

The Influence Of Organizational Commitment On Employee Job Satisfaction Through Servant Leadership On The It&B Campus

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Abstract

The objective of this study is to investigate the correlation between organizational commitment, servant leadership, and employee job satisfaction in the IT&B campus setting. Organizational commitment is often seen as a vital factor that influences employee performance and loyalty. Similarly, servant leadership is seen as a leadership style that promotes employee service and strengthens the bond between leaders and followers. This study use a quantitative methodology to provide a detailed and explanatory analysis. To gather data from individuals employed in different departments of the IT&B campus, we will employ a survey methodology and administer a questionnaire. The population for this study comprises all 51 people currently employed at the IT&B Campus. The sampling strategy utilizes a saturated sample approach, where the whole population is used as the study sample. We do data analysis using Smart PLS through several sources. The research seeks to get a comprehensive knowledge of the elements that impact employee work satisfaction in educational institutions such as IT&B campuses. It also intends to give practical advice to campus management on how to improve employee well-being and performance. We anticipate that the research's findings will establish a basis for developing more efficient management policies and practices within the IT&B campus environment and comparable institutions.

Keywords: organizational commitment, servant leadership, and job satisfaction



INTRODUCTION

Higher education has a crucial role in laying the groundwork for a nation's advancement (Martin, 2021). Higher education institutions have the responsibility of not just imparting information but also shaping individuals' character, nurturing creativity, and equipping them to confront future difficulties (Syaifullah, 2021). Amidst escalating worldwide rivalry, the triumph of a higher education institution depends not only on its academic accomplishments but also on the caliber of services it provides to its stakeholders, including students, lecturers, and non-academic staff (N. M. Z. F. A. Fadli, 2020). Employees in higher education institutions, such as those at the IT&B Campus, have a crucial role in supporting the institution's goal and vision (Daulay, 2021). In addition to doing operational tasks, they also embody the culture and principles of the firm [(N. M. F. A. S. D. N. R. A. Fadli, 2022). Hence, it is crucial for university administration to comprehend and prioritize staff requirements, anticipations, and work contentment (Nasib, 2021).

Organizational commitment (Debyla, 2021) is considered a key component that greatly impacts employee work satisfaction. Organizational commitment is a measure of the degree to which employees feel a strong connection and dedication to the aims, values, and vision of their workplace organization (Normansyah, 2023). Employees with a strong sense of organizational commitment are typically more loyal, passionate, and make optimal contributions to the success of the institution (Ramli, 2023). Organizational commitment is a crucial factor in both the well-being of employees and the success of the company (Jopinus Saragih, 2022). An elevated degree of dedication motivates personnel to make their utmost contributions towards the organization's objectives and vision. Engaged employees have higher levels of loyalty, enthusiasm, and advocacy for the firm (Setrojoyo, 2023).

Organizations that have a strong sense of organizational commitment typically have employees that are more satisfied, achieve greater levels of productivity, and have better rates of staff retention (Amin, 2022). Engaged employees have a higher tendency to remain with the firm for a longer duration, resulting in reduced expenses for recruitment and training, and fostering a stable and happy work environment (Cahyono, 2020). Various processes elucidate the correlation between organizational commitment and employee job satisfaction (Suryani, 2021). One factor to consider is how employees perceive the degree of support from the business. When employees feel a strong commitment from the organization, they are more likely to believe that their contributions are valued and appreciated. This, in turn, leads to higher levels of work satisfaction

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(Marty, 2020). Furthermore, a significant degree of organizational commitment can also lead to a more profound connection to the company, ultimately resulting in increased work satisfaction (Sayed, 2021).

Multiple empirical studies have consistently demonstrated a favorable correlation between organizational commitment and employee job satisfaction (Arifin, 2022). Employees with a strong sense of organizational commitment are more likely to experience job satisfaction due to their active engagement and involvement in accomplishing the goals of the business. In contrast, employees that have lower levels of engagement typically report less job satisfaction (Amentie, 2022).

Nevertheless, the effectiveness of incorporating organizational commitment to enhance employee work satisfaction is heavily contingent on the leadership style employed within the business (Suryantoro, 2021). Servant leadership is a leadership technique that is becoming increasingly acknowledged for its ability to enhance organizational commitment and employee job satisfaction (Jamal, 2021). Servant leadership prioritizes serving subordinates, with leaders actively seeking to comprehend and fulfill their needs while offering essential support and direction (Ozturk, 2021).

