

## THE INFLUENCE OF WORK COMMUNICATION, SERVANT LEADERSHIP STYLE, AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT (MARINE AND FISHERIES SERVICE OF BANTUL REGENCY)

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### Abstract

*This research aims to find out: 1) The influence of work communication on organizational commitment, 2) The influence of servant leadership style on organizational commitment, 3) The influence of the work environment on organizational commitment. This research uses quantitative methods. The population and sample used in the research were 70 employees of the Bantul Regency Maritime and Fisheries Service. The sampling method is the saturated sample method. The data collection method uses questionnaires. Analysis of data quality tests using validity tests and reliability tests. Data analysis techniques use the classic assumption test, normality test, multicollinearity test, and heteroscedasticity test. Test the hypothesis using the R3 test, test T and F test. The research results show that: 1) work communication has a positive and significant effect on organizational commitment, 2) servant leadership style has a positive and significant effect on organizational commitment, 3) the work environment has a positive and significant effect on organizational commitment. Simultaneously, work communication, servant leadership style and the work environment have a positive and significant effect on the organizational commitment of the Bantul Regency Maritime and Fisheries Service.*

**Keywords:** Work Communication, Servant Leadership Style, Work Environment, Organizational Commitment

### Introduction

Human resources are the most important asset in an organization, because they are the source that controls the organization and maintains and develops the organization in the face of various demands of the times (Maratul Fadhillah dan Yuwono, 2014). Human resources need to be developed continuously in order to obtain quality human resources in the true sense, namely the work carried out will produce something desired. Therefore, organizational commitment refers to employees' alignment and loyalty to the company and company goals (Priharti dan Marjati, 2022).

The important role of human resources in an organization, with good performance results from its employees, the objectives of the company will run well and effectively in accordance with what has been previously formulated. In an organization, not all performance produced by employees gets good results, because the work level of each employee is different. Employees have their own way to improve their respective work performance. For example, in communicating in order to exchange opinions between all employees and their superiors. In a success in a public organization in providing a good service to the community is very dependent on its employees or employees who are the spearhead of an organization.

Facing competition in the global era, companies are required to work more effectively and efficiently. Almost all companies have a goal of maximizing profits and value for the company, and also to improve the welfare of owners and employees. The role of human resources in an organization is a very important determinant of the effectiveness and success of the organization in achieving its goals.

Organizational commitment can grow because individuals have an emotional bond to the company which includes moral support and accepting the values in the company as well as an inner determination to serve the company. Organizational commitment is employee loyalty to the organization, which is reflected in their high involvement in achieving organizational goals, (Priansa, 2014). Employee loyalty is reflected through the willingness and willingness of employees to always try to be part of the organization, as well as a strong desire to stay in the organization. The concept of organizational commitment relates to the level of involvement of people with the organization where they work and are interested in remaining high in the organization.

Organizational commitment in an organizational behavior is an important aspect in the organization because it can be understood as a pattern of behavior, a set of behavioral intentions, a motivational force or attitude. Organizational commitment is the degree to which employees feel a psychological connection with work and a function of the extent to which employees adopt or internalize organizational characteristics and values. Organizational commitment indicates a psychological state that identifies the organization and various things that affect the organization and behavior. When there is a high level of individual commitment to an organization, the phenomenon leads to good outcomes for individuals and organizations, such as more productive behavior, lower employee turnover, and higher employee retention (Klein et al, 2018).

There are several factors that influence organizational commitment including work communication, according to (Nurmasari & Zulkifli, 2015) communication is defined as the process of transferring ideas or information from one person to another. Communication has a sense not only in the form of words conveyed by someone but has a broader sense such as facial expressions, intonation, and so on. No individual, group, or organization can survive without a variety of information among employee members. Communicating is more than just conveying meaning, but that meaning must be understood. Therefore, communication must include both the transfer and understanding of meaning. Communication must be done in two directions if the purpose of communication is to be achieved, as well as when in the office. Through communication, the team bonds better and gets closer to each other. Open communication is needed in a work team so that it is easier to divide the tasks of each team member, solve problems, and provide motivation so that further disputes will not occur. The existence of good communication can increase understanding, motivation and coordination between employees which in turn can increase organizational commitment. Workplace communication, leadership style, and work environment are factors that can affect organizational commitment and employee performance. Effective business communication can facilitate the exchange of important information between managers and employees, create shared understanding, and increase employee motivation and engagement.

