Servant Leadership Style on Organizational Commitment

Based on the results of the research that has been conducted, it is stated that the servant leadership style variable has a positive influence on organizational commitment in Sukodono District employees. Thus, the hypothesis that the servant leadership style affects the organization's commitment to Sukodono District employees is accepted.

A leader is required to create a work environment that is able to encourage employees to feel comfortable and committed to the organization. A leadership style that is appropriate to the situation and conditions can create a good work climate (Patmasari et al. 2022). Leaders must be able to empower their subordinates to work optimally and commit to the organization. In addition, a leader must also be able to motivate employees so that they can work optimally.

In line with research that has been conducted by Dani (2021), which states that servant leadership style has a positive and significant influence on organizational commitment. This means that a leadership approach that focuses on service to employees and concern for employee needs has a positive contribution to the level of organizational commitment.

The Influence of Interpersonal Communication on Organizational Commitment

Based on the results of the research that has been conducted, it is stated that the variable of interpersonal communication has a positive influence on organizational commitment to Sukodono District employees. Thus, the hypothesis that interpersonal communication affects organizational commitment is accepted. The existence of interpersonal communication relationships between employees that has increased, of course, has a positive impact on the organization. In addition, interpersonal communication between employees and the community can also make a separate assessment of the services available at the Sukodono District Office. With the establishment of good interpersonal communication, it will provide an image as an organization that has a positive image for the community (Anggraini et al., 2022).

In line with research conducted by Khurniawan (2023), which states that there is a significant influence between interpersonal communication on organizational commitment. These results provide a further understanding of the factors that can affect an organization's level of commitment, which can be the foundation for the development of a human resource management strategy.

The Effect of Work Motivation on Organizational Commitment

Based on the results of the research that has been conducted, it is stated that the work motivation variable has a positive influence on organizational commitment in Sukodono District Office employees. Thus, the hypothesis that work motivation affects organizational commitment to Sukodono District employees is accepted. Work motivation is a manifestation that must be attached to every employee. The influence of work motivation can also encourage an organization member to make the best contribution to an organization so that it

runs smoothly, and foster higher loyalty to the organization's commitment (Retnowati et al. 2021).

In line with research conducted by Oupen (2020), which states that there is a significant and positive influence on work motivation on organizational commitment. The work motivation that each employee has will help an organization in achieving organizational goals.

CONCLUSIONS AND RECOMMENDATIONS

Based on the discussion and results of data analysis that has been carried out by this study, related to the Analysis of the Influence of Servant Leadership Style, Interpersonal Communication, and Work Motivation on the Organizational Commitment of Employees of the Sukodono District Office, the following conclusions can be drawn:

1. The results of the test in this study show that the servant leadership style has a positive effect and contributes to the organizational commitment of Sukodono District employees. This shows that the implementation of an optimal servant leadership style can increase the organizational commitment of Sukodono District employees.
2. The results of the test in this study show that interpersonal communication has a positive effect and contributes to the organizational commitment of Sukodono District employees. This shows that the increased interpersonal communication relationship between employees and the community can increase the commitment of the Sukodono District employee organization.
3. The results of the test in this study show that work motivation has a positive effect and contributes to the organizational commitment of Sukodono District employees. This shows that the higher the employee's work motivation, the higher the commitment of the employee organization at the Sukodono District Office.

The suggestions written by the researcher based on the results of the research that has been carried out are as follows:

1. This research can be a reference to determine the high and low commitment of employee organizations, especially in the scope of agency organizations. It can be seen through the results of the available data processing (outer loading), including the servant leadership style indicator which has positive results that show that a leader who applies the servant leadership style to his subordinates can actually foster a sense of loyalty to the leader and the organization. It is hoped that organizational leaders can apply servant behavior to employees in order to get positive feedback from employees and will have an impact on organizational loyalty, because the more optimal the influence of servant leadership, the higher the organization's commitment.
2. For organizations, in order to improve the vision of employees so that they have long-term goals, it is hoped that leaders can provide positive inspiration. One of them is by holding internal discussions and evaluations of the organization, through which the values of the

organization's vision will become organizational culture and be useful as a support for the commitment of the employee organization.

3. For organizations, to pay attention to the interpersonal communication relationship that exists between employees and with leaders. The positive thing that happens if interpersonal communication in an organization can be established optimally, will provide personal trust in colleagues and leaders so that they can foster a supportive attitude at work.

FURTHER STUDY

Furthermore, this research can be used as one of the research perspectives related to leadership style, interpersonal communication, work motivation, and organizational commitment which can be used as further research in using different variables. Such as the variables of authoritarian, participatory, democratic leadership styles, etc. in order to find out the influence on organizational commitment.

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