

**THE IMPACT OF SERVANT LEADERSHIP AND
ORGANIZATIONAL COMMUNICATION ON
EMPLOYEES' JOB SATISFACTION: CASE OF
PUBLIC SERVICES GOVERNMENT
ORGANIZATION**

Doddy SUMARDI

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**THE IMPACT OF SERVANT LEADERSHIP AND ORGANIZATIONAL
COMMUNICATION ON EMPLOYEES' JOB SATISFACTION: CASE OF
PUBLIC SERVICES GOVERNMENT ORGANIZATION**

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Department of Business Administration

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JÜRİ VE ENSTİTÜ ONAYI

Doddy SUMARDI'nin "The Impact of Servant Leadership and Organizational Communication on Employees' Job Satisfaction: Case of Public Services Government Organization" başlıklı tezi 13 Mart 2015 tarihinde, aşağıdaki jüri tarafından Lisansüstü Eğitim Öğretim ve Sınav Yönetmeliğinin ilgili maddeleri uyarınca toplanan İşletme (Yönetim ve Organizasyon) Anabilim Dalında, yüksek lisans tezi olarak değerlendirilerek kabul edilmiştir.

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ÇALIŞANLARIN İŞ MEMNUNİYETİ ÜZERİNDE HİZMET LİDERLİĞİ VE ÖRGÜTSEL İLETİŞİMİN ETKİLERİ: KAMU HİZMETLERİNDE ORGANİZASYONU

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Özellikle kamu hizmetlerinde organizasyonu, liderlik ve iletişim süreci örgütsel sistemin içindeki ve dışındaki bireyleri anlamada oldukça önemli bir etmen olacaktır. Bu örgütsel sistem içerisinde liderlik ve iletişim diğer bireylerle etkileşime girmeyi, diğer bireylere yol göstermeyi ve hizmet sunmayı sağlayan bir süreç olabilecektir. Bir liderin insanlara hizmet sunmasının bir yolu da çalışanlar üzerindeki hizmetkar liderliğin etkisini görmesiyle mümkün olmaktadır. Hizmetkar liderlik kavramı, liderin bireyleri diğer insanlara hizmet sunması için cesaretlendirmesine ve bu süreçte asıl amaç olarak örgütün vizyon ve misyonuna ulaşmak için çaba harcamalarını sağlamaya odaklanır. Liderler örgütlerinde görev yapan en temel çalışanlarının bile farkında olmalıdır. Eğer çalışanların yüksek düzeydeki ihtiyaçları karşılanırsa çalışanlar mutlu olacaktır ve çalışanlar mutlu olduğunda işlerinden doyum alacaklardır. Kamu hizmetlerinde örgütüne dair kavramlar: hizmet liderliği ve örgütsel iletişim arasında çok güçlü bir ilişki vardır, hizmet liderliği ve iş memnuniyeti arasında güçlü bir ilişki vardır, örgütsel iletişim ve iş memnuniyeti arasında güçlü bir ilişki vardır. Bu kavramlar örgütün etkinliğini arttırmada ve temel yetkinliklere destek olup örgütü en iyi şekilde geliştirmek amacıyla bir faktör olarak kullanılabilir.

Anahtar Kelimeler: Hizmet liderliği, örgütsel iletişim, iş memnuniyeti, kamu hizmetlerinde organizasyonu.

Abstract

THE IMPACT OF SERVANT LEADERSHIP AND ORGANIZATIONAL COMMUNICATION ON EMPLOYEES' JOB SATISFACTION: CASE OF PUBLIC SERVICES GOVERNMENT ORGANIZATION

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Leadership and communication process will become a very important element to understand other humans inside or outside of community or organization, especially in public services government area. Leadership and communication in this organization can be as a process for interactions, guiding, or serving other people. One way to serve people as a leader is by seeing the impact of servant leadership on employees. The concept of servant leadership itself is about the leadership which encourages people to serve the others, while it remains focused on efforts to achieve what the main purpose is focused on vision and mission of the organization. Leaders also must be aware of the most basic level of employees in this organization. If higher-order needs of employees are satisfied then the employees will be happier, and when employees are happier they also will be satisfied about their job. In concepts of public services government organization: there is a very strong relationship between servant leadership and organizational communication, there is a strong relationship between servant leadership and job satisfaction, and there is a strong relationship between organizational communications and job satisfaction. This can be used as a factor for making the best organization's effectiveness and core competencies support.

Keywords: Servant leadership, organizational communication, job satisfaction, and public services government organization.

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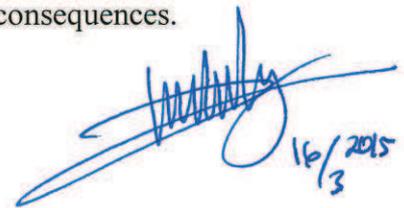
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Introduction

Leadership and communication process is like two sides coin, they can interacting each other for influencing other humans, here can be said both of this process always connected each other and cannot be separated. Leadership refers to science and art and communication style refers to format of the long-term systems and also patterns to interact with other people. That way leadership and communication process is like a relation process for human being as process of assistance and interaction to their life.

Leadership and communication process become a very important thing to understand others humans, this is because leadership and communication process can be as assistance and interactions between others, and from those also can be giving the humans satisfactions to their life. Leadership behaviors will be positively associated with enhanced self-regulatory efficacy related to two key health-enhancing behaviors such as physical activity and healthy eating, as well as improved life satisfaction¹. Humans also must know that, without a good process of leadership and communication it maybe will have chaos and uncontrolled conditions in civilizations or community.

Leadership and communication process can happen at individual itself, groups, or with others groups. This process also can be a good process for direct or indirect interaction that should happen in people's live. Same as humans, organization life needs leadership and communication process as assistance and interaction between their members or to other parties. In one organization life, leadership and communication are also as the first thing that can cause activity, process or willingness for making organization running. This leadership and communication process can cause organization change views. Leadership and communication process can be as motors for mental and physical changing workers attitudes satisfaction.

Organizations must know that the environments today have been changing very fast, not a month or a week, but in one day the environment can change or grow dramatically.

¹ A. Aziz and others (2013). Transformational Leadership and Life Satisfaction among Homestay Participants Program: The Mediating Effect of Attitude. *University Malaysia Terengganu Malaysia International Journal of Business and Social Science*, 4 (3), p. 237.

The impact of this changing also has an impact to others organization environment, especially to public services organization or corporate government organization.

The corporate government organization like banks companies, utilities companies (electric, water, or gas companies), transportations companies, and etc. must have an evaluation about their financial progress report, human resources progress reports, managerial progress reports, or others internal progress reports. Those evaluations can be formed from their internal corporate or organization. Here the evaluation really needed for the organization for knowing how far the organization achieves their goals or something else that they need.

An internal evaluation, like employees job satisfaction from their organization workers, sometimes can carry the information that may be useful for the organization. One advantage from this employees' job satisfaction perception can bring their objectivity about their organization. The employees will tell to the organization and give their suggestions to the organization about their progression reports. And those suggestions will bring the organization better in performances.

As one of services organizations also must see their employees' job satisfaction perception. By seeing their perception, then the management can see what the employees' wants and needs. The importance to organization for doing these job satisfaction perception employees' evaluations are because with this evaluation the management is able to do an innovation or making something new or better for their performances later.

Yes it is true, that organization function is not only to provide services for their members inside the organization, but also outside the organization. But before talking about the community's satisfaction, let's talk first about employees' satisfaction, are they satisfied with their job or not? Organizations must be able to provide the best services for their inside organization community employees. Organizations must be functional that can create something more to improve their services quality for their employees, so employees can be satisfied with their job and they can know about the important thing that they need from their organizations.

Job satisfactions that are created from the organization as company will make the employees feel good or satisfied about job. These employees perceptions that have given from organizations absolutely can make the linear perception goodness with consumer or users satisfaction perceptions. From this, it can be known that sometimes there is a gap about a job satisfaction quality that provided by the company with employees wants or expectations. For making the organizations being better and employees meet their point what they want, then it can be seen from the leadership and organizational communication process that happened on employees job satisfaction.

That is way the important of evaluation research must do at services government organization. As the services company organization, the management must see the employees' job satisfaction perception for their organization goodness. One way to see the employees' perception evaluation as a part of the external evaluation is by seeing the leadership and communication process at their organization.

The employees' job perception evaluation from the leadership process must be doing, because through this the management will know about what the employees feel, and then what the employees have a good influence from their leaders or not. And from the communication process, the management will know about the employees' job satisfaction about organizational communication services, are the employees satisfied with the communication that happened at the organization or not. From these evaluations the management will know about their service that has been given to the employees, if their leadership and organizational communications services have a good effectiveness for their employees or not.

By knowing the employees' job satisfaction in the leadership and organizational communication that received from the services government organization, so it can be making the management or Eskisehir government use those information to know how to make more effective to increase the employees satisfaction so it can give more satisfaction to the Eskisehir people. That is the reason why the external evaluation about leadership and organizational communication process at this organization must be done.

In this thesis research, the first chapter is about leadership and servant leadership will be defined and described. In this chapter the objective and the theories of leadership (especially on servant leadership) also will be explained. Besides, the link between leadership and others two variables (organizational communication and job satisfaction) will also be explained.

Second chapter will be explaining about organizational communication. Here the theoretical work about organizational communication, structure, function and characteristic will be explained. The groups of communication, classification organization system types, and organizational public relation communication also will be explained. To continuing and making relationship with next variable, then this chapter will be close with relationship about organizational communication and job satisfaction.

In the third chapter, the researcher will explain about job satisfaction concept. Definition and importance, also theoretical, structure, function, and characteristic will be explained. Further, the job factor in organization, employees' satisfaction differences, and effect of job satisfaction also will be explained.

The fourth researcher will explain about relationship between leadership, organizational communication, and job satisfaction happened in some services government organizations. And the practical application of those relationships between leadership, organizational communication, and job satisfaction happened in some services government organizations.

And the fifth as the last chapter, the researcher will explain about research purposes, research importance, research limitations, research methods, research analytical and findings, and evaluation. Including hypothesis findings, conclusions, and managerial implications.

Chapter One

Leadership and Servant Leadership

Humans in life always interacting with others peoples it is because humans are social creatures who cannot live alone. And because humans cannot live alone then they always tried to live in groups. In groups they needed someone who could lead their group for one purpose(s) because if there is no leader that they lead those groups then there will be too much crash or unbalance happen in the group and will separate the group. The basic task of a leader is to understand the situation of their members or peoples. By motivating and encouraging them as a member of organization to work harder, leaders can create confidence in those members to achieving the organizational goals effectively and efficiently.

In an organization also must have a leader because without the leaders in the organization that organization cannot run very well. There are nothing achievement, goals, or purposes that will be achieved because there are no leaders to lead and direct the organization. In organization effective leaders are needed to identify the ability of those members in the organization to support them to reach the goals.

Leadership is a key in the management and strategic organization to make an important role in the survival of an organization. With leadership as a strategic key in the organization and management then the purpose or goals of organization will be easy to reach. Strategic leadership is defined as “the leader’s ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary”. Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today’s globalization business environment².

As a strategic tool, the leader can be in process of leadership is the originator of the goal, plan, organize, mobilize, and control all available resources in the organization.

² B. Vagadia (2014). *Enterprise Government, Management for Professionals*. New York: Springer Heidelberg, p. 137.

Because leader as the originator motors all organization, they have ability to manage all of resources for organization objectives that already have it, and good leaders will be easy to achieved all objectives with effectively and efficiently. A leader of organization also required to always able for create conditions that would satisfy their members, employees, stakeholders, or others parties.

Because leaders can affect in all aspect including morale and satisfaction, safety, quality of work life etc in especially on level of member organization performance. Leaders can play a very important role and must also be critical in helping groups, organizations that are led. A good leader is a leader who could always be together with its members and does not discriminate based on social status and can act decisively for all kinds of violations of applicable laws in the community. Explaining more about leadership and all stuff will be explained as below.

1. Leadership Introduction: Definitions and Descriptions

Leadership is very important and crucial factor to an organization's effectiveness, even leadership is almost having an effect to all activities of human life. Leadership also can be seen as a very important factor to how one leader can working with group to be able to carry a maximum towards of success. But to see more about leadership theories and the academic literature, it can sometimes seem difficult for practitioners to understand because of complex conceptualizations, obscure terms, and its enormousness. Yet taken as a whole, the literature makes a great deal of sense and has much to offer. Indeed, the truths are often quite simple, elegant, and straight forward³.

Some author or researchers like Northouse P. G, try to explain about leadership. It is a process whereby an individual influences a group of individuals to achieve a common goal⁴. Kristina G. Ricketts said about leadership is a process whereby an individual

³D. P. Moynihan (2013). Lessons from Leadership Theory and the Contemporary: Challenges of Leaders. *Montgomery Van Wart-California State University, San Bernardino: Public Administration Review*, 73 (4), p. 553.

⁴P. G. Northouse (2013). *Leadership :Theory and Practice*. United Kingdom: SAGE Publications Ltd. 6th ed, p. 5.

influences a group of individuals to achieve a common goal⁵. Or other researcher like Menkes defines the leadership is an as realizing potential in others and oneself. Moreover, Yukl suggests it moving from the old definition of leadership, which emphasizes the leader's influence over others, and proposes a cycle of exchange and growth between leaders and followers⁶. Moreover, some researcher stated that leadership is a process of interaction between leaders and subordinates where a leader attempts to influence the behavior of his or her subordinates to accomplish organizational goals. Here also mentioned that leadership is described as the selection of bases of influences⁷.

Winston and Patterson said about a leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives⁸.

The leader achieves this influence by humbly conveying a prophetic vision of the future in clear terms that resonates with the follower(s) beliefs and values in such a way that the follower(s) can understand and interpret the future into present-time action steps⁹. Gosling and Murphy said that leadership is focused on maintaining the continuity and faces incoming changes. Leader must ensure the psychological and motivational well

⁵K. G. Ricketts (2009). *Leadership vs. Management*. Agriculture and Natural Resources, Family and Consumer Sciences, 4-H Youth Development-Community and Leadership Development. Kentucky: University Of Kentucky College Of Agriculture-Lexington, p.1.

