

CHAPTER I

INTRODUCTION

1.1 Background Research

Organizational Commitment is one of the topics that will always be reviewed both for management in an organization and for researchers who specifically focus on human behavior. Organizational Commitment is especially important for existing organizations because by looking at how far an employee is aligned with the organization, and to what extent the employee intends to maintain his membership of the organization, it can also be measured how well an employee's commitment to his organization (Han et al., 2012).

According to Williamson et al., (2009) they found that organizational commitment is an important predictor of intention to turnover. According to Hilton (2015) organizational commitment is the strong belief that employees have in accepting the goals and values of the organization, being willing to try their best on behalf of the organization and having a strong desire to remain in the organization. According to Meyer et al., (1990) there are three components of organizational commitment, namely, affective commitment, normative components and sustainable commitment.

One of the perspective approaches to Organizational Commitment is based on the employee's affective bond with the organization in which the perspective of organizational commitment is characterized by a strong belief in and acceptance of

the goals and values of the organization by employees; the desire to exert more effort on behalf of the organization; and a strong desire to maintain membership in the organization (Steers, 1977).

Affective commitment is a category of commitment according to Meyer et al., (1993) which is an emotional bond attached to an employee to identify and involve himself with the organization (Han et al., 2012). This affective commitment can also be said to be an important determinant of the dedication and loyalty of an employee. The tendency of an employee who has high affective commitment, can show a sense of belonging to the company, increased involvement in organizational activities, the desire to achieve organizational goals, and the desire to be able to stay in the organization (Eisenberger et al., 2001).

To achieve organizational goals, a leader is needed as a director. Leadership is the most important component in the relationship between organization and organizational behavior. A leader must have complex abilities, this is very important when the organization faces unexpected situational problems. Leadership is an individual effort to be able to motivate and influence many people through communication, instructions or orders, causing other people to act, the ability to create confidence and support for subordinates, and coordination to achieve organizational goals (El Ansari et al., 2012).

Leaders in an organization or company must have a certain leadership style. The leadership style that is often used in leading organizations or companies is authentic leadership. Authentic leadership is also defined as a pattern of leader

behavior that refers to a positive psychological capacity and a positive ethical climate to encourage greater self-awareness. Authentic leadership also refers to an internalized moral perspective, balanced information processing, and relational transparency. Authentic leadership can encourage employees to work and contribute to the company in a positive direction. This will encourage employees to be more committed to the company where they work (Semedo et al., 2018).

In addition to achieving organizational goals, a conducive work climate is also needed. This conducive working climate is of course aimed at the internal public, namely the company's employees by building quality communication. To create a conducive work climate, good and smooth communication is needed. According to McMahan et al., (2017) communication is a process of conveying understanding between individuals. Communication shows a distinctive process that allows interaction between humans and causes individuals to become social beings. Without communication, the company will die, because one of the functions of communication is as a means to unite the parts of the company.

In a company whose employees come from a variety of different backgrounds, it is possible for disharmony to occur between them. This can affect directly or indirectly the company's performance. Disharmony does not only occur between employees, but can occur between company leaders and employees. This is what triggers a company so that employee communication in employee relations can be built properly so that the communication that occurs can be quality and

effective. With quality communication, it will lead to morale that affects employee job satisfaction.

This research was conducted at University of Muhammadiyah Yogyakarta, University of Muhammadiyah Yogyakarta is a private university located in the province of the Special Region of Yogyakarta which is commonly known as the city of students. University of Muhammadiyah Yogyakarta based on data from the higher education database (PDDikti) in 2022 has 29,007 active students. University of Muhammadiyah Yogyakarta is one of the universities that is the top choice for parents and prospective students, thus making the number of students increase from year to year.

With so many students studying at University of Muhammadiyah Yogyakarta, it certainly requires employees who have high commitment and dedication within the University of Muhammadiyah Yogyakarta. Even though University of Muhammadiyah Yogyakarta has a career development program for young graduates in the form of the Career Development Center (CDC UMY), one of its programs is to recruit graduates to work at the University of Muhammadiyah Yogyakarta. And it is also known that the work environment at University of Muhammadiyah Yogyakarta has leaders who are highly educated and have a work culture that promotes Islamic values. This becomes an interesting problem to study, the extent to which leadership affects the affective commitment of employees at University of Muhammadiyah Yogyakarta with the quality of communication as a mediation variable.

This research is in line with research conducted by Batra & Rastogi (2023) which states that authentic leadership has a direct influence on employee affective commitment. Then research conducted by AlMazrouei (2023) states that the quality of communication has an influence on affective commitment. And research conducted by Keisha & Gunawan (2022) and Indradewa et al., (2021) states that authentic leadership has an influence on affective commitment with the quality of communication as a mediation variable.

However, different research results were actually found in research conducted by Sukmawati et al., (2023) which stated that authentic commitment did not have a significant effect on affective commitment. And this research is also supported by research conducted by (Silva et al., 2021). In addition, research conducted by Oktorap et al., (2020) states that the quality of communication has no effect on affective commitment and research with similar results was also found in research (Luthfi et al., 2022). This research is a modification of the research conducted by Batra & Rastogi (2023) and the research conducted by Keisha & Gunawan (2022).

Based on the explanation of the data, the researcher is interested in conducting a study entitled "The Effect of Authentic Leadership on Affective Commitment with Communication Quality as a Mediation Variable (Study on Employees of the University of Muhammadiyah Yogyakarta)".

1.2 Research Question

Referring to the background of the problems that have been described, the problems can be formulated as follows:

1. How does authentic leadership influence affective commitment?
2. How does authentic leadership influence the quality of communication?
3. How does the influence of the quality of communication on affective commitment?
4. How does authentic leadership influence affective commitment with the quality of communication as a mediation variable?

1.3 Research Objectives

Based on the formulation of the problems that have been described, the objectives of this study are as follows:

1. To analyze the effect of authentic leadership on affective commitment.
2. To analyze the influence of authentic leadership on the quality of communication.
3. To analyze the quality of communication on affective commitment.
4. To analyze the effect of authentic leadership on affective commitment with the quality of communication as a mediation variable.

1.4 Research Benefits

The results of this study can be used as material for consideration or reference for related parties including:

1. Researcher

Gain research experience so that it can conduct comparison between Theoretically acquired knowledge with the realities of life, especially in organizational practice.

2. Academics

The results of this study are expected to be useful as reference material and additional knowledge for other parties, especially other researchers who will take a similar topic for research material in the future.

3. Institution

Hoped that this research can provide an overview of the influence of authentic leadership on affective commitment through the quality of communication, so that it becomes a reference for University of Muhammadiyah Yogyakarta in maintaining employee organizational commitment relationships.