Another factor that influences organizational commitment is servant leadership style. The servant leadership style applied by leaders can foster trust, high commitment and satisfaction at work. Servant leadership style is a type or model of leadership developed to overcome the leadership crisis in the form of declining follower confidence in the leader's example (Mira & Margaretha, 2019). This is because the behavior reflected in servant leaders tends to be an example to influence the people they lead. Examples of servant leaders' behavior include listening to the opinions of their subordinates (altruistic calling), healing the emotional turmoil of their subordinates (emotional healing), being wise in making decisions (wisdom), prioritizing persuasive actions (persuasive mapping) over one's positional authority (organizational stewardship) (Silaban & Nastiti, 2022). In addition, servant leaders are usually directly involved in the organization to be able to build and encourage their employees to continue to grow. This can be in the form of providing services and help if employees experience difficulties in the organization.

In addition to work communication and servant leadership style, the work environment is also one of the factors that influence organizational commitment. The work environment is everything that is around in the form of tangible or intangible items that affect a person in that environment. The work environment can be a physical work environment and a social work environment. A supportive work environment can also contribute to organizational commitment. A work environment that promotes work-life balance, provides career development opportunities, and improves employee well-being can make employees feel more connected to the organization (Robbins & Judge, 2017).

The Bantul Regency Marine and Fisheries Service plays an important role in managing and monitoring marine and fisheries resources, which are vital assets in supporting the lives of local communities. The Bantul Regency Marine and Fisheries Service indicated that it has not fully implemented the servant leadership style. This is indicated by a way of communicating that is not friendly and does not give much direction. The Head of Service also lacks socialization when there are changes in regulations, as well as changes in management in the office to employees. Employees have not fully had the opportunity to submit their complaints and aspirations for the benefit of the office and the lack of the head of service in paying attention to employee performance. These things cause a crisis of trust in the leader, and are the cause of the low organizational commitment behavior of employees of the Bantul Regency Marine and Fisheries Service. The phenomenon at the Bantul Regency Marine and Fisheries Service is a lack of employees to handle every fish farming task which results in a decrease in organizational commitment in individual employees, so that the lack of employee work involvement is less than optimal.

The work environment that occurs at the Bantul Regency Marine and Fisheries Service is quite adequate, but there are several fields that are still in one room so that it causes a lack of focus on

employee performance and there are also several computer media that are too old. So that it causes a decrease in employee performance due to an uncomfortable situation.

Research that has been conducted is still inconsistent. conducted by (Putri, 2016), explaining that communication has no significant effect on organizational commitment, as well as research conducted by (Destiana, 2015), with the results of research that there is no effect between servant leadership styles on organizational commitment, while research conducted by (Melati & Priyono, 2022), that the work environment has no significant effect on organizational commitment. Research conducted by (Asi & gani, 2021) with the results of research that the Work Environment has a positive and significant effect on Organizational Commitment.

Based on the above background, researchers are interested in conducting research entitled “the influence of work communication, servant leadership style, and work environment on organizational commitment to the performance of employees of the Bantul Regency Marine and Fisheries Service”.

## Methods

This study aims to prove the influence of a variable on other variables, namely work communication, leadership style, and work environment on organizational commitment. The form of research used in this study is a quantitative method, which is research in the form of examining how a variable has a relationship or relationship with other variables. The population in this study were employees who worked at the Bantul Regency Marine and Fisheries Service, totaling 70 employees. While the sample in this study were 70 people or all employees at the Bantul Regency Marine and Fisheries Service. The data collection technique in this study used nonprobability sampling technique or Saturated Sampling. Data sources use primary data and secondary data.

The data collection method uses a questionnaire or questionnaire technique. The data quality test is validity test and reliability test, while the data analysis technique uses Respondent Characteristics, Descriptive Statistics, Classical Assumption Test, Multiple Linear Regression Analysis, and hypothesis testing.

