

THE INFLUENCE OF SERVANT LEADERSHIP STYLE AND INTERPERSONAL COMMUNICATION ON EMPLOYEE'S WORK MOTIVATION IN OFFICE

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Abstract:

This study aims to determine the effect of servant leadership style and interpersonal communication on employee motivation for case studies of staff at the West Nias Regency Personnel and Human Resources Office and to find out the variables that have the most influence on employee motivation. This type of research is quantitative research. The sampling technique was carried out using saturated sampling technique with a total sample of 36 respondents. From the research, it can be concluded that Variable Servant Leadership Style (X1) has a significant influence on Employee Work Motivation, while the Interpersonal Communication Variable (X2) from the study, it can be concluded that the Interpersonal Communication Variable (X2) has a significant influence on Employee

Work Motivation. Results this research accepts H3 that is Servant Leadership Style (X1) and Communication Interpersonal (X2) together have an influence on Employee Work Motivation (Y).

INTRODUCTION

Work motivation has an important role in an organization, because with high work motivation it will increase work productivity for employees in carrying out their duties. The results of interviews with employees at the Office of the Personnel and Human Resources Agency (BKPSDM) said that employee motivation is still lacking so that employees do not carry out their duties as well as possible and there are frequent delays in completing work that is an obligation as an employee. This happens due to a lack of superiors providing input and support to subordinates to complete tasks and responsibilities, as well as a lack of good interpersonal communication between fellow employees. In this case it has not met the expectations of the organization in improving effective and efficient performance.

Leadership style has a strong influence on work motivation because the success of a leader in mobilizing other people to achieve a goal depends on how the leader creates motivation within each employee and its influence in the Office of the West Nias Personnel and Human Resources Agency (BKPSDM) if there is no good leadership style from superiors to subordinates, the work will not run effectively automatically.

The formation of work motivation in employees can also be influenced by the role of the communication process which involves all members of the organization. The communication in question relates to interpersonal communication. In the concept of interpersonal communication, the contact that occurs is two-way and reciprocated. When this communication can be done properly, it is hoped that it can increase harmony within the organization so that it can trigger increased employee motivation. Communication that

occurs in the Office of the West Nias Personnel and Human Resources Agency (BKPSDM) is less effective between fellow employees and superiors which can affect employee motivation.

Servant leadership has a positive and significant effect on organizational commitment. Likewise with research conducted by (Sahputra, 2022). The results of the study show that simultaneously the servant leadership style variable has a significant effect on employee performance, partially servant leadership style has a positive and significant effect on employee performance, partially interpersonal communication has a positive and significant effect on employee performance.

THEORETICAL STUDY

Theoretical basis

Understanding *Servant Leadership Style*

According to (Dumatubun, 2021) defines *servant leadership style* as the desire of leaders to guide and motivate followers and provide more experience through established quality relationships. *Servant leadership style* developed by (S. Robbins et al., 2013) defines that a leadership style that prioritizes service to subordinates or to stakeholders directly related to the company (Sahputra, 2022). *Servant leadership style* also developed by (Spears, 2010) describes leadership as serving primarily and encouraging good relations by developing an atmosphere of dignity and respect, building community and teamwork, and listening to colleagues and employees (Sahputra, 2022).

Interpersonal Communication

Interpersonal communication is very important to be implemented in organizations, because without interpersonal communication human relations in organizations are difficult to establish properly. Interpersonal communication is a process of conveying information/news that is carried out by a person and other

people or small groups (Thoha, 2010). Interpersonal communication developed by (Surya, 2003) is a process of giving and receiving information by two people in the organization through several channels expecting feedback (Putri et al., 2021). According to (Hamidatus Shifah, 2018) Interpersonal communication is an exchange of information that occurs between individuals of at least two or more people in small groups which is done face to face, the feedback is acceptable.