⁶R. Lopez (2014). The Relationship between Leadership and Management: Instructional Approaches and its Connections to Organizational Growth. *Lesley University: Journal of Business Studies Quarterly*, 6 (1), p. 106.

⁷ A. H. Alkahtani and others (2011). The Impact Of Personality And Leadership Styles On Leading Change Capability Of Malaysian Managers. *Australian Journal of Business and Management Research*, 1 (2), p. 71.

⁸B. E. Winston and K. Patterson (2006). An Integrative Definition of Leadership. *Regent University-School of Leadership Studies: International Journal of Leadership Studies*, 1 (2), 2006, p. 7.

⁹B. E. Winston and K. Patterson (2006). Op cit, p. 7.

being of the employees through sustenance of the system and ensure the development of sense of security¹⁰.

The Collins English Dictionary (© 1998 Harper Collins Publishers), leadership (n) is:

1. The position or function of a leader.
2. The period during which a person occupies the position of leader: during her leadership very little was achieved.
3. The ability to lead.
4. The leaders as a group of a party, union, etc.

This dictionary definition of leadership focuses on the position (singular or collective), tenure and ability of leaders. As such, it misses key points about the purpose and hallmarks of effective leadership¹¹.

From those definitions then researcher suggested there are several components of central leadership component characteristics. Some of them are:

- (a) Leadership is a process,
- (b) Leadership involves influencing others or groups, and
- (c) Leadership involves goal attainment.

It is almost same with K. G. Ricketts that said and gives about the leadership definitions out there. There are specific components that are central to the majority of these definitions. Leadership:

- ▶▶ Is a process
- ▶▶ Involves influence

¹⁰A. Ali (2013). How to differentiate between 'Leadership' and 'Management' Function in Organization: A Review of Scholarly Thoughts. *International Journal of Economics Business and Management Studies*, 2 (1), p. 40.

¹¹<http://www.collinsdictionary.com/dictionary/english/leadership?showCookiePolicy=true> (Date accessed: 20.09.2014)

- ▶▶ Occurs in a group context (you need to have at least one constituent)
- ▶▶ Involves goal attainment

No matter how you operationalize leadership, these components play some small role in the definition or theory utilized¹².

Leadership describe can make many different meaning and concept, it is too much researchers, scholars, consultants, and leaders that have a concept. It is like said by Winston and Patterson that reflected on the story of the blind men describing the elephant and the different accurate descriptions that each blind man gave, yet each was insufficient to understand the whole. How would the blind men's descriptions change if the elephant started walking? The movement of the trunk is different than the movement of the tail which is different than the movement of legs, which is different than the movement of the side of the elephant, which is different than the movement of the ears. While the more than 26,000 articles talk about leadership, there seem to be a lot of blind men describing a moving elephant¹³.

The simplistic definitions of the leadership definitions and describe is abound in “how-to” leadership books in corporate, political, social, and administrative contexts. A common perspective in such books is to define leadership by one important aspect, such as the ability to influence others, the ability to change organizations, the ability to provide a vision, the ability to create consensus to move forward, the use of emotional intelligence, or even the use of common sense¹⁴.

¹²K. G. Ricketts (2009). Op cit, p. 1.

¹³B. E. Winston and K. Patterson (2006). Op cit, p. 1.

¹⁴D. P. Moynihan (2013). Op cit, p. 554.

2. Leadership and Managerial Objectives

Leadership is not about influence, they need more ability to influence and managing subordinates, peers, and their stakeholders in a work or organizational context. Without managing ability, it is will be hard to be a good leader. The connection and difference between leadership and managerial objectives will be explain as like two side of coins, it is same in one place but different one each other.

More explanation about leadership and management some researcher is said two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success in an increasingly complex and volatile business environment.

Management is about coping with complexity. Its practices and procedures are largely a response to one of the most significant developments of the twentieth century: the emergence of large organizations. Without good management, complex enterprises tend to become chaotic in ways that threaten their very existence. Good management brings a degree of order and consistency to key dimensions like the quality and profitability of products. Leadership, by contrast, is about coping with change. Part of the reason it has become so important in recent years is that the business world has become more competitive and more volatile. Faster technological change, greater international competition, the deregulation of markets, overcapacity in capital intensive industries, an unstable oil cartel, raiders with junk bonds, and the changing demographics of the workforce are among the many factors that have contributed to this shift. The net result is that doing what was done yesterday, or doing it 5% better, is no longer a formula for success. Major changes are more and more necessary to survive and compete effectively in this new environment. More change always demands more leadership¹⁵.

And to see more in contrast about leadership and management there are some well known perceptions which differentiate the leadership and management are as follow; the leadership process involves (a) a network of some motivated key people to have continuity cooperation, motivation and teamwork in masses, (b) brings dramatic change

¹⁵J. P. Kotter (2001). *What Leaders Really Do*. Harvard Business Review, p. 3-4.

through launching some newer product or opening or exploring new demand and market for the existing product, (c) directs the organizational actions through creation of his vision and formulates the achievable end whereas manager selects the way out or means to reach at the end¹⁶.

The management processes that are involves; (a) planning and budgeting, (b) organizing and staffing, and (c) controlling and problem solving. The management process reduces uncertainty and stabilizes the organization. The management consists of implementing the vision and direction provided by leaders, coordinating and staffing the organization, and handling day-to-day problems¹⁷. Table below will provides a view of the difference between leadership and management.

Table 1. Differences between Leadership and Management.

Category	Leadership	Management
Thinking Process	Focuses on people	Focuses on things
	Looks outward	Looks inward
Goal Setting	Articulates a vision	Executes plans
	Creates the future	Improves the present
	Sees the forest	Sees the trees
Employee Relations	Empowers	Controls
	Colleagues	Subordinates
	Trusts & develops	Directs & coordinates
Operation	Does the right things	Does things right
	Creates change	Manages change
	Serves subordinates	Serves superordinates
Governance	Uses influence	Uses authority

¹⁶A. Ali (2013). Op cit, p. 38-39.

¹⁷F. C. Lunenburg (2011). Leadership versus Management: A Key Distinction—At Least in Theory. *Sam Houston State University: International Journal of Management, Business, and Administration*, 14 (1), p. 2.

Uses conflict	Avoids conflict
Acts decisively	Acts responsibly

Source: Lunenburg, 2011: 2.

Others researcher said about some other distinctions between managers and leaders, the differences are¹⁸:

- Managers are administer; leaders are innovate.
- Managers are maintain; leaders are develop.
- Managers are control; leaders are inspire.
- Managers are have a short term view; leaders are a long term view.
- Managers are ask how and when; leaders are ask what and why.
- Managers are imitate; leaders are originate.
- Managers are accept the status quo; leaders are challenge it.

3. Leadership Theories: The Basic Foundations of Servant Leadership Approaches

In an effort to implementation of leadership effectiveness and in addition to increasing the ability and skills of leadership, a leader should know and determine the appropriate leadership style to the situation and condition of the group members. Many scientific studies conducted by many experts on leadership, and the results are more increasing about leadership approaches, so the approaches showed the differences. Some researcher said that there are the differences can be different with each other it is because they have they own opinions, descriptions, methodology, interpretation given, and also conclusions that drawn. But in this research some approaches or theories will be explained more.

¹⁸R. L. Hughes, and others (2002). *Leadership: enhancing the lessons of experience*. Boston, Mass.: McGraw-Hill, 4th, p. 10. (1-604)

3.1. Great Man (Trait) Approach

Few issues have a more controversial history than leadership traits and characteristics. In the 19th and early 20th centuries, "great man" leadership theories were highly popular. These theories asserted that leadership qualities were inherited, especially by people from the upper class. Great men were, born, not made (in those days, virtually all business leaders were men). In early in the 20th century, the great man theories evolved into trait theories. ("Trait" is used broadly here to refer to people's general characteristics, including capacities, motives, or patterns of behavior). Trait theories did not make assumptions about whether leadership traits were inherited or acquired. They simply asserted that leaders' characteristics are different from non-leaders. Traits such as height, weight, and physique are heavily dependent on heredity, whereas others such as knowledge of the industry are dependent on experience and learning¹⁹.

The trait approach is seeks to identify a talent from the personal characteristics of a leader. The approach is also want to see what the characteristics distinguish with about effective leaders and ineffective leader. Most of that, the leader talent in this approach focuses on the properties of what is on the leader. The properties is like or belongs to a leader is like; smarter, more extrovert, more confident, more responsible, etc. Another attempt is made to see these properties that distinguish an effective leader with an ineffective leader. Effective leadership is not only influenced by the properties of the leader itself, but is also influenced by the fit between the natures of the environment that encountered.

In 1989, John W. Gardner published a study of a large number of leaders and concluded that there are some attributes that appear to make a leader successful in any situation. These traits included the following:

- Physical vitality and stamina
- Intelligence and action-oriented judgment
- Eagerness to accept responsibility

¹⁹S. A. Kirkpatrick and E. A. Locke (1991). Leadership: do traits matter? *University of Maryland: Academy of Management Executive*, 5 (2), p. 48.

- Task competence
- Understanding of followers and their needs
- Skill in dealing with people
- Need for achievement
- Capacity to motivate people
- Courage and resolution
- Trustworthiness
- Decisiveness
- Self-confidence
- Assertiveness
- Adaptability/flexibility

Today, many popular books on leadership continue the tradition of providing lists of traits that are thought to be central to effective leadership. The basic idea remains that if an individual possesses such those traits attributes²⁰.

Others, from Stogdill's first survey identified a group of important leadership traits that were related to how individuals in various groups became leaders. His results showed that the average individual in the leadership role is different from an average group member with regard to the following eight traits: intelligence, alertness, insight, responsibility, initiative, persistence, self confidence, and sociability. Stogdill's second survey also identified traits that were positively associated with leadership. The list included the following 10 characteristics²¹.

1. Drive for responsibility and task completion;
2. Vigor and persistence in pursuit of goals;
3. Risk taking and originality in problem solving;
4. Drive to exercise initiative in social situations;

²⁰ J. W. Fleenor (2006). Trait Approach to Leadership. SAGE Publications 16 Feb 2011: *Encyclopedia of Industrial and Organizational Psychology*, p. 830.

²¹P. G. Northouse (2013). Op cit, p. 20-21.

5. Self-confidence and sense of personal identity;
6. Willingness to accept consequences of decision and action;
7. Readiness to absorb interpersonal stress;
8. Willingness to tolerate frustration and delay;
9. Ability to influence other people's behavior; and
10. Capacity to structure social interaction systems to the purpose at hand.

Table below will provides a summary of the traits and characteristics that were identified by the others researchers from the trait approach. It illustrates clearly the breadth of traits related to leadership.

Table 2. Studies of Leadership Traits and Characteristics.

Stogdill (1948)	<ul style="list-style-type: none"> • intelligence • alertness • insight • responsibility • initiative • persistence • self-confidence • sociability
Mann (1959)	<ul style="list-style-type: none"> • intelligence • masculinity • adjustment • dominance • extraversion • conservatism

Stogdill (1974)	<ul style="list-style-type: none"> • achievement persistence • insight • initiative • self-confidence • responsibility • cooperativeness • tolerance • influence • sociability
Lord, DeVader, and Alliger (1986)	<ul style="list-style-type: none"> • intelligence • masculinity • dominance
Kirk-patrick and Locke (1991)	<ul style="list-style-type: none"> • drive • motivation • integrity • confidence • cognitive ability • task knowledge
Zaccaro, Kemp, and Bader (2004)	<ul style="list-style-type: none"> • cognitive abilities • extraversion • conscientiousness • emotional stability • openness • agreeableness

- motivation
- social intelligence
- self-monitoring
- emotional intelligence
- problem solving

Source: Northouse, 2013: 23.

On that table also shown how difficult it is to select certain traits as definitive leadership traits; some of the traits appear in several of the survey studies, whereas others appear in only one or two studies. Regardless of the lack of precision in this, however, it represents a general convergence of research regarding which traits are leadership traits.

3.2. Skills Approach

Researchers have studied leadership skills directly or indirectly for a number of years. By mid 20th century, Katz, with his article ‘Skills of an effective administrator’, published in Harvard Business Review, sets foundations for skills research by focusing away from leader’s inborn traits to gained skills and abilities. This author divides skills into three basic groups: technical, human and conceptual. These skills are situated differently within an organization, according to the different responsibility levels associated with a particular management level²².

Mahoney, Jerdee, and Carroll’s work represents one of the early examples of the continuity perspective of the changing leadership skill requirements across management levels. These authors identified eight categories of work typical managers perform: Planning, investigating, coordinating, evaluating, supervising, staffing, negotiating, and representing. Their research found that although the amount of time allocated to each

²²A. Juras (2010). Traits, Skills and Leadership Styles of Managers in Croatian Firms. *Preliminary communication: Management*, 15 (2), p. 68.

category of work was different between different management levels, each category was represented at all management levels²³.

Beginning in the early 1990s, a multitude of studies has been published that contend that a leader's effectiveness depends on the leader's ability to solve complex organizational problems. This research has resulted in a comprehensive skill-based model of leadership that was advanced by Mumford and his colleagues²⁴.

Recently, when it comes to the skills approach research, the most important position occupies the work of Mumford et al, which resulted with a new organizational leadership model based on skills. This model provides a complex insight into the skills' effect of the effective leadership. It is based on the concept of ability, concerning the fact that it analyzes the relationship between leader's knowledge, skills (abilities) and his or her performance²⁵.

So, in the skills approach the concept focused on personality characteristics, which usually are viewed as innate and largely fixed, to an emphasis on skills and abilities that can be learned and developed. Although personality certainly plays an integral role in leadership, the skills approach suggests that knowledge and abilities are needed for effective leadership.

From here can be conclusion that is a skills approaches almost have a similar focus to the trait approach, the similar focus is the individual leader itself. The difference is, if the trait approach is emphasizes the personal character of the leader that is given by God, then the skill approach is emphasizes the expertise in skills and the abilities that said can be learned and can be developed by anyone who wants to be the leader of the organization.