## Results and Discussions

### Results

The author will analyze the results that have been carried out, the main purpose of this study is to determine the effect of work communication, servant leadership style, and work environment on organizational commitment at the Bantul Regency Marine and Fisheries Service. The data for this study were obtained from respondents with data collection obtained from distributing questionnaires. Before the questionnaire was circulated to the respondents, the research questionnaire was first tested for validity and reliability. The analysis in this study was carried out using computer assistance and the SPSS version 26 application.

**Table 1 Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,25612445
Most Extreme Differences	Absolute	,066
	Positive	,066
	Negative	-,058
Test Statistic		,066
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

Source : Data Processing Result, 2024

Based on the results of the normality test, it can be seen that the Asymptotic significance for all independent and dependent variables is 0.200, which means Asymptotic significance > 0.05, so it can be said that all data is normally distributed.

**Table 2 Multicollinearity Test**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-5,036	2,590		-1,944	,056		
	Komunikasi Kerja	,521	,078	,636	6,686	,000	,359	2,787
	Gaya Kepemimpinan Servant	,353	,070	,491	5,066	,000	,345	2,895
	Lingkungan Kerja	-,134	,053	-,233	-2,514	,014	,378	2,648

Source : Data Processing Result, 2024

Based on the results of the multicollinearity test using the TOL and VIF tests, it can be seen that the work communication variable has a VIF value of 2.787, while the leadership style variable has a VIF value of 2.895 and the work environment variable has a VIF value of 2.648 showing a tolerance value > 0.10 or with a VIF value of < 10, it can be concluded that there are no multicollinearity symptoms.

**Table 3 Heteroscedasticity test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,738	1,453		1,884	,064
	Komunikasi Kerja	-,052	,044	-,234	-1,190	,238
	Gaya Kepemimpinan Servant	-,048	,039	-,247	-1,232	,222
	Lingkungan Kerja	,041	,030	,263	1,372	,175

a. Dependent Variable: ABS RES

Source : Data Processing Result, 2024

Based on the results of heteroscedasticity testing, it can be seen that the work communication variable has a sig value of 0.238, while the servant leadership style has a sig value of 0.222 and a work environment of 0.175. Greater than 0.05 (with dependent variables that have been transformed), it can be concluded that the regression model is not affected by symptoms of heteroscedasticity (homogeneous data variants).

**Table 4 Result of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5,036	2,590		-1,944	,056
	Work Communication	,521	,078	,636	6,686	,000
	Servant Leadership Style	,353	,070	,491	5,066	,000
	Work Environment	,134	,053	,233	2,514	,014

Source : Data Processing Result, 2024

The regression model formed based on the research results is:

$$Y = - 5.036 + 0.521 X_1 + 0.353 X_2 + 0.134 X_3 + e$$

1. The constant (a) of -5.036 means that if the independent variable, namely the variable is constant (worth 0), the dependent variable, namely organizational commitment, will still be worth -5.036.
2. The value of  $\beta_1$  shows a value of 0.521 and has a positive regression coefficient sign, this indicates a unidirectional influence between the work community ( $X_1$ ) on organizational commitment, which means that if there is an increase in  $X_1$ , organizational commitment will increase by 0.521,

preferably if the work community (X1) decreases, organizational commitment (Y) also decreases by 0.521 units.

3. The value of  $\beta_2$  shows a value of 0.353 and has a positive regression coefficient sign, this indicates a unidirectional influence between the servant leadership style (X2) on organizational commitment, which means that if there is an increase in X2, organizational commitment will increase by 0.353, preferably if the servant leadership style (X2) decreases, organizational commitment (Y) will also decrease by 0.353 units.
4. The value of  $\beta_3$  shows a value of 0.134 and has a positive regression coefficient sign, this indicates a unidirectional influence between the work environment (X3) on organizational commitment, which means that if there is an increase in X3, organizational commitment will increase by 0.134, preferably if the work environment (X3) decreases, organizational commitment (Y) also decreases by 0.134 units.