Work motivation

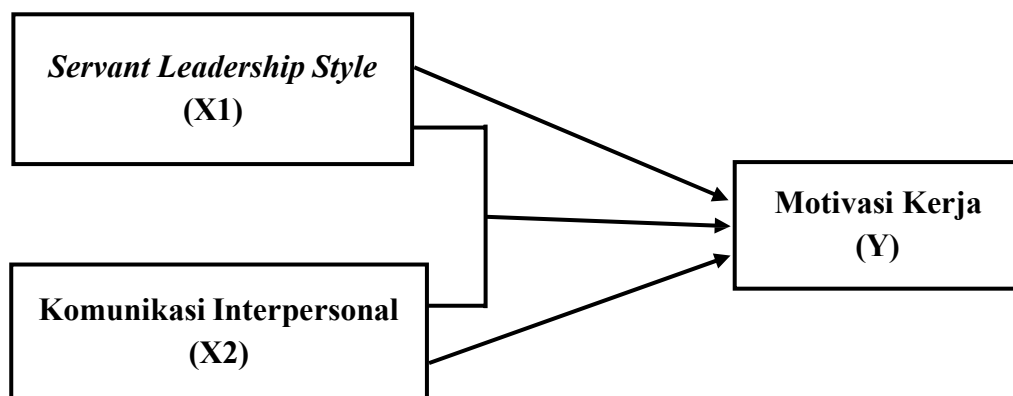
Motivation is a will or desire that arises within employees that creates enthusiasm or encouragement to work, as explained by (S. P. Robbins & Judge, 2017) motivation is a process of willingness to make high-level efforts to create organizational goals. Motivation affects organizational productivity and as a manager or leader's task is to channel motivation towards achieving organizational goals. (Notoatmodjo, 2009) suggests that motivation is a reason (*reasoning*) a person to act in order to meet the needs of his life. (HUTAHAEAN & HAREFA, 2020) Work Motivation is an encouragement for someone to behave and work diligently and properly according to the duties and obligations that have been given to him and is a very important emotional energy for a new job.

RESEARCH METHODS

This type of research uses quantitative research methods. This research was conducted at the Office of the Personnel and Human Resources Agency (BKPSDM) of West Nias Regency which is located at Lahomi Village, Lahomi District, West Nias Regency, North Sumatra 22864. According to (Usman, 2013) The population in each study must be stated explicitly, namely which relates to the size of the population members and the research area that is stated explicitly, namely those related to the size of the population members and the research area covered.

The population in this study is 36 people consisting of leaders and all employees who have different positions/classes. The determination of the

number of samples used by the authors in this study is by the census method based on the provisions put forward by (Sugiyono, 2019), which says that: "Unsaturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sample is census. In data analysis, this study uses SPSS. The frame of mind that shows influenceservant leadership style and interpersonal communication on employee motivation as follow :



DISCUSSION

t test (Partial Test)

The Df value in this study was 36, which was obtained from the formula $Df=N-k$ (36-3). Seen in the t table with a 95% confidence level, the t table value at $df = 33$ is 1.692. This value can be compared with the calculated t value in the table above with the following conclusions:

1. Variable Servant Leadership Style (X1) has a calculated t value of 2.720 with a probability level (sig) of 0.010 where the value is smaller from a significance level of 0.05. When compared with the t table, the value of t count on variables Servant Leadership Style (X1) is greater than the t table value of 1.692 ($2.720 > 1.692$) or sign 0.010 (<0.05). Means, concluded that

the variable *Servant Leadership Style* (X1) has a significant influence on *Employee Work Motivation*. This shows that H1 is accepted.

2. *Interpersonal Communication Variable* (X2) has a t value of 3.312 with probability level (sig) of 0.002 where the value is smaller than the significance level of 0.05. When compared with the t table, the calculated t value for *Interpersonal Communication* is greater than the t table value of 1.692 ($3.312 > 1.692$) or sign 0.002 (<0.05). Means, it can be concluded that the *Interpersonal Communication* variable (X2) has a significant influence on *Employee Work Motivation*. This shows that H2 is accepted.

RESULTS AND DISCUSSION

Influence *Servant Leadership Style* Against the Work Motivation of Officers

The *Servant Leadership Style* variable (X1) has a t value of 2.720 with a probability level (sig) of 0.010 where the value is smaller than the significance level of 0.05. When compared with the t table, the t value is calculated on the variable *Servant Leadership Style* (X1) is greater than the t table value of 1.692 ($2.720 > 1.692$) or sign 0.010 (<0.05). From this explanation, it can be concluded that the variable *Servant Leadership Style* (X1) has a significant influence on *Employee Work Motivation*. This means that by applying *servant leadership style* can increase work motivation. Superiors always provide input and support to employees to complete tasks and responsibilities. Superiors always pay attention to the progress of employees at work. The services provided will increase the self-motivation of employees to continue working to obtain optimal results both for themselves and for the organization as a whole.