So, if there is a question about the trait approach about who will be able to be a leader, then skill approach is making to question what should be someone to be a leader. This

²³K. P. D. Meuse, and others (2011). Leadership Skills across Organizational Levels: A Closer Examination. *The Psychologist-Manager Journal*, 14, p. 121.

²⁴ P. G. Northouse (2013). Op cit, p. 43.

²⁵A. Juras (2010). Op cit, p. 68.

definition of skill approach is the ability to use existing knowledge and competencies in order to achieve the goals according to this approach that leader can be learned, trained, and developed.

3.3. Style Approach

This approach emphasizes the behavior of the leadership style of a leader. This approach is making a different from the approach that emphasizes the nature of the personal characteristics of the leader, also making a contrast to the approaches that emphasize of expertise of administrative leadership abilities. This leadership style approach is focus on what by the leaders is really done and how they getting act. This approach also expands the study of leadership by moving toward actions against the leaders of men in various situations.

There are three classical styles of leadership, based on the use of competence were first distinguished by Lewin. These leadership styles are a simplified classification of leadership. In practice, there are usually no leaders who would conform to only one of the styles, but they rather tend to mix styles. They can be defined similarly even today²⁶:

- The autocratic (authoritative) style, characterized by implementing the will of a leader, without taking into the consideration the opinion of subordinates. Leaders decide alone, give orders to subordinates and expect them to carry them out, based on unilateral, top-down communication. In order to motivate, leaders use their position to decide on the appropriate remuneration.
- The democratic (participative) style, characterized by the two-way communication between the leader and the subordinates. Leader is a person with a friendly approach to subordinates. He or she discusses the proposed tasks and decisions, procedures, etc. Subordinates are consulted and their opinions carefully considered. In addition, the leader coordinates work, helps in performing duties and analyzes the achieved results with subordinates. Subordinates also participate in conducting evaluations and giving rewards.

²⁶J. Gonos and P. Gallo (2013). Model for Leadership Style Evaluation. *Slovenská: University of Prešov: Department of Economic Sciences and Economy, Management*, 18 (2), p. 161-162.

- The liberal style, the leader only occasionally uses his or her power and assigns a significant level of freedom to subordinates, in order to perform their jobs. Leader relies on subordinates to individually determine the objectives of their activities, the means to achieve them, as well as the implementation process. The leader helps subordinates to obtain the necessary information and ensure contact with the external environment. The explanation will be like figure below:

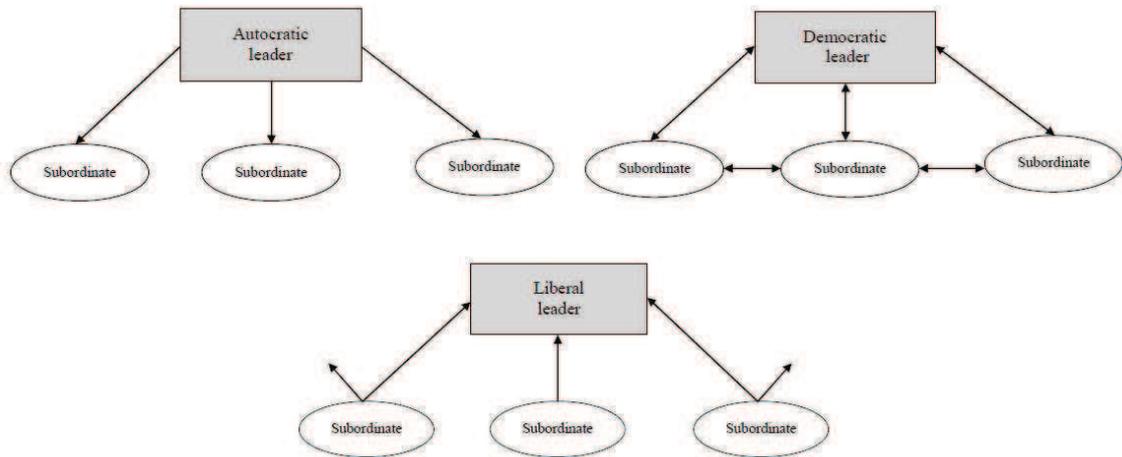


Figure 1. Leadership Styles Based on the Use of Power.

Source: Gonos and Gallo, 2013: 162.

Other researchers studying the style approach determined that leadership is composed of two general kinds of behaviors: task behaviors and relationship behaviors. Task behaviors facilitate goal accomplishment: They help group members to achieve their objectives. Relationship behaviors help subordinates feel comfortable with themselves, with each other, and with the situation in which they find themselves. The central purpose of the style approach is to explain how leaders combine these two kinds of behaviors to influence subordinates in their efforts to reach a goal²⁷. The main purpose of leadership style approach is to explain how leaders combine those styles in an attempt to influence subordinates to achieve organizational goals.

²⁷ P. G. Northouse (2013). Op cit, p. 75.

3.4. Situational “Contingency” Approach

The situational leadership approaches has a focus on the phenomenon of leadership in a unique situation. The premise of this approach is the difference in the situations with requiring different leadership styles. The contingency or situational approach to leadership suggests that different situations require different approaches to leadership²⁸. From this perspective situational approach, an effective leader must be able to adjust in order to force them to the demands of changing circumstances.

Situational theories propose that leaders choose the best course of action based upon situational variables. Different styles of leadership may be more appropriate for certain types of decision-making. One of the relatively lesser known leadership theories is the situational leadership theory. The researchers found that leaders emerged as a result of different situations. Therefore, the researchers assumed that leadership qualities were developed depending on the situation. However, there are people who believe that there are different styles of leadership which changes the situation²⁹.

Situational approach is the key of approach that most widely known. This approach itself was developed by Paul Hersey and Kenneth H. Blanchard in 1969 by the theory of Three Dimensional Management Style by William J. Reddin in 1967³⁰. With assuming the motivation and skills of different workers at all times, the situational leadership must suggest the leaders to change a higher or lower degree when directing or supporting the workers in the needs of subordinates that are also has changing. In the viewing of situational leadership, effective leaders are those who are able to recognize what a workers need to, and with leader creatively adjust their style to meet the needs of the workers.

There are three basic things in a situational leadership; the *foremost* thing is that the relationship between the followers and the leader must be healthy. The followers must

²⁸D. D. Warrick (1981). Leadership Styles and Their Consequences. *University of Colorado: Journal of Experiential Learning and Simulation* 3-4, p. 169.

²⁹ M. O. Yusuf, and others (2014). Management of Leadership Style: An Approach to Organizational Performance and Effectiveness in Nigeria. *International Journal of Humanities Social Sciences and Education (IJHSSE)*, 1 (2), p. 23.

³⁰ P. G. Northouse (2013). Op cit, p. 99.

like the leader and support him/her in his goals. The *second* thing is that the task which is to be accomplished must be known, and the leader should set the goals as per the task to be done. Along with the tasks to be accomplished, the methods and standards to accomplish the task must also be specified in details, as this will make an impact on the followers. The *third* thing that is important is that the organization must confer the responsibilities of the task upon the leader, as this will strengthen the position of the leader³¹.

Situational leadership provides four styles choices of leadership. Fourth style involves various combinations between Task Behavior and Relationship Behavior. Task behavior includes the use of one-way communication, dictation tasks, and notification to workers about what things they should do, when, and how to do it. The effective leaders use a high level of workplace behavior in a number of situations and only modest in other situations. Relationship behavior includes the use of two-way communication, such as; listening, motivating, involving followers in decision-making processes, as well as providing an emotional for support them. Behavior relationship is also applied for differently in various situations. By combining with certain degree of work behavior and a certain degree of relationships behavior, effective leaders can choose four leadership styles that are available, there are³²:

Directing, this leader style who has always gave clear instructions, detailed directives, as well as overseeing the work at close range. Notified a style helps to ensure that new workers to produce maximum performance, and will provide a solid foundation for their satisfaction and success in the future.

Coaching, leader style providing guidance, providing two-way communication, and help build motivation and confidence of the workers. This force arises when the readiness of followers and the job increases to do, so leaders need to continue provide the guiding attitude due to workers not yet ready to take full responsibility for the work. Therefore, leaders need to begin to show behavioral support in order to provoke the confidence of workers while continuing to maintain their enthusiasm.

³¹ M. O. Yusuf, and others (2014). Op cit, p. 23.

³² P. G. Northouse (2013). Op cit, p. 101-102.

Supporting, leader style in this encourages the employees to share the ideas and also facilitate the work of their subordinates with the shown spirit. And also the leader wants to help the subordinates. This force arises when followers feel confident in doing their jobs so that the leader is no longer so act as a referrer. Leaders maintain open communication, but now do it tends to be a good listener and is ready to help his followers.

Delegating, leadership style is tending to shift responsibility for decision-making and implementation process. This force arises when the workers there at the highest level of preparedness in connection with his work. This style is effective because the follower is considered to have competent and motivated to take full responsibility of their work.

Situational leadership approach emphasizes that the leadership must consists and know that on this approach has the direction dimensions and support dimension. Each of these dimensions must be applied to appropriately by taking into the evolving situation. In order to determine what is the required of particular situation, leaders must evaluate and assess how their workers are competent and committed to works on their job.

3.5. LMX: Leader–Member Exchange Theory

In the past, some experts or researcher assume that a leader will treat their subordinate same as a group. The leader will treat all subordinate or employees same and no exception. But then researcher found that this situation will be not same anymore, the leader will be treat the subordinate depend on their abilities. Leaders will give more tasks and more money (benefit) to their subordinate if they do more than others. So that is way the superior-subordinate relationship theory or LMX-Leader Member Exchange Theories is found.

LMX theory was originally referred to as Vertical Dyad Linkage (VDL) theory. The VDL or LMX theory occupies a unique position among leadership theories because of its focus on the dyadic relationship between leader and follower³³. LMX theory is most

³³V. R. Krishnan (2005). Leader-Member Exchange, Transformational Leadership, and Value System. *EJBO Electronic Journal of Business Ethics and Organization Studies*, 10 (1), p. 15. (14-21).

often used to analyze teamwork development in organizations. This theory is useful due to its explanation of how workplace behavior functions, with a subgroup of the same unit working in harmony with the leader and the other group outcast as the out-group. The quality of the relationship between the employees and the supervisor is the predictor of outcomes of not only the individual, but also of the subunit and organization³⁴.

According to VDL approach, leaders and followers develop dyadic relationships and leaders treat individual followers differently, resulting in two groups of followers—an in-group and an out-group. The in-group consists of a small number of trusted followers with whom the leader usually establishes a special higher quality exchange relationship. The out-group includes the remaining followers with whom the relationship of the leader remains more formal. These varying social exchange relationships are relatively enduring; they develop due to the leader's limited time and energy, and inability to give equal attention to all followers³⁵.

The research supporting the LMX theory indicates that subordinates with in-group status with their leaders will have higher productivity and job satisfaction, improved motivation, and engage in more citizenship behaviors at work. Leaders invest more resources in those they expect to perform well (i. e., those they have designated as in-group members); and they treat them differently than they do out-group members. Therefore, it is suggested that leaders develop high-quality relationships with as many subordinates as possible. They should have as large an in-group and as small an out-group as possible³⁶.

That is maybe happened because LMX theory it is works in two ways: It describes leadership, and it prescribes leadership. In both instances, the central concept is the dyadic relationship that a leader forms with each of the leader's subordinates.

³⁴ C. Yang (2013). Op cit, p. 515.

³⁵ V. R. Krishnan (2005). Op cit, p. 15.

³⁶ F. C. Lunenburg (2010). Leader-Member Exchange Theory: Another Perspective on the Leadership Process. *Sam Houston State University: International Journal of Management, Business, and Administration*, 13 (1), p. 3.

Descriptively, LMX theory suggests that it is important to recognize the existence of in-groups and out-groups within a group or an organization³⁷.

4. Leadership as a Servant Approach to Lead (Servant Leadership)

Some early researchers attempted to define effective leadership styles and to relate them with various aspects of organizational outcomes. Leadership styles were first defined in 1939 by a group of Researchers led by psychologist Kurt Lewin. Kurt Lewin recognized that one of the factors that Determines a leader's choice of leadership style is the need to make-decisions. However, recently, researchers have focused on two main facets of leadership viz autocratic leadership style and democratic leadership style³⁸. But today a lot of leadership approach, context, or styles was developed one of that leadership styles is a servant leadership.

4.1. Servant Leadership Introduction

Now days the world has change much, private or public business organization has always give the best attention to services for their employees, members, or environments. The leaders also now is change, they do not more just sit and relax at back their office. They must giving an extra attention and service for their followers as member of their own life.

A leader has a responsibility to their organization to survive from the crisis; it is domestic or global crisis. One of the crises must be aware of financial crises. How the financial crisis as the trigger for leaders to survive at their organization is by giving the servant for their followers.

As a trigger, economic or financial crises maybe have another result if there are two or more kinds of leadership. One leadership style to another will be give a different process and different result in the same situation.

³⁷ P. G. Northouse (2013). Op cit, p. 168.

³⁸T. Nadarasa and R. Thuraisingam (2014). The Influence of Principals' Leadership Styles on School Teachers' Job Satisfaction–Study of Secondary School in Jaffna District. *International Journal of Scientific and Research Publications*, 4 (1), p. 1.

For example, the autocratic leader maybe might this issue a directive to all personnel explaining that a decision has been made to reduce operations and staffing levels by 10%, and that implementation would be immediate. The CEO may assume that employees would understand and accept this course of action based on his/her formal authority to implement such decisions and well-established corporate objectives of maximizing shareholder return, profitability, and efficiency. But, for servant, on the other hand, might address the tough economic times and the need for change by communicating a compelling vision of how the firm will look and feel after the challenge has been addressed, attempting to build community by stressing that everyone is in this together, including the CEO, stating that the yet-to be- determined courses of action will be true to the well-established corporate values of shareholder return, profitability, and loyalty to employees, and might solicit suggestions from departments and/or individual workers. Each approach may produce desired results, but significant differences may be realized in terms of implementation time, total expense, organizational morale, employee motivation, and ability to retain/attract key organizational skills³⁹.

That is way the process thinking and act of leadership to their members, organization, neighborhood, followers, etc is really important and it will be giving and success to all. It is also same to the process of servant leadership that might be having a chance to prove the successes of process.