Servant leadership is a leadership style that prioritizes serving others as the primary focus (Y. S. Wang, 2021). A servant leader prioritizes the needs and interests of their subordinates, rather than only focused on accomplishing personal or organizational goals (Bai, 2023). Servant leadership is founded on the notion that leaders may foster a positive work atmosphere, facilitate growth, and enhance team performance by serving and attentively addressing the needs of their subordinates (S, 2023). Leaders that possess a strong sense of empathy, integrity, and a commitment to serve are often more successful in implementing a servant leadership strategy (Kadarusman, 2021). Furthermore, a corporate culture that promotes service and cooperation also enhances the implementation of servant leadership methods (Okumus, 2021).

Studies have demonstrated that servant leadership is positively correlated with employee job satisfaction (Alemayehu, 2021). When leaders incorporate servant leadership concepts into their leadership style, employees typically experience a sense of appreciation, support, and recognition for their efforts (Ryhal, 2021). This leads to increased levels of job satisfaction as employees experience greater engagement and participation in a favorable work atmosphere (Rahman, 2021). Servant leadership has a beneficial effect on the general welfare of workers (S. N. S. H. B. H. I. M. S. Khan, 2022). Employees under the guidance of servant leaders typically experience less stress, more enjoyment, and improved psychological well-being (Gaskin, 2022). The reason for this is

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the feeling of interconnectedness, assistance, and acknowledgment that they receive from their leaders (Lengkong, 2023).

While there is extensive research emphasizing the significance of organizational commitment and servant leadership in enhancing employee job satisfaction, there is a lack of specific research investigating how servant leadership can serve as a mediator in the connection between organizational commitment and employee job satisfaction, particularly in the context of higher education institutions like campuses. Information Technology and Business. This research intends to thoroughly examine the impact of organizational commitment on employee work satisfaction, with a specific focus on the mediating function of servant leadership in the IT&B campus setting. By gaining a deeper comprehension of these factors, it is anticipated that the administration of the campus may formulate more efficient approaches to enhance employee well-being, foster stronger connections between employees and the company, and enhance the caliber of educational services offered by the institution.

RESEARCH METHOD

This study employs a quantitative methodology and aims to provide a detailed and explanatory analysis. The data collection from personnel in different units on the IT&B Campus will be conducted using a survey method that involves a questionnaire. The population under study consists of all 51 employees employed at the IT&B Campus. The sampling approach employs a saturated sample, wherein the whole population is utilized as the study sample. The primary tool utilized in this study is a questionnaire comprising three key sections: firstly, a scale to assess the extent of organizational commitment among respondents; secondly, a scale to gauge the perceived level of servant leadership; and thirdly, a scale to measure the degree of employee job satisfaction. The measuring scales will rely on instruments that have undergone prior testing to ensure their reliability and validity in appropriate research situations.

Questionnaires will be sent to respondents in different units on the IT&B Campus to collect data. Data collection is conducted by the direct distribution of questionnaires to respondents via email or by organizing questionnaire filling sessions at the workplace. In the past, researchers would seek permission and assistance from campus management to facilitate the data gathering process.

This study use Structural Equation Modeling (SEM) with Partial Least Squares (PLS) as the data analysis approach to perform path analysis. This type of study is commonly referred to as second generation multivariate analysis. Structural equation

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analysis involves the simultaneous consideration of several parameters to create measurement models and structural models. Measurement models are employed to assess the validity and reliability of data, whereas structural models are utilized to compare hypotheses with prediction models through qualitative analysis.

RESULTS AND DISCUSSIONS

Evaluation of Measurement Models

Table 4. Measures of convergent validity and internal consistency reliability

Latent Variable	Indicators	Loadings	AVE	Composite Reliability	Cronbach's Alpha
Organizational Commitment	KO1	0.735	0.817	0.863	0.991
	KO2	0.818			
	KO3	0.743			
	KO4	0.824			
	KO5	0.897			
	KO6	0.885			
Servant Leadership	SL1	0.884	0.841	0.842	0.861
	SL2	0.733			
	SL3	0.974			
	SL4	0.814			
	SL5	0.872			
	SL6	0.759			
	SL7	0.855			
Job satisfaction	KK1	0.765	0.764	0.745	0.775
	KK2	0.794			
	KK3	0.739			
	KK4	0.776			
	KK5	0.747			

All indicators in the model, as displayed in table 4, possess values exceeding 0.7. Thus, we may deduce that these indicators are dependable for evaluating study variables. Therefore, we can utilize these signs for more examination.

