



The Influence of Servant Leadership and Interpersonal Communication on the Organizational Commitment of Astra Motor Dealer Employees Padang Jati Bengkulu City

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Abstract

The research aimed to explore the impact of Leadership and Interpersonal Communication on the Organizational Commitment of Astra Motor Padang Jati employees in Bengkulu City. The study employed a quantitative approach, encompassing all 40 employees of Astra Motor Padang Jati Bengkulu City, chosen through total sampling. Data collection involved observation and questionnaires, and analysis was performed using the Multiple Linear Regression Test. The results highlighted the significant influence of Leadership on organizational commitment, supported by t-test findings ($t_{hit} > t_{(\alpha / 2)}$ ($3.493 > 2.026$, sig $\alpha = 0.001 < 0.050$), rejecting H_0 and accepting H_a). Similarly, Interpersonal Communication had a significant impact on organizational commitment, confirmed by t-test results ($t_{hit} > t_{(\alpha / 2)}$ ($2.689 > 2.026$, sig $\alpha = 0.011 < 0.050$), rejecting H_0 and accepting H_a). Furthermore, the combined effect of Servant Leadership (X_1) and Interpersonal Communication (X_2) on Organizational Commitment (Y) at Astra Motor Padang Dealer, Bengkulu City was significant ($F_{count} > F_{Tabel}$, $53.112 > 2.249$, sig $\alpha = 0.000 < 0.050$), rejecting H_0 and accepting H_a . The coefficient tests revealed $R = 0.864$ and $R^2 = 0.742$, indicating that 74.2% of Organizational Commitment (Y) at Astra Motor Dealer Padang Jati Bengkulu City was influenced by Servant Leadership (X_1) and Interpersonal Communication (X_2), leaving 25.8% influenced by other unexamined variables.

Keywords

waiter leadership, interpersonal communication, employee organizational commitment

INTRODUCTION

Each Work unit in the to enhance its employees' capabilities must comprehend the specific traits and skills required to diverse functions aligned with organizational objectives. Organizational commitment refers to the situation where an employee actively supports a particular organization and its objectives, desiring to maintain their membership within that organization. Thus, high job involvement indicates a preference for an individual's specific role, whereas high organizational commitment indicates a

preference for the organization employing that individual.

Leadership stands as a pivotal factor in fostering the quality of human resources within an organization. A leader's role is crucial in facilitating the attainment of organizational goals, benefiting both the organization itself and public entities. The leader's role intricately ties into enhancing individual performance, employee motivation, and organizational commitment within the organization or agency. An essential aspect of leadership is the leadership style adopted by the leader. Leaders must possess a style that not only guides the organization but also prioritizes the interests of subordinates and the organization.

According to Hamide and Nikoparvar (2012), among various leadership styles such as authoritarian, benevolent indicator, and participative, the one that best resonates with human desires is Servant leadership. Additionally, interpersonal communication also significantly impacts organizational commitment alongside servant leadership.

Communication is a means of coordinating between various subsystems in an office. In an organization or the world of work, communication plays an important role. It is said that because successful interaction within an organization is through communication. If communication can run effectively, then information in organizational dynamics will run smoothly so that it can speed up the process of completing a job. On the other hand, if communication is hampered, the flow of information will be hampered, and the result will certainly be that work is completed late. Interpersonal communication between all elements in a job will greatly impact the performance of all elements in the work environment. For this reason, an organization needs to study and understand interpersonal communication in order to avoid communication problems.

Based on the results of interviews with leaders, it was stated that not all employees have high commitment. Commitment among employees began to decline, this was based on records from personnel that several employees were late for work, truant, missed work hours and some employees even submitted letters of resignation. It has been indicated that the leadership of the Astra Dealer in Bengkulu City is not yet fully capable of delegating the Servant leadership style. Leaders are not yet fully able to make the best decisions for the welfare of their subordinates. Interpersonal communication between employees and leaders is still lacking. Lack of communication between leaders and employees makes it difficult to unite the vision of leaders and subordinates in providing services.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Organizational commitment, as described by Robbins (2006), is a work attitude that reflects an individual's sentiments toward the organization they work for. If a person has a positive perception of the organization, they are inclined to stay and continue their employment there. This orientation involves

elements such as loyalty, identification, and active participation within the organization.

According to Gautam et al (2004), organizational commitment signifies an individual's attitude indicating their identification with the organization and a sense of belonging to it. Robbins & Judge (2007) three dimensions of organizational commitment: Affective commitment reflects an employee's emotional connection and involvement with the organization.

Continuance commitment is based on the perceived losses associated with leaving the organization, such as seniority or benefits. Normative commitment is a sense of obligation to remain in the organization because it is perceived as the right thing to do, aligning with ethical and moral standards.