4.2. Servant Leadership Theories

The term “servant” originated from the Greek verb *diakonein*, which means “to serve”, and several authors recognize service as a key characteristic of servant leadership. According to Spencer, the word “servant” implies an approach to leadership that supports the moral and ethical empowerment of others, which is an important ingredient of becoming a servant leader. The implications of Greenleaf’s (1970) conceptualization of servant leadership according to Crippen, is that “leadership without service is less

³⁹L. W. Boone and S. Makhani. *Five Necessary Attitudes of a Servant Leader*. St John's University, NY: The Peter J. Tobin College of Business, p. 83-84.
<http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=ab7875ef-5c62-4b0f-b560-4f4bff43a3f%40sessionmgr4004&vid=0&hid=4109>(Date accessed: 25.09.2014)

substantial, more ego-driven and selfish, instead of being community centered, altruistic and empathetic”. Servant leadership is therefore not a model of leadership that is self-serving, manipulative, short-sighted or power-oriented, but is motivated by the underlying principles of service⁴⁰.

According to Robert K. Greenleaf et al (1970) in *The Servant as Leader* introduced the concept of servant leadership. The servant leadership theory is an approach to leadership development which holds that the leaders are first a servant to serve others before they are guided. When people receive services and guidance from others, they will in turn serve and lead more people, to the extent that a wider number of employees, consumers, and even the whole society perceive this service⁴¹.

Greenleaf spent his forty year career at AT&T working in the fields of management, research, development, and education. When describing servant leadership in his essay, he states, "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first..." According to Greenleaf servant leaders intend to help followers "grow healthier, wiser, freer, more autonomous, and more likely themselves to become servants"⁴².

Greenleaf also defined the servant leadership as leadership behavior motivated by the intention to serve so that the followers become empowered, responsible, healthier, wiser, and autonomous. The concern further extended toward the betterment of the larger community or society. Servant leaders in their follower-based approach do not

⁴⁰S. Taylor and others. *Development of a Philosophy and Practice of Servant Leadership through Service Opportunity*. Grahamstown-South Africa: Rhodes University, p. 284. <http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=627a43e4-1f12-49cd-8a0b-7690d222f9d7%40sessionmgr4004&vid=0&hid=4109> (Date accessed: 25.09.2014)

⁴¹C. Y. Chen, and others (2011). *The Influence of Leader's Spiritual Values of Servant Leadership on Employee Motivational Autonomy and Eudaemonic Well-Being*. Springer Science: Business Media, p. 420.

⁴²L. W. Boone and S. Makhani. Op cit, p. 83.

perceive employees as means to attain organizational goals. The follower-centric view depends on the premise that followers' growth is central to organizational growth.⁴³

From those defined and some understanding servant leadership, so it can be conclusion that servant leadership is connected with a context and approach of leadership. This means the context can be most likely to associate with the participative of leadership style, because the highest priority of a servant leader is to encourage, support, and enable the subordinate's employees to unfold their full potential and abilities. And this servant leadership can obligation to delegate responsibility and engage in participative of decision-making. And in the managerial of participative style of leadership is presented as the approach with to making the greatest possible performance and satisfaction of employees.

The servant leadership approach goes beyond to employees-related behavior and it calls for a rethinking of the hierarchical relationship between the leader and the subordinates. This is does not mean that the ideal of a participative style in the any situation is to be enforced, but there must have the focus of leadership responsibilities is the promotion of performance and satisfaction of employees.

Although servant leadership is a growing trend being practiced by private and non-profit organizations alike, there is still a lack of research in this area. The majority of research in servant leadership has streamed from Greenleaf's foundational texts and the Greenleaf Center. Acknowledged that servant leadership requires extensive research, emphasizing that "the strength of the servant leadership movement and its many links to encouraging follower learning, growth, and autonomy, suggests that the untested theory will play a role in the future leadership of the learning organization". The promise of servant leadership has since motivated scholars and practitioners to explore the possibilities of the servant first paradigm⁴⁴.

⁴³ R. Rai and A. Prakash (2012). A Relational Perspective to Knowledge Creation: Role of Servant Leadership. *University of Phoenix: Journal of Leadership Studies*, 6 (2), p. 64.

⁴⁴D. L. Parris and J. W. Peachey (2013). A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts. *Springer Science: journal Business Ethics*, p. 379.

4.3. Servant Leadership Key Characteristics and Managerial Objectives

Over the past few years, in the measurement of leadership effectiveness, short-term indicators such as market share and financial enhancement were the most frequently reported indicators of leadership effectiveness. However, truly successful leaders maintain subordinate loyalty and promote organizational effectiveness through establishing sustainable long-term assets, such as building the capacity of followers, increasing psychological capitals, and enhancing psychological well-being. In addition, most of the current management research perspectives place emphasis on “leadership” while focusing less on “followership”. The “servant leadership” enactment, however, challenges the traditional concept about leadership by emphasizing supervisors to practice leadership in the way of a servant, who thoroughly serve his/her followers.⁴⁵

Others found that servant leaders positively influenced salespeople’s work attitudes and behaviors. They also suggested that a servant leader’s ability to build a caring, ethical, and humane work culture led to greater employees’ commitment, low turnover intentions, shared values, and stronger relationship with customers, and trustful relations with the supervisor⁴⁶.

And in an attempt to clarify servant leadership for practitioners, by thorough reading and interpretation of Greenleaf’s original essay titled, *The Servant as Leader*, Spears outlined characteristics that frame servant leadership practices, Spears list these characteristics as: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. The authors believed these traits are related to trust, relationships and organizational culture and performance⁴⁷.

From the mid-1990s to the turn of the new millennium, numerous authors have proposed models of servant leadership. Many of they proposed servant leadership models’ characteristics overlap, building on the work of earlier models and general

⁴⁵C. Y. Chen, and others (2011). Op cit, p. 419.

⁴⁶R. Rai and A. Prakash (2012). Op cit, p. 64.

⁴⁷S. M. Williams and M. L. Hatch (2012). Influences of School Superintendents’ Servant Leadership Practices to Length of Tenure. *Journal of Organizational Learning and Leadership*, 10 (2), p. 39.

surveys of the servant leadership literature. These studies also show similarities to both transformational and authentic leadership theories, as evidenced by characteristics such as authenticity, empowerment, and transformation. From these studies, six models of servant leadership emerged, with associated survey instruments. Servant leadership theory seems to be one of the most comprehensive, though some would argue perhaps too broad in that it overlaps with other leadership theories. It is the most recent and is built on a review of all the previous ten years' literature on servant leadership. Through its reference to transforming influences and authentic self-characteristics, Sendjaya et al.'s model also encompasses aspects of two other major leadership theories; transformational and authentic. Table below is a summary of six of the main servant leadership models⁴⁸.

Table 3. Characteristics and Conceptualize Servant Leadership.

Laub	Patterson	Barbuto and Wheeler	Wong and Davey	Liden et al.	Sendjaya et al.
values people	vision	altruistic calling	servant's heart (humility & selflessness)	conceptual skills	voluntary subordination
develops people	agape love	emotional healing	servicing and developing others	empowering	authentic self
builds community	altruism	wisdom	consulting and involving others	helping subordinates grow and succeed	covenantal relationship
displays authenticity	trust	persuasive mapping	inspiring and influencing others	creating value for the community	responsible morality
provides	service	organizational	modeling integrity and	behaving	transcendental

⁴⁸ F. W. Rohm Jr. and B. Osula (2013). Cross-cultural Perspective: An Exploratory Study. *Journal of Virtues & Leadership*, 3 (1), p. 33-34. (26-42).

leadership	stewardship	authenticity	ethically	spirituality
shares	empowerment		emotional	transforming
leadership			healing	influence
	humility		putting	
			subordinates	
			first	

Source: Rohm and Osula, 2013: 34.

Adapted from Liden, R. C., Panaccio, A., Hu, J., & Meuser, J. D. (in press). Servant leadership: Antecedents, consequences, and contextual moderators. In D. V. Day (Ed.), *The Oxford handbook of leadership and organizations*. Oxford, England: Oxford University Press; and van Dierendonck, D. (2011). Servant leadership: A review and syntheses. *Journal of Management*, 37(4), 1228–1261. Researcher will this model to demonstrates how servant leadership is treated as a trait phenomenon (e. g., courage, humility) in these study. These studies also provide as groundwork necessary for the development of a refined model of servant leadership in organization and management.

Those behaviors emerged from Liden, Wayne, et al.’s (2008) vigorous efforts to develop and validate a measure of servant leadership. The findings from their research provide evidence for the soundness of viewing servant leadership as a multidimensional process. From table above the servant leader behaviors that are as the core of the servant leadership process will be explain as below⁴⁹:

1. Conceptualizing. Conceptualizing refers to the servant leader’s thorough understanding of the organization—its purposes, complexities, and mission. This capacity allows servant leaders to think through multifaceted problems, to know if something is going wrong, and to address problems creatively in accordance with the overall goals of the organization.
2. Emotional Healing. Emotional healing involves being sensitive to the personal concerns and well-being of others. It includes recognizing others’ problems and being willing to take the time to address them. Servant leaders who exhibit emotional

⁴⁹ Peter G. Northouse (2012). *Op cit*, p. 225.

healing make themselves available to others, stand by them, and provide them with support.

3. **Putting Followers First.** Putting others first is the sine qua non of servant leadership—the defining characteristic. It means using actions and words that clearly demonstrate to followers that their concerns are a priority, including placing followers’ interests and success ahead of those of the leader. It may mean a leader breaks from his or her own tasks to assist followers with theirs.
4. **Helping Followers Grow and Succeed.** This behavior refers to knowing followers’ professional or personal goals and helping them to accomplish those aspirations. Servant leaders make subordinates’ career development a priority, including mentoring followers and providing them with support. At its core, helping followers grow and succeed is about aiding these individuals to become self-actualized, reaching their fullest human potential.
5. **Behaving Ethically.** Behaving ethically is doing the right thing in the right way. It is holding to strong ethical standards, including being open, honest, and fair with followers. Servant leaders do not compromise their ethical principles in order to achieve success.
6. **Empowering.** Empowering refers to allowing followers the freedom to be independent, make decisions on their own, and be self-sufficient. It is a way for leaders to share power with followers by allowing them to have control. Empowerment builds followers’ confidence in their own capacities to think and act on their own because they are given the freedom to handle difficult situations in the way they feel is best.
7. **Creating Value for the Community.** Servant leaders create value for the community by consciously and intentionally giving back to the community. They are involved in local activities and encourage followers to also volunteer for community service. Creating value for the community is one way for leaders to link the purposes and goals of an organization with the broader purposes of the community.

4.4. Servant Leadership Applications

To lead or to influence the people that they lead, a leader can use a type and a style leadership process, such as: transformational leadership, authentic leadership, democratic leadership, team leadership, servant leadership, etc, or it can be a combination of several types of leadership style. And sometimes the type of leadership can be used for a situational process leadership to achieve goals within a certain time period. When a person becomes a leader than people would expect or hoping that the leader is a good leader and would be well served to anyone. This is why a good leader is expected to many people.

One of style is servant leadership. This leadership style can help organization in today's world because it has various concepts and has ability to strengthen the sympathy in the organization⁵⁰. Robert K Greenleaf as an originator of the modern movement's leadership, in 1970 he wrote the form of essay trigger about the leader as a servant. Robert K Greenleaf introduces the concept of “servant leadership”, which is emphasizes the role of a leader as a servant to people/followers services. The concept of servant leadership itself is about the leadership encourages people to serve the others, while it remains focused on efforts to achieve what the main purpose its focused on vision and mission of the organization.

This leadership model is very efficient and effective to lead peoples, because this model having a useful concept to apply in business also has strong principles to serve the consumers or other peoples/followers. This model also can be as a model to service better to their employees in internal organization, and also to external community in their environment as a first and top priority.

The formulation for basic leaders is first naturally wants to serve the peoples, and then they become an awareness to lead their peoples/followers of civilizations. Unlike the other leadership type model where there have top-down hierarchical style model. The servant leadership model using the trust, empathy collaboration, and ethical use of power.

⁵⁰M. Rezaei and others (2012). The Mediating Effect of the Leader Trust and Organizational Communication. *Emerging Markets Journal*, Vol 2, p. 75.

The main purpose of this is to develop the people/followers as individuals more humanist rather than the power or the position itself. From here the ultimate goal or purpose of this is to growing members of the organization and developing the teamwork and involvement of all peoples or members.

The servant leadership is a type or model of leadership that is developed with the purpose for the crisis experienced of leadership in the society or a nation. The servant leader has a higher tendency to prioritize the people's needs, interests, and aspirations of the people they lead over him. A leader has an orientation to serve and operates their holistic worldview with moral spiritual standards.

Servant leadership has advantages because the servant leadership has a relationship between the leader and their followers, and this relationship has an oriented to serve their peoples with moral standards of spiritual nature. Servant leaders have a responsibility to serve their followers or peoples so that they be become more prosperous, happiness, and or richer. In here so the followers must fully committed to be the best working for the organizational achieved and goals leader.

Servant leadership can be applied to all profession areas, organizations, institutions, company, and government because this is universal model. In the government or corporate government business model is oriented to the services responses. The leader thinking is services oriented, not for their self-respect from others. By doing this the leader services must have the primarily intended for those most people that need of the services. Leader must have a power to side with those peoples that are less in economic, cultural, and or educational. The leader is gives the services to others with the true services by driven with a sense of love and not to seek or looking the popularity for special interests.

Chapter Two

Organizational Communication

Communication is a prerequisite for human life to life, because human life would be seem empty and feels boring if there is no communication between others peoples. Without communication or interaction between people to other peoples, either as individuals, groups, or organizations the good life may not be able to happen. Two people were said to interact if each action and reaction. And from this the communication can be as a process or activity that delivering any message from one person to another in order to achieve certain goals.