**Table 5 T Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	-5,036	2,590	-1,944	,056
	Work Communication	,521	,078	6,686	,000
	Servant Leadership Style	,353	,070	5,066	,000
	Work Environment	,134	,053	2,514	,014

Source : Data Processing Result, 2024

Based on the test results individually are as follows:

1. Based on the results of the t test (partial) on the regression model, the significant value of the work communication variable (X1) is 0.000 < 0.05. besides that, it can also be seen from the comparison between t count and t table which shows the value of t count of 6.686 while t table is 1.66462. From these results it can be seen that t count > t table of 6.686 > 1.66462, it can be concluded that H1 is accepted, which means that partially the work communication variable (X1) has a positive and significant effect on organizational commitment (Y).
2. Based on the results of the t test (partial) on the regression model, the significant value of the Servant Leadership Style variable (X2) is 0.000 < 0.05. besides that, it can also be seen from the results of the comparison between t count and t table which shows the value of t count of 5.066 while t table is 1.66462. From these results it can be seen that t count > t table of 5.066 > 1.66462, it can be concluded that H2 is accepted, which means that partially the Servant Leadership Style variable (X2) has a positive and significant effect on organizational commitment (Y).
3. Based on the results of the t test (partial) on the regression model, the significant value of the work environment variable (X3) is 0.014 < 0.05. besides that, it can also be seen from the results of the comparison between t count and t table which shows the value of t count of 2.514 while t table is 1.66462. From these results it can be seen that t count > t table of 2.514 > 1.66462, it can be concluded that H3 is accepted, which means that partially the work environment variable (X3) has a positive and significant effect on organizational commitment (Y).

**Table 6 F Test Result**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	399,700	3	133,233	80,769	,000 <sup>b</sup>
	Residual	108,872	66	1,650		
	Total	508,571	69			

Source : Data Processing Result, 2024

Based on the results of a significance value of 0.000 < 0.05, so that the F test can describe that Work Communication, Servant Leadership Style, and Work Environment on Organizational Commitment have a simultaneous effect. These results can be seen that fcount > 80,769 > Ftable 2.74, it can be concluded that H4 is accepted, which means that together or simultaneously the independent variables, namely the Work Communication variable, Servant Leadership Style, and Work Environment significantly affect the dependent variable, namely the Organizational Commitment variable.

**Table 7 Coefficient of Determination (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,887 <sup>a</sup>	,786	,776	1,284

Source : Data Processing Result, 2024

Adjusted R Square value is 0.776 or 77.6%. From this data it can be concluded that the independent variables of work communication, servant leadership style, and work environment affect the dependent variable of organizational commitment by 77.6%, the remaining 22.4% is influenced by other variables not examined in this study.

## Discussions

Based on the results of research using statistical methods, the following research results can be obtained:

### 1. Effect of Work Communication on Organizational Commitment

Based on the research results, work communication has a positive effect on organizational commitment at the Bantul Regency Maritime and Fisheries Service so that H1 which states that work communication has a positive and significant effect on organizational commitment, is accepted.

This can be proven by the t test in table 4.15 which states that the work communication variable has a significant value of 0.000 < 0.05. besides that, it can also be seen from the results of the comparison between t count and t table which shows the t value of 6.686 while t table is 1.66462. From these results it can be seen that t count > t table of 6.686 > 1.66462, it can be concluded that H1 is accepted, which means that partially the work communication variable has a positive and significant effect on organizational commitment. Therefore, if the work communication in the Bantul Regency Maritime and Fisheries Service is high, it will have an impact on organizational commitment itself.

This is in line with previous research conducted by (Tanadi et al, 2020) The results showed that simultaneously communication and work conflict had a positive and significant effect on the organizational commitment of PT Surya Tara Jaya Medan and partially the most dominant influence was communication. Effective communication will also facilitate coordination, so that employees will be more productive at work and have a positive impact on the development of the company. Communication can also play a role in implementing regulations in the company.

### 2. The Effect of Servant Leadership Style on Organizational Commitment

Based on the research results, servant leadership style has a significant effect on organizational commitment at the Bantul Regency Marine and Fisheries Service so that H2 which states that servant leadership style has a positive effect on organizational commitment, hypothesis 2 is accepted.

This can be proven by the results of the t test in table 4.15 which states that the Servant Leadership Style variable has a significant value of 0.000 < 0.05. besides that, it can also be seen from the results of the comparison between t count and t table which shows the t value of 5.066 while t table is 1.66462. From these results it can be seen that t count > t table of 5.066 > 1.66462, it can be concluded that H2 is accepted, which means that partially the Servant Leadership Style variable has a positive and significant effect on organizational commitment. Therefore, if the servant leadership style at the Bantul Regency Maritime and Fisheries Service is improved, it will have a good impact on organizational commitment.