Servant Leadership

According to Greenleaf and Spears (2002), servant leadership involves a leader's aspiration to guide and motivate, enhancing their experiences through established quality relationships. Drurry (2004: in Washington et al. 2007) states that servant leadership is intricately linked to organizational commitment. In this context, servant leaders are responsible for serving the interests of their followers, fostering their prosperity. In return, followers demonstrate full commitment to working towards organizational goals and the leader's success. The construction of servant leadership, as outlined by Dennis (2004), comprises: 1) Affection (love), the first characteristic in servant leadership is leadership love based on compassion; 2) Empowerment, it places emphasis on cooperation, namely trust in other people, and listen to suggestions from followers (Dennis 2004; in Irving. 2005); 3) Vision, it is the direction in which the involves the leader's ability to envision the organization's future path and inspire proactive measures, significantly influencing individuals working towards the organization's betterment; 4) Humility, Dennis (2004; in Irving 2005) says that an effective leader is a leader who maintains effective leaders exhibit modesty by demonstrating respect for employees and acknowledging their valuable contributions to the team; and 5) Trust (Trust) Servant leadership is a choice of people among a number of other people and this leading to a strong sense of trust in these leaders amid various options.

Table 1.
Linear regression output

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	5,670	4,661		1,217	,231
	Servant Leadership	1,368	,392	,509	3,493	,001
	Interpersonal Communication	,556	,206	,393	2,696	,011

Source: SPSS Output (2023)

Interpersonal Communication

According to Lالujan et al., (2016) interpersonal communication is carried out within organizations between individuals, either through face-to-face dialogue or through media that can change behavior on the basis of mutual understanding between both parties. According to Huda (2013), interpersonal communication is communication that is carried out by one person or occurs within an individual. According to Devito (2017:122), interpersonal communication is communication that occurs between two people who have a relationship where these people have been connected in various ways. According to Muhammad (2014) the objectives of interpersonal communication include: 1) finding yourself; 2) discover the outside world; 3) form and maintain meaningful relationships; and 4) change attitudes and behavior. According to Mc.Shane and Glinow (2008) organizational commitment is an employee's emotional attachment, identification and attachment to a particular organization.

METHODS

Types of Research

This study adopts a quantitative research approach, focusing on theory testing by measuring research variables using numerical data and employing statistical procedures for analysis (Indriantoro and Supomo, 2013). Quantitative research methods are characterized by their systematic, planned, and well-structured approach, ensuring precision and clarity throughout the research process.

Analysis Method

The analytical method used in this research is multiple linear regression, so that the author can describe the respondents' responses regarding the influence of Servant Leadership, Interpersonal Communication on Organizational Commitment in Astra Padang Jati Dealer employees, Bengkulu City.

RESULTS AND DISCUSSION

Linear Regression Analysis

Linear regression analysis will be discussed in this research so that the author can describe respondents' responses (Servant Leadership and Interpersonal Communication) to organizational commitment among employees at the Astra Padang Jati Dealer, Bengkulu City. Based on multiple linear regression estimates using the SPSS Version 24.0 For Windows program. From the calculated results presented above, the regression equation takes the form:

$$Y=5.670+1.368(X1)+0.556(X2)$$

Interpreting the equation, the values can be elucidated as follows: 1) constant Value (5.670): If both the Servant Leadership variable (X1) and interpersonal communication (X2) related to organizational commitment (Y) are zero, the Organizational Commitment variable will remain at 5.670; 2) regression Coefficient (1.368 for X1): When the Leadership variable increases by one unit while assuming Interpersonal Communication remains constant, Organizational Commitment increases by 1.368 units; and 3) regression Coefficient (0.556 for X2): If the Interpersonal Communication variable increases by one unit while assuming the

Servant Leadership variable remains constant, Organizational Commitment rises by 0.556 units

a t-value of 3.493, surpassing the critical t-table value (3.493 > 2.026) at a significance level of $\alpha = 0.05$ (0.001 < 0.05). These results affirm the significant impact of servant leadership on the organizational commitment of Astra Dealer employees in Padang Jati

Analysis of The Coefficient of Determination

Table 2.
Determination Coefficient Values

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,861 ^a	,742	,728	3,47627

Source: SPSS output

To determine the proportionate influence of the independent variables Servant Leadership (X1) and Interpersonal Communication (X2) on Organizational Commitment (Y), computer calculations utilizing SPSS 24.0 were conducted. The coefficient of determination test was employed to derive the following results.

According to the data presented in the table, it is evident that the Adjusted coefficient of determination (R2) stands at 0.742, indicating a substantial contribution of 74.2% from the servant leadership (X1) and interpersonal communication (X2) variables to organizational commitment. The remaining 25.8% is influenced by factors and variables that were not considered in this particular study. This highlights the significance of these factors in understanding organizational commitment. Regarding Partial Hypothesis Testing (T Test).