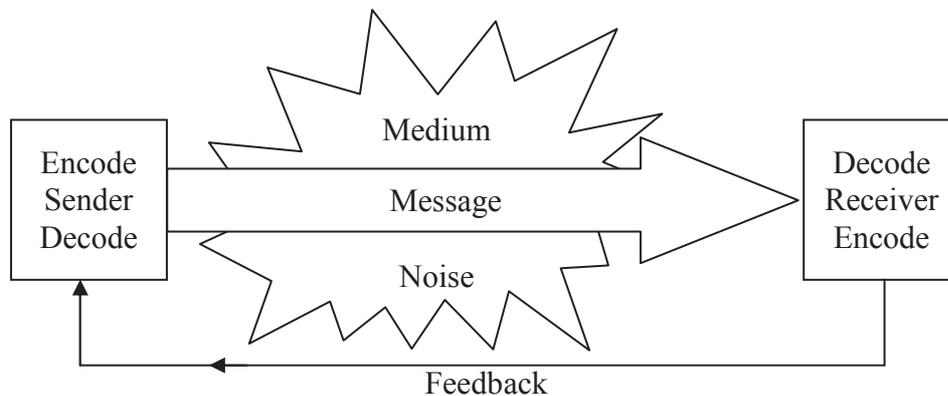


Figure 2. The Communication Process.

Source: Lunenburg, 2010: 2.

Human life is always related to action and reaction, and it is can be carried out either as individuals, groups-small or big, organizations, or country. In reality life as in groups, organizations, or public country the communication is important, because with not the presence or absence of communication the groups, organizational, or public country communication cannot be run very well and will be have a gap or miss understanding.

Similarly on the organization, the communication is important role to playing good in member organization activities, if the communication in organization is not good that it will have an impact on the effectiveness and efficiency of the organization.

Communication in organization is one way or process in an effort to build mutual understanding. On organization the communication usually always emphasize the importance of communication between organization members to push any possible misunderstanding that may have happened in the organization that can stopping or disgusting the organization goals and purposes.

Organization life cannot be separated from the communication, especially on effective communication. This is because an effective communication can be depends on the ability their organization members to answer and anticipate the changes in the environment inside and outside the organization. Others is the communication can be based on multiple perspectives in development that can plays an important role in the organization. Communication also has a very close relationship with the leadership, or it can be said that there is no leadership without communication. Moreover about the leaders requirements are the leader must be knowledgeable in good communication and have the ability to communicate with others in order to achieving the organization purpose or goals.

Communication within the organization becomes essential to creating, this is because communication can shared an understanding same of the information that being submitted to another one. Same like Daniels in 1997 said that an organization is constituted by interaction among the people who comprise it. In other words, an organization really is defined by its members' joint actions. Since the basis for joint action is communication, the process of human communication is the central feature of an organization. As Daniel Katz and Robert Kahn, two prominent organizational psychologists, observed, "Communication . . . is the very essence of a social system or organization"⁵¹. The organizational communications itself have many definitions, the definition and the concept also will be explained below.

⁵¹ T. D. Daniels and others (1997). *Perspectives on organizational communication*. Madison, Wis.: Brown & Benchmark, 4th edition, p. 3.

1. An Introduction: Definitions and Importance

Before starting to talk about organizational it is better if talk about communication first. The concept definition about communication is same like the leadership; each researcher, author, or practical have some argues about the communication definition. Some of them said:

Communication can be defined as the process of transmitting information and common understanding from one person to another. The word communication is derived from the Latin word, *communis*, which means *common*. The definition underscores the fact that unless a common understanding results from the exchange of information, there is no communication. Two common elements in every communication exchange are the sender and the receiver. The sender initiates the communication. In a school, the sender is a person who has a need or desire to convey an idea or concept to others. The receiver is the individual to whom the message is sent. The sender encodes the idea by selecting words, symbols, or gestures with which to compose a message. The message is the outcome of the encoding, which takes the form of verbal, nonverbal, or written language. The message is sent through a medium or channel, which is the carrier of the communication. The medium can be a face-to-face conversation, telephone call, e-mail, or written report. The receiver decodes the received message into meaningful information. Noise is anything that distorts the message. Different perceptions of the message, language barriers, interruptions, emotions, and attitudes are examples of noise. Finally, feedback occurs when the receiver responds to the sender's message and returns the message to the sender. Feedback allows the sender to determine whether the message has been received and understood⁵².

Communication is the art and process of creating and sharing ideas, it is because communication involves getting information from one person to the other person. Yet

⁵²F. C. Lunenburg (2010). Communication: The Process, Barriers, and Improving Effectiveness. *Sam Houston State University: Communication Schooling*, 1 (1), p. 1.

even this is not a complete definition because communicating effectively involves having that information relayed while retaining the same in content and context⁵³.

Communication also can be defined as exchange of information between sender and receiver, and understanding (perception) in meaning between the individuals involved. The exchange analysis stated that communication is two-way processes that contain some elements that sequentially connected in communication process.⁵⁴ Communication is transfer of information from sender to receiver under the condition that the receiver understands the message⁵⁵. Others researcher said human communication is viewed as a transmission process in which a message travels across space (a channel) from one point to another⁵⁶. From those some definitions that can be conclusion about communication as process, perception, behavior, actions, or events that delivery or transfer of an/any symbols that contain meaning for significance means from one another to the other(s).

There are some perspectives guides for studying communication. Some perspectives said about the technical view of communication. The technical communication is associated with information theory and usually traced back to Claude E. Shannon and Warren Weaver (1949). Shannon, an engineer at Bell Laboratories, portrayed communication as a mechanistic system, as shown in figure below. The important question in information theory is “how can an information source get a message to a destination with a minimum of distortions and errors?” In applying this mechanistic approach to interpersonal communication, the question is the same, although the mechanistic system is altered to some extent and the analysis is less technical and mathematical. The technical view of communication persists as a common basis for discussions about organizational communication⁵⁷.

⁵³MTD Training and Ventus Publishing ApS (2010). *Effective Communication Skills*. <http://bookboon.com/en/effective-communication-skills-ebook>, p. 10. (Date accessed: 02.10.2014)

⁵⁴H. Widhiastuti (2012). The Effectiveness of Communications in Hierarchical Organizational Structure. *International Journal of Social Science and Humanity*, 2 (3), p. 186.

⁵⁵K. Spaho (2011). Organizational Communication as an Important Factor of Company Success: Case Study of Bosnia And Herzegovina. *Business Intelligence Journal*, 4 (2), p. 390.

⁵⁶F. M. Jablin and others (1987). *Handbook of organizational communication: an interdisciplinary perspective*. Newbury Park, Calif: SAGE Publications, p. 22.

⁵⁷K. A. Baker. *Organizational Communication*. Chapter 13, p.3. <http://www.au.af.mil/au/awc/awcgate/doe/benchmark/> (Date accessed: 03.11.2014).

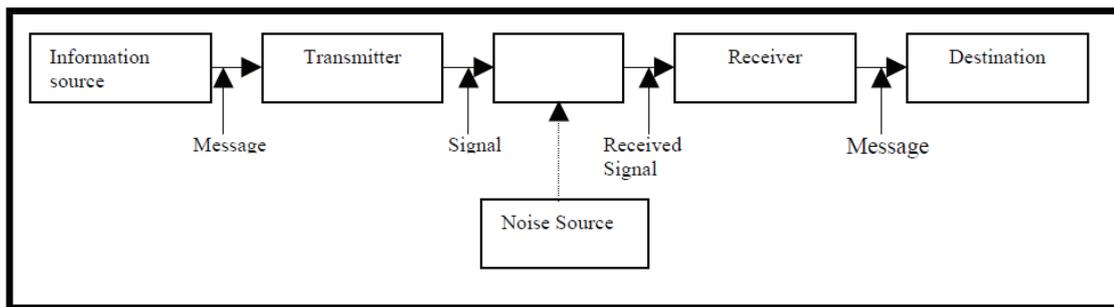


Figure 3. Information Theory: Communication as a Mechanistic System.

Source: Baker, 2002: 3.

In organization also there is has a communication, this communication can be described as; the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages⁵⁸. More says organizational communication is sending and receiving of messages by means of symbols and in that context organizational communication is a key element of organizational climate⁵⁹.

But in organizational communication can take many forms. It can involve communication between two or more individuals, such as supervisors and subordinate (interpersonal communication), between groups, such as managers and workers, labor and managers, or customer and marketing departments, or between organizations in different cultures, such as a head office in one country and a subsidiary in another country⁶⁰.

Many of the problems that occur in an organization are the either the direct result of people failing to communicate and/or processes, which leads to confusion and can cause good plans to fail. Because this communication in the organizational can be as a communication, command, control, persuasion, propaganda, hegemony, information

⁵⁸K. Spaho (2013). Organizational Communication and Conflict Management. *Professional Paper Management*, 18 (1), p. 104.

⁵⁹ K. Spaho (2011). Op cit, p. 390.

⁶⁰F. M. Jablin, and others (1987). Op cit, p. 265.

processing, bargaining, negotiations, coordination, and feedback⁶¹. That is way the organization needs a good and effective communication inside of.

To see the important and the function of communication inside the organization state of the function of communication in the organization is to connect the employees of that organization in order to reach mutual goals. Hence, the importance of communication in the organization is important because of⁶²:

- the company's goal setting and their carrying out,
- the development of plans towards their realization,
- human and other resources management in the most successful and appropriate way,
- the choice, the progress and the performance evaluation of the organization members,
- the management, guiding, motivating and creating a climate in which people want to contribute,
- the control over realization.

From those importance's the basic use of organizational communication is come from the basic studies or literature that peoples studied. Even sometimes there is a missing link or gap about theoretical and practical about organizational communication in the real world, but still that the theoretical and practical each requires the other and they cannot separated each other. The theoretical will be explained as below.

⁶¹ F. M. Jablin, and others (1987). Op cit, p. 71.

⁶² Ž. Turkalj and I. Fosić. *Organizational Communication as an Important Factor of Organizational Behaviour*. Interdisciplinary Management Research V p. 34.
<http://www.efos.unios.hr/repec/osi/journl/PDF/InterdisciplinaryManagementResearchV/IMR5a03.pdf>
(Date accessed: 01.10.2014)

2. Theoretical and Systems Review of Organizational Communication

A theory is any systematically related set of ideas used to describe and or explain phenomena. A phenomenon is anything an observer (e. g., you, as the researcher) finds extraordinary and in need of explanation. As example of organizational communication phenomenon is about a worker is constantly getting the wrong information about how to do the job; message are distorted as they are passed through the organization. There is a miss communication between employees. As the phenomenon is the “seed” of theory. Then to describe the problem identification, this seed is must to try identifying the relevant characteristics or components. To explain a phenomenon is to account for it or give reasons for it⁶³.

Organizational communication itself can arguably be traced back to Alexander R. Heron’s in 1942 book *Sharing Information with Employees* that looked at manager-employees communication. The specialization of “organizational communication grew out of three main speech communication traditions: public address, persuasion, and social science research on interpersonal, small group, and mass communication”. Along with public-speaking training for corporate executives as early as the 1920’s, early works like Dale Carnegie’s *How to Win Friends and Influence People* in 1936 focused on oral presentation and written communication skills for managers to succeed in organizations⁶⁴.

For the theoretical, there are some theoretical backgrounds that using in the organizational communication, such as: classical organization theories and human resource theories. Classical organization theories founded by Taylor in 1911 and Weber in 1957, they said that the classical structural approach to organization viewed as authority structures in which span of control and work specialization were dominant feature. While Taylor concentrated on specific management, Weber focused on authority structure. The ideal type of authority was a bureaucracy complete with

⁶³S. R. Corman and others (1990). *Foundations of Organizational Communication: a Reader*. New York: Longman, p. 4.

⁶⁴L. K. Hahn and others. *Survey of Communication Study: “Chapter 11–Organizational Communication”*. <http://www.saylor.org/site/wp-content/uploads/2013/02/BUS209-6.1.1-OrganizationalCommunication.pdf>, p. 4. (Date accessed: 15.05.2014).

hierarchical positions, formal lines of communication, specialization of function, and replaceability of individuals. Taylor also try to introduce the role of upward communication⁶⁵, it is the communication from employees to their managers.

Human resources theory is come from the human relations movement were this seed is sown in 1924 by Hawthorne Studies and Elton Mayo. The human relations movement emerged from various currents of thought during the 1930s. The most important of these was the Harvard-affiliated human relations school of management that emerged in the wake of a complex series of industrial investigations known as the Hawthorne Studies. The human relations movement studied at Western Electric Company's Hawthorne Plant in Illinois. The Hawthorne Studies were conducted over a period of several years in four phases: the illumination studies, the relay assembly—room studies, the interview program, and the bank—wiring studies. The results challenged scientific management principles by suggesting that interpersonal communication, group dynamics, and organization members' attitudes and values are more important than work structure and organizational design in determining organizational effectiveness. These studies provided the foundation for the Harvard-affiliated human relations school of management⁶⁶.

And to ground the ultimate necessity of the present investigation, it would be reasonable to suggest a brief overview of scientific sources which has brought to the discovery of a limited number of instances in the organizational communication research which have aimed at suggesting organizational communication structures, in particular, naming them as systems. The survey follows in a chronological order can be seen in this table below⁶⁷:

⁶⁵ F. M. Jablin and others (1987). Op cit, p. 43.

⁶⁶ T. D. Daniels and others (1997). Op cit, 30.

⁶⁷ A. Blazenaite (2011). Effective Organizational Communication: in Search of a System. *Social Sciences/Socialiniai Mokslai*, 4 (74), p. 85.

Table 4. Summary of Organizational Communication Systems Review.