This is evidenced by strengthening the existence of parallel research conducted by (Septiadi & Adnyani, 2019). shows that servant leadership has a positive and significant influence on organizational commitment in employees of Livingstone Cafe & Bakery Seminyak Bali With a leadership style that focuses on serving others. This leadership is based on the belief that effective leaders are those who serve, not command. servant leadership is a servant leadership that can provide positive results for the company, including: Employees feel heard and their input is considered, Organizational culture is positively reinforced, Employees are motivated and work together harmoniously.

### 3. Effect of Work Environment on Organizational Commitment

Based on the research results, the work environment has a significant effect on organizational commitment at the Bantul Regency Marine and Fisheries Service so that H3 which states that the work environment has a positive effect on organizational commitment is accepted.

This can be proven by the results of the t test in table 4.15 which states that the Work Environment variable has a significant value of  $0.014 < 0.05$ . besides that, it can also be seen from the results of the comparison between t count and t table which shows the value of t count of 2.514 while t table is 1.66462. From these results it can be seen that  $t \text{ count} > t \text{ table}$  of  $2.514 > 1.66462$ , it can be concluded that H3 is accepted, which means that partially the work environment variable has a positive and significant effect on organizational commitment. Therefore, if the work environment at the Bantul Regency Marine and Fisheries Service is improved, it will affect organizational commitment itself and cause employees to feel comfortable in their workplace.

This is also found in research reinforced by Apriliana et al. (2021). The results of this study indicate that the work environment has a positive and significant influence on organizational commitment in employees of PDAM Magelang City. With a work environment that supports the atmosphere in which employees carry out activities every day and a conducive work environment provides a sense of security and allows employees to work optimally.

#### 4. The Effect of Work Communication, Servant Leadership Style, and Work Environment on Organizational Commitment

Based on the results of the research, work communication, servant leadership style, and work environment have a significant and significant effect on organizational commitment at the Bantul Regency Maritime and Fisheries Service so that H4 which states work communication, servant leadership style, and work environment have a positive effect on organizational commitment is accepted.

This can be proven by the results of the F test which has a significance value of  $0.000 < 0.05$ , so that the F test can describe that Work Communication, Servant Leadership Style, and Work Environment on Organizational Commitment have a simultaneous effect. From these results it can be seen that the fcount is  $80.769 > 2.74$ , it can be concluded that H4 is accepted, which means that together or simultaneously the independent variables, namely the variables of Work Communication, Servant Leadership Style, and Work Environment significantly affect the dependent variable, namely the Organizational Commitment variable. From this explanation it can be concluded that Work Communication, Servant Leadership Style, and Work Environment have a positive, significant and simultaneous effect on Organizational commitment.

It is also found that research strengthened by (Putri, 2016) (Putri, 2016) shows that communication variables and leadership styles simultaneously affect the organizational commitment of nurses at Hermina Tangkubanprahu Hospital Malang. Research conducted by (Aprilia et al., 2021) shows that the work environment has a positive and significant influence on organizational commitment in Magelang City PDAM employees.

#### Conclusion

Based on the results of research that has been conducted on employees of the Bantul Regency Marine and Fisheries Service, it can be concluded as follows:

1. Work communication variables have a positive and significant effect on organizational commitment. With the analysis obtained t test with a significant value of  $0.000 < 0.05$  and a calculated t value of  $6.686 > 1.66462$ , it can be concluded that H1 is accepted.
2. Servant leadership style variables have a positive and significant effect on organizational commitment. With the analysis obtained t test with a significant value of  $0.000 < 0.05$  and a calculated t value of  $5.066 > 1.66462$ , it can be concluded that H2 is accepted.
3. Work environment variables have a positive and significant effect on organizational commitment. With the analysis obtained t test with a significant value of  $0.014 < 0.05$  and a t value of  $2.514 > 1.66462$ , it can be concluded that H3 is accepted.
4. Work Communication Variables, Servant Leadership Style, and Work Environment have a positive, significant and simultaneous effect on Organizational commitment. With the analysis of the fcount value of 80.769 and a significant value of  $0.000 < 0.05$ , it can be concluded that H4 is accepted.

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