Construct Reliability and Average Variance Extracted (AVE)

The results of data processing show that:

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Table 5. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Organizational Commitment	0.775
Servant Leadership	0.748
Job satisfaction	0.784

Source: Data obtained by researchers (2024)

Table 5 indicates that all AVE values are more than 0.5, hence satisfying the validity criteria based on AVE. According to the provided data, it is evident that the average value exceeds 0.5. Given that the composite reliability value exceeds 0.7, it can be inferred that the indicators used in this study are effective in measuring the desired variables. All indicators in the model, as displayed in table 4, possess values exceeding 0.7. Thus, we may deduce that these indicators are dependable for evaluating study variables. Therefore, we may utilize these indications for additional study.

Hypothesis Test Results

Table. 6 Direct Effect / Patch Coefficient

	Original Sampel (O)	Sampel Mean (M)	Standart Deviation (STDEV)	Statistik (IO/STDEV)	P Values	Information
Organizational Commitment -> Servant leadership	0,731	0,727	0,032	4,179	0,001	Significant
Organizational Commitment -> Job satisfaction	0,305	0,308	0,031	2,425	0,000	Significant
Servant leadership -> Job satisfaction	0,561	0,583	0,053	2,367	0,000	Significant
Organizational Commitment -> Servant leadership -> Job satisfaction	0,389	0,427	0,648	2,346	0,002	Significant



The Influence of Organizational Commitment on Servant Leadership

The findings of hypothesis testing indicate that organizational commitment has a substantial impact on service leadership at the Medan IT&B Campus. These findings emphasize the significance of considering characteristics of Organizational Commitment while striving to promote servant leadership approaches (Pebri, 2020)(Lopera, 2020)(Wibawa, 2021). Within the context of a campus, this implies that enhancing organizational commitment, from both staff and students, can enhance the efficacy of servant leadership implemented by leaders and administrative personnel (Nagpal, 2022). Furthermore, this demonstrates the growing necessity for recognizing the significance of commitment and service in leadership within the academic setting (Judeh, 2022).

The outcomes of this research suggest that the administration of the Medan IT&B Campus may utilize these results to formulate strategies with the goal of enhancing organizational commitment among both staff and students. This might encompass the implementation of training programs, the cultivation of an inclusive workplace culture, and the effective dissemination of information on the principles and objectives of servant leadership. By enhancing organizational commitment, campuses may establish a conducive atmosphere that fosters the advancement and cultivation of servant leadership, hence enhancing the caliber of leadership and overall organizational performance.

The Influence of Organizational Commitment on Job Satisfaction

The investigation reveals a noteworthy positive correlation between the degree of organizational commitment and the level of work satisfaction among the personnel and lecturers at the Medan IT&B Campus. The findings of this study align with prior research, which indicated that organizational commitment had a considerable impact on work satisfaction (Purba, 2023)(Amin, 2022)(Lopera, 2020). The relationship between organizational commitment and work satisfaction has been extensively studied in the field of human resource management (P. Wang, 2020). Organizational commitment is a measure of the degree to which individuals feel a strong sense of loyalty, connection, and engagement with the organization they are employed for (Hakim, 2022). Job satisfaction pertains to the good emotions individuals have in relation to their employment, encompassing factors such as the work setting, balance between work and home life, and acknowledgment of their efforts (Jopinus Saragih, 2022). Employees who experience a strong emotional connection to the business are more likely to exhibit loyalty

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and develop a feeling of personal investment in their job (Normansyah, 2023) . Employees who are willing to exert more effort and demonstrate loyalty during challenging periods may experience increased work satisfaction due to feeling valued and acknowledged for their contributions (A. A. Khan, 2020).