No	Author	Sphere of Research	Outcome Produced	Depiction
1	Ference (1970)	Organizational decision making	Organizational communication system description	Communication system equivalent to the process of information exchange between individuals.
2	Greenbaum (1972)	Organizational communication	Organizational communication system	Communication system as a fundamental structure to help attain high levels of organizational effectiveness. System levels discerned to investigate internal personnel interaction, communication activities outlined to support internal coordinative communication. Conceptual structure for the appraisal of organizational communication (sub)systems suggested.
3	Hickson (1973)	Organizational communication audit	'Ideal communication model'	Based on a systems approach, the model relies on two system components, namely, on adaptation and production. Designed to discover

				organizational malfunctioning.
4	Schmidt and Gardner (1995)	Business communication	Model of organizational communication system	External environment and internal organizational elements outlined, organizational effectiveness elements singled out. System depends upon communication climate as well as interpersonal skills and intergroup relations.
5	Bovee and Thill (1999)	Business communication	Organizational communication system	Interrelation of five elements - environment, employees, relationships, interaction, and the aims of the organization – systematized.
6	Jaciniene (2008)	Management	Theoretical organizational communication system model, empirically tested at X company	Organizational communication system as a management tool; model designed to evaluate the effectiveness of the internal organizational communication parameters.
7	Blackbourn et al. (2009)	Organizational communication	Two unique organizational communication	Organizational communication system presented as a practical empowerment of

systems as practices at a university and a local business company	employee-customer feedback. Designed to facilitate effective organizational functioning and improvement.
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Source: Blazenaite, 2011: 85.

After many years the concept of organizational communication has already published. Not only some journals, articles, or other research publication but it came into book or hand book for organization. And in this research, those theoretical and systems structure about organizational communication are already explained, more about organizational communication concept such as organizational communication structure, function, and characteristics will be said explained next.

3. Organizational Communication Structure, Function, and Characteristics

From Stephen P Robbins and Timothy A. Judge on organizational behavior book (15th ed). They make three model internal communications of three common small or group networks. This networks organizational model separated because formal organizational networks can be very complicated, they can have hundreds people including on organization, and maybe some of that organization have a half-dozen or more levels hierarchical.

To simplify the discussion about the three common small or group networks they condensed on these networks into three common small groups of five people each, there are: first, the chain, the chain rigidly follows the formal chain of command; this network approximates the communication channels you might find in a rigid three-level organization. *Second*, the wheel, the wheel relies on a central figure to act as the conduit for all the group’s communication; it simulates the communication network you would find on a team with a strong leader. And *third*, the all channel, the all-channel network

permits all group members to actively communicate with each other; it's most often characterized in practice by self-managed teams, in which all group members are free to contribute and no one person takes on a leadership role (see figure below)⁶⁸.

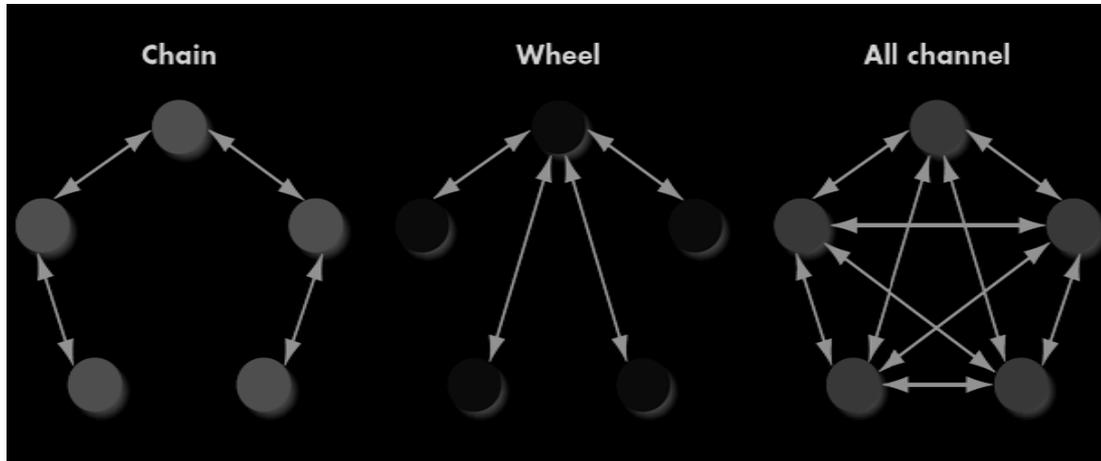


Figure 4. Three Common Small-Group Networks.

Source: Robbins and Judge, 2013:242.

From those picture we know that communication at organizational is making a structure relationship between their communities member, it is also largely focuses on building relationships, or repeated interpersonal interactions, with internal organizational members and interested external publics. Goldhaber in 1990 has identified a number of common characteristics in the variety of definitions of organizational communication-- Organizational communication 1) occurs within a complex open system which is influenced by, and influences its internal and external environments, 2) involves messages and their flow, purpose, direction, and media, 3) involves people and their attitudes, feelings, relationships, and skills⁶⁹.

That network picture above also can demonstrates about the each network effectiveness. The effectiveness is depends on dependent variable is concerned. It said that the structure of the wheel facilitates the emergence of a leader. The all-channel network is best if that desire the high member satisfaction. And the chain is best for the accuracy if

⁶⁸S. P. Robbins and T. A. Judge (2013). *Organizational Behavior*. Pearson Education, Inc, 15th ed, p. 343.

⁶⁹L. K. Hahn and others. Op cit, p. 3.

it is most for us important. Stephen P. Robbins and Timothy A. Judge also give the conclusions that there are no single network will be best for all occasions, see table below to more clearly.

Table 5. Small-Group Networks and Effective Criteria.

Criteria	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

Source: Robbins and Judge,2013:242.

Beside of that there are two different network communications, there are: “Y” communication and circle communication in the work place. The Y-pattern is similar to the chain network, with its hierarchical structure, except it shows two employees at the same level who then follow the chain. And the circle pattern allows communicators in the network to communicate directly only with two others. Since each communicates with another in the network, there is no central authority or leader. The circle network works well when there are open channels of communication among all parties; however, it can also slow down the communication process to enable everyone access to information⁷⁰. For more explanation those “Y” pattern communication and circle communication can be seen in figure below:

⁷⁰ K. L. Guo and Y. Sanchez (2008). *Chapter 4 Workplace Communication: Organizational Behavior, Theory, and Design in Health Care*. Jones & Bartlett Learning, p. 90.

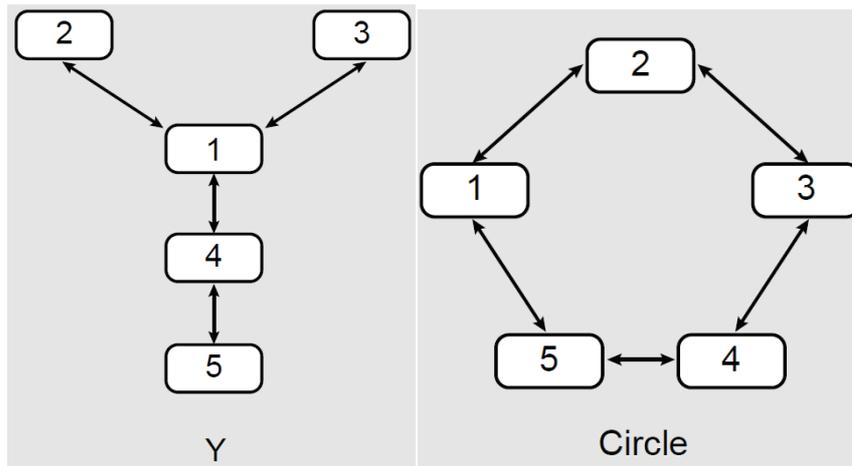


Figure 5. “Y” Pattern Communication and Circle Communication.

Source: Guo and Sanchez, 2008: 90.

To see and the measure of organizational communication searching of an effectiveness of organizational characteristic dimensions, that are some research questionnaire that developed by Roberts and O'Reilly (1974). Roberts and O'Reilly on the Measure of Organizational Communication, on Paul M. Muchinsky (1977) on Organizational Communication: Relationships to Organizational Climate and Job Satisfaction. Roberts and O'Reilly (1974) said that they have 16 organizational communication characteristic dimensions.

The questionnaire from Roberts and O'Reilly, et al (1974) on The Measure Of Organizational Communication, consists of 36 items measuring 16 characteristic dimensions of organizational communication. Eight of the characteristic dimensions consist of multi item scales scored on a seven-point Likert format: trust (three items); influence (three items); mobility (two items); desire for interaction (three items); accuracy (three items); summarization (three items); gate keeping (three items); and overload (two items). Three of the characteristic dimensions consist of multi-item scales requiring the respondent to indicate percentage of time: directionality-upward (three items); directionality-downward (three items); and directionality-lateral (three items). Four of the characteristic dimensions are single-item scales requiring the respondent to indicate the frequency (percentage of time) various modes of communication are used: written; face to face; telephone; and other. The last characteristic dimension consists of a single-item scale scored on a seven-point Likert format indicating the degree of

satisfaction with communication in the organization. This characteristic dimension is a variation of the GM faces scale⁷¹.

But according to Paul M. Muchinsky (1977) on Organizational Communication: Relationships to Organizational Climate and Job Satisfaction, highly related organizational communication and job satisfaction characteristic dimensions, said there are 7 (seven) organizational communication characteristic dimensional that is reliable and effective to see the accurate of organizational communication as variable. Here is summarizes the major of organizational communication characteristic dimensions that correlated significantly with both organizational climate and job satisfaction characteristic dimensions. There are:

1. Trust, is an important aspect of social interaction, especially in the workplace. Trust between superiors and subordinates may allow increasing cooperation and information dissemination between subordinates and superiors. Even though the superior has trust in his/her subordinates, trust alone is not enough to ensure that the work will reach the target without further scrutiny. Some studies of human resources explained that trust is an important aspect of social interaction, especially in the work environment. Interpersonal trust is necessary in order to support the success of the organization in achieving its vision, mission and goals of the organization⁷².
2. Influence, This characteristic dimension measures the amount of perceived control respondents have over their daily workload. High scores reflect a high degree of perceived control over work activities⁷³.
3. Desire for interaction, the conceptualizations of interactions in organization can have considered multiple groups of interactants, such as; leaders and subordinates, employees and customers, employees and co-workers, customers and other

⁷¹P. M. Muchinsky (1977). Organizational Communication: Relationships to Organizational Climate and Job Satisfaction. *The Academy of Management Journal*, 20 (4), p. 594.

⁷²R. N. Sari, and others (2013). The Mediating Effects of Feedback and Procedural Justice on the Relationship between Formal Performance Evaluation System and Trust between Superior and Subordinate Managers. *Mediterranean Journal of Social Sciences*, 4 (10), p. 497.

⁷³J. A. Worley, and others (1999). Organizational Communication and Trust in the Context of Technology Change. *Oklahoma City: Civil Aeromedical Institute, Federal Aviation Administration, Final Report U. S. Department of Transportation*, p. 3.

customers.⁷⁴ But in this desire interaction in organization can be happened with face-to-face interaction, written communication, electronic communications, and voice communication.

4. Accuracy, The potential importance of accuracy as a determiner of climate is magnified by the fact that accuracy of communicated information is probably amenable to change and control within an organization.⁷⁵
5. Directionality-downward (vertical), this communication is flows from one level of a group or organization to a lower level. Group of leaders and managers are use it to assign goals, provide job instructions, explain policies and procedures, point out problems that need attention, and offer feedback about performance. Vertical communication is also used for asking questions, providing feedback, and making suggestions. It improves morale and employees attitude. Hirokawa(1979) added that vertical communication consists generally of reports, ideas, opinions, suggestions, complaints, grievances, gripes, and even rumors which flow from subordinate to superior⁷⁶.
6. Directionality-lateral (horizontal), is the communication when takes place among members of the same work group, members of work groups at the same level, managers at the same level, or any other horizontally equivalent workers, we describe it as lateral communication. Goldhaber in 1979 defined horizontal communication as being that which is used for coordination, problem solving, conflict resolution, and information sharing. According to Hirokawa in 1979, horizontal communication generally involves lateral flows of information among people on the same organizational level and of relatively equal status. Horizontal communication is related to job satisfaction since peer relationships are important in determining organization climate⁷⁷.

⁷⁴I. V. Yavetz and A. Rafaeli (2003). Organizational Interactions: A Basic Skeleton with Spiritual Tissue. *Faculty of Industrial Engineering and Management, Technion Institute of Technology, Haifa-Israel*. p. 3.

⁷⁵M. M. Holbrook (2012). Communication and Morale in Public Schools: The Effects of the Wisconsin Budget Repair Bill as Experienced by Public School Teachers in a High School. *University of Wisconsin–Stevens Point: Master of Arts in Communication*, p. 8.

⁷⁶M. L. Mathews (1982). Communication, Job Satisfaction, and the Evaluation Interview. *Texas Tech University: College of Arts and Sciences, A Senior Thesis in General Studies in Speech Communication and Business Management*, p. 10.

⁷⁷M. L. Mathews (1982). Op cit, p. 10.

7. Satisfaction with Communication. Satisfaction with communication is apparently highly contingent on variables other than those that can be easily accessed and quantified. These variables may include accuracy, flow, knowledge sharing, reliability, channel effectiveness, and interaction frequency.

4. Group of Organizational Communication

There are various ways by which people communicate, including language, signals, facial expressions, music, body movements, gestures, etc. Hybels and Weaver (2001) also make a group's types of communication as; intrapersonal (impersonal), interpersonal, small group communication, public communication, mass communication, inter-cultural communication, and ethical communication⁷⁸.

Above Hybels and Weaver said there are groups' types of communication, and that is almost same with Hulbert and Capon said in 1972, there are: interpersonal and impersonal communication. Hulbert and Capon said interpersonal communication quality is addresses to the face-to-face interactions that occur between an employee and a customer. And then the impersonal communication quality is addresses to the mass communication portion of the service encounter⁷⁹. So for continuing more in this research, researcher just will more explore about interpersonal communication and impersonal communication.

4.1. Interpersonal Communication

Interpersonal communication is the basis of context or other lower communication level. Interpersonal communication also can be basics of the role and credibility from the communicator in interpersonal communication indicated to in a conversation communication to others, and that can be used as the basic treatment of the role and credibility of the communicator in the context of communication concept and definition of interpersonal communication will be explained as below.

⁷⁸J. A. Bolarinwa and D. Y. Olorunfemi (2009). Organizational Communication for Organizational Climate and Quality Service in Academic Libraries. *Library Philosophy and Practice* (November), p. 2.

⁷⁹ E. T. Jones (2005). The Importance of Communication Quality in Services. *The Florida State University: a Thesis of College of Communication*, p. 3.