It is known that the number of respondents' agreement on descriptive data *servant leadership style* it is shown that the total score of the results of data collection is ($410+220+129+0+0 = 759$). Thus the respondent's level of agreement on the variable *servant leadership style* according to 36 respondents, namely with a value of 759, it is included in the interval category that agrees and is close to strongly agree. The results of this study are in line with research

conducted by researchers Ricky Dwi Mardiansyah & Rhoma Iskandar (2022) with the title "The Influence *Servant Leadership Style* and Interpersonal Communication on Work Motivation of PT. Jasa Marga Toll Road Operator" research results obtained, namely the results of the study show that *servant leadership style* positive and significant effect on employee motivation at PT. Jasa Marga Toll Road Operator and a positive coefficient value of 0.563.

The Effect of Interpersonal Communication on Employee Work Motivation

Research result Which done that influence between Interpersonal Communication variable (X2) has a calculated t value of 3.312 with a probability level (sig) of 0.002 where the value is smaller than the 0.05 significance level. When compared with the t table, the t-count value for Interpersonal Communication is greater than the t-table value of 1.692 ($3.312 > 1.692$) or sign 0.002 (< 0.05). From this explanation, it can be concluded that the Interpersonal Communication variable (X2) has a significant influence on

Officer's Work Motivation.

It is known that the number of respondents' agreement on descriptive interpersonal communication data shows that the total score of the results of data collection is $(330+352+78+0+0 = 760)$. Thus the level of respondents' agreement on the interpersonal communication variable according to 36 respondents, namely with a value of 760, is included in the interval category agreeing and approaching strongly agree.

The results of this study are in line with research conducted by researchers Ricky Dwi Mardiansyah & Rhoma Iskandar (2022) with the title "The Effect of *Servant Leadership Style* and Interpersonal Communication on Employee Motivation at PT. Jasa Marga Toll Road Operator" research results obtained, namely the results of the study indicate that interpersonal

communication has a positive and significant effect on employee motivation at PT. Jasa Marga Toll Road Operator and a positive coefficient value of 0.527.

Influence *Servant Leadership Style* and Interpersonal Communication on Employee Work Motivation

The research results prove that *servant leadership style* and interpersonal communication simultaneously has a significant effect on employee motivation in the Office of the Personnel and Human Resources Agency. This is indicated by the calculated F value (42.938) > F table 3.28 with a significance of $0.000 < 0.05$.

It is known that the number of respondents' agreement on the descriptive work motivation shows that the total score of the results of data collection is (500+220+48+0+0 = 768). Thus the level of respondents' agreement on the variable work motivation according to 36 respondents, namely with a value of 768, is included in the interval category agreeing and approaching strongly agree.

The results of this study are in line with research conducted by researchers Ricky Dwi Mardiansyah & Rhoma Iskandar (2022) with the title "The Influence *Servant Leadership Style* and Interpersonal Communication on Work Motivation of PT. Jasa Marga Toll Road Operator" research results obtained, namely the results of the study show that *servant leadership style* and interpersonal communication simultaneously has a positive and significant effect on employee motivation at PT. Jasa Marga Toll Road Operators.

CONCLUSION

From the results of research on influence *servant leadership style* and interpersonal communication on employee motivation at the Office of the Personnel and Human Resources Agency, it can be concluded that it can be concluded that the variable *Servant Leadership Style* (X1) has a significant influence on Employee Work Motivation and Interpersonal Communication

variable (X2) has a significant influence on Employee Work Motivation. Simultaneously, influence *servant leadership style* and interpersonal communication has a positive and significant impact on employee motivation at the Office of the Personnel and Human Resources Agency.

Suggestion

Based on the conclusions described above, there are several suggestions that can increase employee motivation to make it even better, namely:

1. For Heads of the Office of the Personnel and Human Resources Agency
Recommended superiors to always provide support to their employees in perform duties and responsibilities.
2. For Office Employees of the Personnel and Human Resources Agency
It is recommended that coordination between employees and superiors must be continuously improved, this is done by increasing the number of activities that involve
all members of the organization or superiors, the higher the value of communication that
can occur between all members of the organization, it shows a better working atmosphere while at the same time encouraging increased work motivation.

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