The data presented in the table indicates that the servant leadership variable achieved

Bengkulu. Similarly, the interpersonal communication variable recorded a t-value of 2.696, exceeding the t-table value (2.696 > 2.026) at $\alpha = 0.05$ (0.011 < 0.05). This finding underscores the significant influence of interpersonal communication on the organizational commitment of employees at Astra Padang Jati Bengkulu Dealer.

Simultaneous Hypotheses Testing

According to the hypothesis test table provided, the Fcount is 53.112, exceeding the critical F-table value (53.112 > 2.249) at a significance level of $\alpha = 0.05$ (0.000 < 0.05). This clearly indicates that both the servant leadership and interpersonal communication variables exert a significant influence on the organizational commitment of employees at Astra Motor Padang Jati Bengkulu Dealer.

The Influence of Servant Leadership on Organizational Commitment

Table 3.
Hypotheses testing T-Test

Model		Coefficients ^a		T	Sig.	
		Unstandardized Coefficients				Standardized Coefficients
		B	Std. Error			Beta
1	(Constant)	5,670	4,661	1,217	,231	
	<i>Servant Leadership</i>	1,368	,392	,509	,001	
	Komunikasi	,556	,206	,393	,011	
	Interpersonal					

Source: SPSS output (2023)

The study results demonstrate a significant influence of the servant leadership variable on organizational commitment, supported by the t-value surpassing the critical table value (3.493 > 2.026) and a significance level of $\alpha =$

productivity and the organization run well, vice versa.

The Influence of Interpersonal Communication on Organizational

Table 4.
Simultaneous hypotheses testin F-Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1283,651	2	641,826	53,112	,000 ^b
	Residual	447,124	37	12,084		
	Total	1730,775	39			

Source: SPSS output

0.05, as indicated by the p-value of 0.001, which is below the threshold of 0.05.

Based on observations with Astra Motor Padang Jati Dealer employees, the leadership already has a good servant leadership attitude. Employees feel that superiors give more control to employees so that employees can accept more responsibility. Employees feel that superiors do not hesitate to consult with employees when they do not have all the answers.

Koesmono, (2007) stated that if an employee does not feel attached to the organization, he will not be willing to carry out tasks beyond what is required of him. It can be concluded that if a servant leadership leader can set an exemplary example and provide good service to his employees, then these employees will have high organizational commitment and be willing to make sacrifices for the organization. Moreover, there is a sense of pride in the individual by accepting the goals and values of the organization which he considers to be in accordance with his own, therefore he maintains his membership in the organization. This indicates that the higher the value of an employee's organizational commitment, the higher the value of the employee's organizational citizenship behavior towards the organization.

This study's findings align with Utomo's research (2002), indicating a positive correlation between servant leadership and organizational commitment. because if an employee feels tied to the organization and its leader, then he will be highly committed to the organization and willing to carry out tasks beyond what is required of him. . This is very profitable for the company and also beneficial for the employees because employee

Commitment

The research results show that Interpersonal Communication has a significant influence on organizational commitment. This can be seen in the t count > t table test (2.696 > 2.026) and tsig $\alpha = 0.05$ (0.011 < 0.05)

Interpersonal communication at Astra padang Jati Dealer involves active dialogues between leaders and employees. Employees attentively listen to every idea or opinion shared among colleagues and leaders, responding thoughtfully. They actively participate in meetings, accepting and implementing decisions made collectively. Employees' complaints and suggestions are promptly addressed, fostering a positive work environment. According to Luluhan et al. (2016), interpersonal communication in organizations encompasses face-to-face dialogues and mediated interactions, facilitating behavior change based on mutual understanding between parties involved. Concern for co-workers and a tolerant attitude are needed to create a conducive work atmosphere. Several problems regarding the current communication process involve communication between leaders and subordinates, such as a lack of openness in completing work, a lack of information from superiors to subordinates so that employees often misperceive the implementation of work.

The results of this research are in line with previous research, namely Hassan et al. (2010) Interpersonal communication plays a crucial role in enhancing employees' organizational commitment toward fulfilling their assigned tasks. Tiur (2013) emphasized the positive correlation between interpersonal communication and

organizational commitment. A conducive atmosphere of good interpersonal communication, as highlighted by Manoela (2013), fosters organizational commitment among employees, ensuring a positive work environment and effective task execution.

CONCLUSION

Servant leadership has a substantial impact on increasing the organizational commitment of employees at Astra Padang Jati Dealer in Bengkulu City. Additionally, interpersonal communication plays a crucial role, positively shaping the organizational commitment of Astra Padang Jati Dealer employees in Bengkulu City. When these two factors are combined, both servant leadership and interpersonal communication significantly contribute to enhancing the organizational commitment of employees at Astra Motor Padang Jati Dealer in Bengkulu City.

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