Interpersonal communication [refers] to dyadic communication in which two individuals, sharing the roles of sender and receiver, become connected through the mutual activity of creating meaning. Or Interpersonal communication is a distinctive form of human communication that... is defined not just by the number of people who communicate, but also by the quality of the communication. Inter-personal communication occurs not when you simply interact with someone, but when you treat the other as a unique human being. And Interpersonal communication refers to the exchange of messages, verbal and nonverbal, between people, regardless of the relationship they share.... Thus, interpersonal communication includes the exchange of messages in all sorts of relationships, ranging from functional to casual to intimate⁸⁰.

From that can be conclusion that the interpersonal communication is process by people to another people(s) to exchange information, feelings, and meaning through the verbal and the non-verbal messages, or can be said it is face-to-face communication. In the workplace, interpersonal communication is critically important. Jerry Winsor, Dan Curtis, and Ronald Stephens in 1997 asked 400 managers in a wide range of organizations which applicant skills are most important in their hiring decisions. Topping the list was oral communication. The managers said that, to get hired and to advance in careers, people needed to work effectively with others, listen well, and give feedback effectively. The importance of interpersonal communication to professional success is confirmed by other studies. In short, interpersonal communication is central to our effectiveness and our everyday lives. It is the lifeblood of meaningful relationships in personal, social, and professional contexts⁸¹. And interpersonal communication is not just about what is actually people(s) said or using the language, but it is how that can be said and can be using with the non-verbal messages that are sent through tone of voice, facial expressions, or gestures and body language.

Anthropologist Edward T. Hall coined the term proxemics to denote the different kinds of distance that occur between people. These distances vary between cultures. The figure below outlines the basic proxemics of everyday life and their meaning. Standing

⁸⁰C. R. Berger; M. E. Roloff and D. R. R-Ewoldsen (2010). *The Handbook of Communication Science, Second Edition-Chapter Nine*. SAGE Publications, Inc, p. 146.

⁸¹J. T. Wood (2010). *Interpersonal Communication: Everyday Encounters-Sixth Edition*. Wadsworth USA: Cengage, p. 10.

too far away from a colleague (such as a public speaking distance of more than seven feet) or too close to a colleague (intimate distance for embracing) can thwart an effective verbal communication in business⁸².

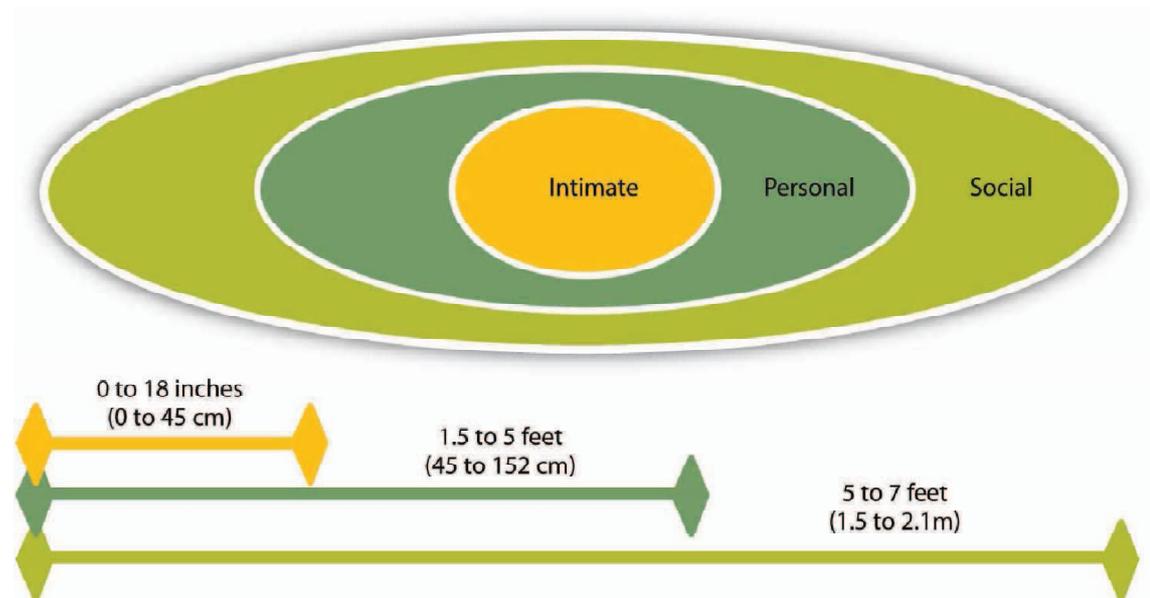


Figure 6. Interpersonal Distances.

Source: Carpenter, 2010: 573.

The interpersonal communication has functions to the organization. From Burleson (2000), the interpersonal communication has three functions, there are: interaction management functions, relationship management functions, and instrumental functions⁸³.

Interaction management functions are those associated with establishing and maintaining coherent conversation. Goal share include (a) initiating and ending conversational interactions, as well as maintaining them by directing their topical focus and turn distribution; (b) producing comprehensible, informational adequate, and pragmatically relevant messages that fit appropriately into the turn structure of conversation; (c) defining social selves and situations; (d) managing impressions and maintaining face; and (e) monitoring and managing affect. Accomplishment of these

⁸² M. Carpenter and others (2010). *Management Principles-Different Types of Communication*. Flat World Education, Inc, p. 573.

⁸³C. R. Berger; M. E. Roloff and D. R. R-Ewoldsen (2010). Op cit, p. 156.

generally tacit and non problematic goals forms a “background consensus” within which other goals may be pursued.

Relationship management functions are associated with the initiation, maintenance, and repair of a relationship. These goals focus on establishing the relationship, achieving desired levels of privacy and intimacy, managing tensions, dealing with threats to the relationship’s integrity and endurance (e. g., geographic separations, jealousy), resolving conflicts, and ending the relationship or altering its basic character. The need for relationship management arises from routine differences between individuals, competition between partners over limited resources, natural “bumps” in the course of relationship development, and strains inherent in balancing “dialectical tensions”.

Instrumental functions are those that typically define the focus of an interaction and serve to distinguish one interactional episode from another. Common instrumental goals include gaining or resisting compliance, requesting or presenting information, soliciting or giving support, and seeking or providing amusement. The manner in which instrumental tasks are communicatively addressed will typically reflect—albeit implicitly—the speaker’s feelings about the relationship with the recipient and how the self is viewed in regard to the other. Research suggests that this “relational” level of communication is especially important in expressing feelings regarding control, trust, and intimacy.

Interpersonal communication itself can be occur between two people who meet each other (face to face), talk to each other over the phone, or in connection with an mail, electronic or directed. Interpersonal communication can be also being as a formal or informal communication. Formal communication is a type of communication that occurs between the organization crew members with some people(s) who has the desire to use their products or services, in here the organization crew members serves as the services and the prospect of receiving information about their product or services. The informal communication contains about the organization crew members just giving the peoples a message or information that does not telling in the capacity of non professional communicators or commercial services/products, but rather as one friend or from other different perspective.

4.2. Impersonal Communication

Different with interpersonal communication, the impersonal communication or known as media mass communication is communication that direct to the audience that are coverage and spread. The main sources of impersonal communication are usually sourced from the business development or organizations that are want to be known by the peoples, and sometimes this said about information or promotion acknowledge. The impersonal communications are sending the messages by specific match of department through their speakers or others mass communication for their introduction or as an information of their product or promotion.

According to Barker in 1981, defines mass communication is the spreading of a message to an extended mass audience through rapid means of reproduction and distribution at a relatively inexpensive cost to the consumer. In each case, a message is transported from its original source to a widespread audience through an intermediary channel such as radio, television or news paper. Same in the opinion of Mehta in 1979, he said that mass communication is concerned with transmitting information, thoughts and opinions, entertainments, etc. at a time to a large number of audiences of different characteristics. Agee, Ault and Emery in 1979 define mass communication as a process of sending a message, thought and attitude through some media to a large number of heterogeneous audiences. A heterogeneous audience it is same like Dominick in 1994 offers about mass communication, it is a comprehensive definition of mass communication. Mass communication itself refers to the process by which a complex organization with the aid of one or more machines produces and transmits public messages that are directed at large, heterogeneous audiences⁸⁴.

From above there, these purpose of mass communication or impersonal communication to the other large peoples is this usually want to convey the public a message with a specific audience or a special audience that the organization is trying to inform, influence, or persuade an audience about something information about products or services.

⁸⁴<http://golam178.hubpages.com/hub/masscommunication11>. (Date accessed: 10/11/2014)

The impersonal communication is can be done by such mass media channels such as television, radio, newspapers, magazines, billboards, and etc. Impersonal communication can be known to the peoples as the formal communication that is because these sources of mass communications are from the organization that are aims to inform, influence, or persuade of the peoples.

Impersonal response is a very important response to the communication in supporting of good communication, especially when this impersonal communication is compared to the interpersonal communication. This is because impersonal communication is an communication that have a large amount of funds needed to run an mass communication, because of this sometimes organizations are consider of this feedback is even more important than interpersonal feedback.

But for an effectiveness of organization communication to the public, the management must aware and be responsible to both interpersonal and impersonal communication of their products or services that their make. Pitt in 1994 argues that the organization should consider the balance between personal and impersonal communication to its target audience. They should also accommodate the behavioral effects it requires for advertising, its advertising objectives, and how it will ensure that its advertising strategy addresses the characteristics of each customer group⁸⁵. An organization communication must be either on an interpersonal or an impersonal basis to their employees, stakeholders, shareholders, customers, or others parties.

⁸⁵ T C. D. Plessis (2005). *A Theoretical Framework of Corporate Online Communication: A Marketing Public Relations (MPR) Perspective-Chapter 2*. University of South Africa, p. 26.

5. Classification Organizational Communication System Types

The communication in organization is really important as the organization operation in daily. More organization purposes, goals, peoples, relation with others, etc in the organization complexities also will be have an impact into increasing the complexity of organization communication. This urgently to handle those all about organizational communication system in the organization will become challenges to leaders, managers, and staff to reach the purposes or goals of organizations.

The fatality about the miss communication or errors in organizational communication in the giving information to others can be given the wrong result of goals or purposes of organization. That is way the leaders, managers, or employees must understand about knowing the type of organizational communication in organization. Below are several aspect classifications of communication within the organization that will be explained more:

5.1. Formal and Informal Networks

Formal communication is a communication process that doing in the formal way and usually does in the formal organizations or institutions with or through the command line or instructive order. In this formal communication also based on the structure organizational by peoples as an formal officer that have formal status on organization that have communicates to all related parties in the organization. These status employees or these peoples also have a purpose to convey or give the communication message in organization context.

Formal communication in the organization context is also can be a system process in organization member's work places together to achieve the purposes and goals. Formal communication can be relating basically to the official issues or related with formal task or jobs.

The formal communication becomes the first urgent thing took the place in the systematic design of an organization took place during an expansion of the Soho Engineering Foundry, in Great Britain in 1800. Managers realized that control—guiding

and constraining employees' actions—and coordination depended on effective communication. One of the primary concerns of the designers of the Soho plant was effective formal communication, that is, the exchange of particular kinds of information, through formally established channels, for purposes the organization had defined and accepted⁸⁶.

Related to purpose and goals of organization in the formal organizational communication there are some allocation or partition of roles and responsibilities. Roles and responsibilities in the formal communication have a clear job description between leaders and employees. The role and responsibilities of leaders in the communication is must become as examples, because leaders have a dominant to all power in the organizations leadership. The implementation of the leader communication is also as the main activities in the formal authority and command in the organization.

Different with formal communication, the informal communication is opposite of formal communication that usually happened as a spontaneously inside of organizations members. Here the informal communication as a result of the similarity of level jobs and tasks, level education, level ages, genders, etc that have same needs for interactions, equality for jobs, and equality for responsibilities.

Informal communication also can be as communication between one people to another people(s) that exist as employees or members of organization. This informal communication happened it is because there is not planned or not specified telling or writing in the organizational rules or structure.

The informal communication can be as function to maintain the social relationships of friendship in the formal/informal group in the organization. But sometimes this informal communication in the organization can be as dissemination of personal information nature such; private issues, rumor, or gossip.

⁸⁶ C. Conrad (1990). *Strategic Organizational Communication: An Integrated Perspective-Second Edition*. USA: Holt, Rinehart and Winston, Inc, p. 103.

Implementation of informal communication is not related with time, space, or place. And sometimes this informal communication in organization more successful than formal communication, and this informal communication can be important, because this communication can be saying at any time and any place but must also in the context to achieving and useful for goals progress in the organization context.

Most discussions of informal communication emphasize how to manage organizational culture and climate (the context of informal communications) to prevent informal and formal communications from being in opposition. D'Aprix (1996:39-40) developed a SAY/DO matrix– managers say one thing but do another – as a key explanation of how informal/formal communication issues can arise (see Figure below). He locates ideal organizational communication in the High Say/High Do quadrant – indicating that there is sufficient communication and that management actions match their communications. An organization in the High Say/Low Do quadrant is most likely to have a culture in which informal and formal communications conflict⁸⁷.

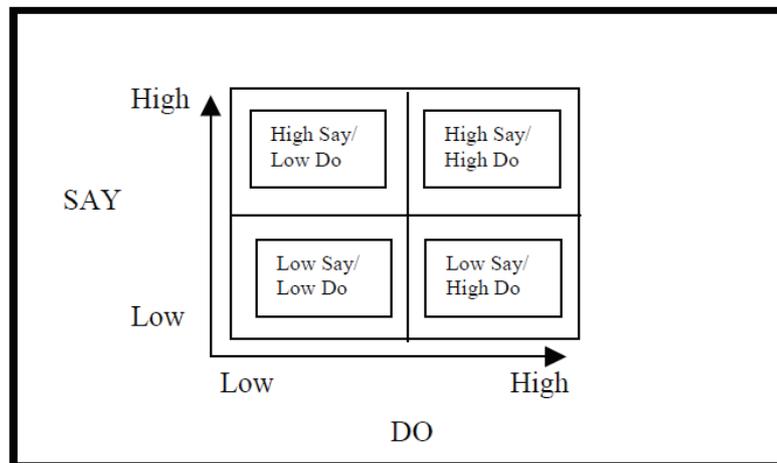


Figure 7. Manager's SAY/DO Correlation Associated with Formal and Informal Communication Conflict.