The research findings have significant significance for the administration of the Medan IT&B Campus. These findings may be utilized to formulate strategies that would effectively enhance organizational commitment among the staff and lecturers. This might entail adopting a transparent communication strategy, offering chances for professional growth, and acknowledging the valuable contributions made by staff and teachers. Enhancing organizational commitment enables campus administration to cultivate a work atmosphere that fosters job satisfaction and the well-being of staff and lecturers.

The Influence of Servant Leadership on Job Satisfaction

The investigation reveals a noteworthy positive correlation between the implementation of servant leadership principles and the degree of work satisfaction among the personnel and lecturers at the Medan IT&B Campus. There is a positive correlation between the degree of servant leadership practiced by leaders and the amount of work satisfaction experienced by staff and lecturers (Mahon, 2021). These findings demonstrate that adopting a servant leadership strategy, which prioritizes serving team members, can enhance employee well-being and work satisfaction (Obi, 2020). The study's findings corroborate prior research, affirming that servant leadership exerts a substantial impact on work satisfaction (Isabel, 2021). These findings emphasize the significance of using servant leadership methods to establish a gratifying and supportive work environment for the staff and lecturers at the Medan IT&B Campus. Servant leadership fosters improved rapport between leaders and team members, stimulates involvement, and enhances sentiments of trust and assistance amongst them. This leads to enhanced work satisfaction and general welfare. The findings of this research have significant significance for the management of the Medan IT&B Campus. They may utilize these findings to enhance and reinforce servant leadership approaches throughout the business, across all levels. This entails providing training and development opportunities for leaders to enhance their service-centered leadership abilities, while also fostering an organizational culture that promotes and motivates the implementation of servant leadership concepts. By enhancing the implementation of servant leadership principles, educational institutions may cultivate a more favorable and fulfilling professional atmosphere for its employees and instructors.



The Influence of Organizational Commitment on Job Satisfaction Through Servant Leadership

The analytical findings indicate that organizational commitment exerts a substantial positive impact on servant leadership, whereas servant leadership exerts a substantial positive impact on work satisfaction. Moreover, the study demonstrated that servant leadership functions as a mediator in the correlation between organizational commitment and job satisfaction. This implies that organizational commitment has a dual effect, since it not only directly enhances work satisfaction but also promotes the use of servant leadership by the leaders.

The results of this study align with other research, which indicated that servant leaders had a substantial impact on facilitating organizational commitment to work satisfaction (Bevanda, 2022)(Sijabat, 2021)(Buntuang, 2021).. The findings suggest that implementing servant leadership approaches might serve as a crucial tool for connecting organizational commitment with employee job satisfaction. Servant leadership, characterized by a focus on service, addressing employee needs, and fostering robust connections between leaders and team members, may play a crucial role in establishing a gratifying and nurturing work atmosphere.

The outcomes of this research suggest that the management of the Medan IT&B Campus may utilize these results to create strategies focused on enhancing organizational commitment and promoting servant leadership practices among leaders. This entails providing training and development opportunities for leaders to enhance their service-centered leadership abilities, while also fostering an organizational culture that promotes and motivates the implementation of servant leadership concepts. By enhancing organizational commitment and implementing servant leadership methods, schools may cultivate a more favorable and fulfilling work environment for staff and lecturers.

CONCLUSION

The research, titled "The Influence of Organizational Commitment on Employee Job Satisfaction through Servant Leadership on the IT&B Campus," concludes that there is a direct correlation between the level of organizational commitment and employee job satisfaction. Specifically, the study found that higher levels of organizational commitment are associated with higher levels of job satisfaction. This demonstrates that the component of organizational commitment significantly influences employee views of their

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work happiness. Moreover, servant leadership serves as an intermediary in the connection between corporate commitment and employee work satisfaction. The implementation of servant leadership principles by leaders or managers at the IT&B campus is crucial in establishing a connection between the degree of organizational commitment and employee work satisfaction.

These findings have significant ramifications for the administration of the IT&B campus and other companies. In order to enhance employee work satisfaction, it is imperative for management to bolster employee organizational commitment and promote the adoption of servant leadership methods throughout the whole firm. Training and developing leaders, particularly in the framework of servant leadership, may be a successful approach to enhance the connection between corporate commitment and employee job satisfaction. Investing in leadership development may significantly enhance company performance and culture over the long run.

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