Source: D'Aprix, 1996:39-40.

The informal communication networks emerge in every organization. Because communication through informal ties is outside of management's control, supervisors in

⁸⁷K. A. Baker. Op cit, p. 6.

traditional organizations often try to suppress the development of informal ties. Relational strategies suggest that informal communication networks are an important part of the organization's structure. Through informal networks employees form meaningful interpersonal relationships, gain a sense of self-respect, meet their sociability needs, and exercise some degree of control over their working lives. People who are actively involved in informal networks have higher morale, job satisfaction, and commitment to their organizations; know more about how their organizations operate; and are better able to meet others' communication needs than employees who are not so involved⁸⁸.

Because of this informal communication are not have a rules or structure than this communication should be based on truth information that are clear and accurate from the trustworthy information sources. Organizations members must have and good common sense and positive thoughts on act.

5.2. Vertical and Horizontal Network

The important of direct communication in the one field organization, can be divided into two ways process of communication, there are: vertical communication and horizontal communication. Which is can be explained more below.

The vertical communication process is the communication form that happening or occurs from top of leaders or managers to employees or others organizational members below the leaders or managers-downward communication. This communication also can be become from employees or low organizational member to leaders or managers in the organization-upward communication. Or means this vertical communication can be from leadership to subordinates or subordinate to the leadership in the organization structures.

⁸⁸ C. Conrad (2005). *Strategic Organizational Communication: In A Global Economy-Sixth Edition*. USA: Thomson Wadsworth, Inc, p. 119.

The downward communications is very effective to directing peoples, giving instruction, and controlling the management process. This communication also can be form as a message for giving: advice/suggestions, information, or guidance. The example of this communication leadership can provides in the explanation, orders, announcements, or meetings area.

And upward communication is the communication process that informs the leaders/managers about what is happening in lower levels. This communication is bring and delivering the information from the employees as subordinates to their leaders/managers in the organization. Sometimes this communication process is also share about employee suggestions and ideas for the effective organizations. Also upward communication process itself has a function for giving: reports, explanations, ideas, complaints, criticism, opinions, requesting for help, decision suggestion, etc to their leaders or managers in the organization.

In the organization, generally the communication environment in any organization generally remains dominated by downward communication flow. Larkin and Larkin in 1994 suggest that downward communication is most effective if top managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff. A wealth of evidence shows that increasing the power of immediate supervisors increases both satisfaction and performance among employees. In an organization it is downward communication that plays the most important role. It determines upward communication style, sets background for horizontal and grapevine communication and is also responsible to a large extent for establishing ideal or non-ideal communication climate. Downward communication is determined by numerous factors and determines several kinds of communication and communication climate⁸⁹.

According to Morgan and Shieman's (1983) research in which 30,000 employee were asked, the majority of the employees felt that productivity was not better because of downward communication. The level of satisfaction got lower as we went down the organizational hierarchy. D'Aprix (1996) said about the hierarchy of employees'

⁸⁹ P. Verma (2013). Relationship between Organisational Communication Flow and Communication Climate. *International Journal of Pharmaceutical Sciences and Business Management*, 1 (1), p. 64.

communication needs, and it is reflected in pie chart in figure below. D’Aprix said this latter discrepancy could stem from: 1. the fact of this communication hierarchy needs is theoretical, as opposed to being based on empirical research, and/or 2. The fact of this does not distinguish what employees what to hear from top executives versus what they want to hear from their immediate supervisor⁹⁰.

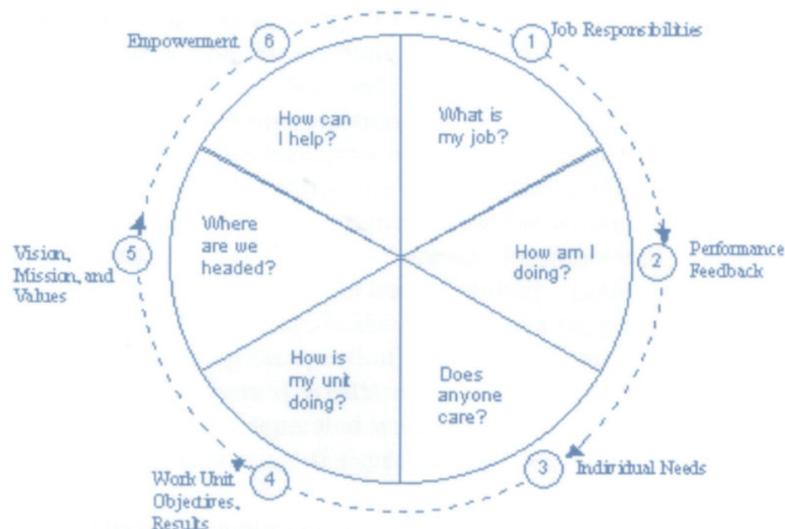


Figure 8. Hierarchy of Employees' Communication Needs.

Source: Tariszka, 2012: 91.

Upward and downward communication flows generally follow the formal hierarchy within the school organization. However, greater size and complexity of organizations increase the need for communication laterally or diagonally across the lines of the formal chain of command. This is referred to as horizontal communication. These communications are informational too, but in a different way than downward and upward communication. Here information is basically for coordination — to tie together activities within or across departments on a single school campus or within divisions in a school-wide organizational system. Horizontal communication falls into one of three categories⁹¹:

⁹⁰E. Tariszka (2012). Organizational Internal Communication as a Means of Improving Efficiency. *European Scientific Journal July edition*, 8 (15), p. 91.

⁹¹Fred C. Lunenburg (2010). Formal Communication Channels: Upward, Downward, Horizontal, and External. *Sam Houston State University: Focus on Colleges, Universities, and Schools*, 4 (1), p. 5.

1. Intradepartmental problem solving. These messages take place between members of the same department in a school or division in a school-wide organizational system and concern task accomplishment.
2. Interdepartmental coordination. Interdepartmental messages facilitate the accomplishment of joint projects or tasks in a school or divisions in a school-wide organizational system.
3. Staff advice to line departments. These messages often go from specialists in academic areas, finance, or computer services to campus-level administrators seeking help in these areas.

From above that can explain about horizontal communication is the process whereby the communication can be between organizations members on the same workgroup organization or between others members on the others departments in the same level organization. This horizontal communication process usually happened in informal communication and in atmosphere friendship or families flow. This communication can be happened in takes place with face-to-face, telephone, or through written messages.

The weaknesses about this horizontal communication is sometimes this communication is used by employees with others employee by relations to talking about rumors, grapevine, gossip. That is way leaders or managers must be giving the limit to employees for talking too much or not talk much unrelated with work or jobs.

5.3. Internal and External Networks

In organization, leaders or managers must concern about their relation with their employees, it is because the most important relationship in the organization is the relationship with their employees. The important relationship with their employees because is the organization will lose their most human resource potential if leaders and managers not care to their employees.

This relationship must be prioritizing by leaders or managers by doing the effectiveness two-way communication between their employees. This effectiveness can be as the

foundation for leaders to their employee, and this foundation can make a good relations and a good job performance in the organization.

The communication between leaders and their employees can be as internal communication shape in the internal organization. The organization's internal communication shape can be said as a process between two or more individuals in the organization for delivering something messages from one to others for something purpose. This individuals or members in organization can be from leader(s) or manager(s) to their employee(s), vice versa, or between employee(s) to (employees), or leader(s) to leader(s).

Internal communication represents the communication and the interactions among the members of an organization, being defined as a way of describing and explaining a corporation. Internal communication targets the internal members of an organization, including the superiors, the collaborators and the subordinates. It is viewed as an essential process, based on which the staff exchanges information, establishes relationships, forms a system of values, creates an organizational culture, harmonizes the activities, collaborates for the achievement of goals and develops formal and informal networks⁹². Internal communication in organization also can as idea's exchange between leaders or managers with their employees in the structures of organization. These structures can be as horizontally and vertically as long for running the management operations. Beside that the internal communication process in organization can be as interpersonal and impersonal communication.

Information's delivery in communication from one person to another will work well if they developing their mutual understanding between each other. Good communication with good understanding between each others can be effected that all things in the organization going well because each others are understand the message so there are no missing link and all will good to implement. Without a good communication in the organization or work place then peoples in the organization will be confusing, if this happened then the chaotic in the organizational goals are hard to be achieved.

⁹²K. Réka and A. Borza, (2012). Internal and External Communication within Cultural Organizations. *Management & Marketing Challenges for the Knowledge Society*, 7 (4), p. 615.

Internal communication benefit can be happened in all organization communication activities in the organization. Some specific benefits that can result from effective internal communication include: • Employees can make more decisions themselves since they have the tools and knowledge to know the "right" decisions in line with the organization's goals; • Staff can identify better with the goals, mission and procedures of the organization, which can result in a sense of "making a difference" and increase effort and efficiency; • Programs and departments share more resources and information resulting in less duplication of work and stronger impact as a whole organization • Day-to-day conflict can be reduced since a lot of conflict is the result of conflicting ideas on what is important to the organization. Some basic principles to keep in mind when creating the strategic internal communication plan are: develop a long-term focus, identify clear values for organization, define the specific goals for internal communication strategy, use comprehensive and pervasive methods, and be consistent in the messages⁹³.

Beside that an organization must making a good relationship with outside their organization (external). This is important because in this modern era the organization would not be possible to live alone. Each of organization will need others organization; they would not be able to live alone, they need others organization to get some materials, distribute, or marketing their services/products.

The importance to making a good relationship with others also because organization can be easy to take their goals for strengthens their capacity building. In making external relations with others outside the organization, leader or managers must aware of others public opinion. That is way leader or manager must making a good relationship with others, one way to making a good relationship is with making a good external communication. This relationship, in external communication can be done with building and maintain a harmonious relationship with others organization, such as: customer, government, media press, communities, and other groups outside the organization.

⁹³J. Hume (2011). *Internal Communication Toolkit*. USA: Civicus-World Alliance for Citizen Participation, p. 5.
<http://civicus.org/view/media/CIVICUSInternalCommunicationToolkit.pdf> (Date accessed: 17/11/2014)

External organization communication itself can be defined as a communication shape between the organizational members (leaders, managers, staffs, or others organizational employees) with outside organization or institution members. This relationship can be such as; between per to per (person to person), between department, or between organizations.

Because of this scope communication is too large to do by one leader or manager, then this communication mostly done by their public relations organization departments in their organization. Leader or manager just limited this relational communication by considered very important things, which is cannot delegated to others. Although external communication is tied to departments such as public relations and the press, marketing, market investigation, corporative communication, etc., all members of the organization can carry out functions of external communication and diffusion of the image of the organization. When the feeling of belonging increases, when people feel identified with the organization and improve labor relations they transmit a positive external image⁹⁴. This external image communication scope can be as communication with: customer, distributors, suppliers, regulatory agencies, etc. These groups are outside the organization can support each others in the organization.

⁹⁴E. Puyal. *Internal and External Communication in the Company*. Spain: University of Huesca, p.7. http://proin.ktu.lt/~virga/leonardo_fit/materials/basic_modules/module5/downloads/04chapter.pdf (Date accessed: 17.11.2014)

6. Organizational PR Communication

Above researcher had been explained about internal and external organizational communication. There also explained about the relationship between each organization to other organization and their interests to each others for making some relational communication. And now researcher will explain the important relationship of communication that will do in organization as a special part of PR (public relation) in the internal and external organization for build and maintain a good relations and have mutually beneficial between managers and employees, and others outside the organization. The defined about organization-public relationships can be said as the degree that the organization and its public's trust one another, agree on one has rightful power to influence, experience satisfaction with each other, and commit oneself to one another⁹⁵.

With PR (public relation) in the internal and external organization for communicating to someone or others, organization will receive lots of news and information that maybe need for organization's purpose and goals. This is because public relations person will brings the problems and views of publics--both employee (internal) publics and external publics--to the attention of other managers when crucial decisions are made⁹⁶.

In the internal public relation the audience or concern group of internal public in the organization is all organization members. These all organization members are including from top leaders or managers to the lowest organization members that do as a little part activities in organization. In the organization, internal PR (public relation) is can be adapted as a form or shape in organizations concerned. Internal PR (public relation) in organization must have in all organization to making good relations to their members, these organizations can be in; business or commercial organizations, educational organizations, government organizations, etc.

⁹⁵ S. Yang (2005). The Effects of Organization-Public Relationships on Organizational Reputation from the Perspective of Publics. *Dissertation: To the Faculty of the Graduate School of the University of Maryland*, College Park, p. 58.

⁹⁶James E. Grunig (2001). *The Role of Public Relations in Management and Its Contribution to Organizational and Societal Effectiveness*. A Speech in Taipei, Taiwan, May 12, 2001, p. 9.

The best of internal public relations in the organization is act or to do something good to all every member's organization with same attitude without distinction level (salaries, jobs, education, etc) and do fairly to all, be honest to all each member of the organization. Because the internal public relations in the organization can be as: leaders or managers, employee's members, and all stakeholders' members. So depending on those type or character members in the organization, public relationship peoples must care and act best to all organizational members.

Same as internal PR (public relation) function above. The external PR (public relation) in organization must make a best relationship with others. But here the external PR (public relation) can be as a concept management function that always make a good communication with others parties outside organization, here organization is maintain and building to making a harmonious relationship for successfulness of organization goals.

One purpose of external public relations to another organization is to making strengthen relationships with peoples outside organizations, this purposing for making public opinion forming and favorable to the organization. The external public organization other purpose is for giving an information about something and can be as explanation to public outside the organization for making and establish a good relationship process.

Same as internal public relation, external public relation also must make an adjustment for attitude, shape, value, type, or character from others publics' members. Because one outside members can be different to others members, the leaders or managers of institutions need to understand the attitudes and values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioner acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action⁹⁷.

⁹⁷A. Schmitz (2012). *Mastering Public Relations*. Creative Commons Attribution-Non Commercial-Share Alike 3.0 License, p. 16.
<http://www.saylor.org/site/textbooks/Mastering%20Public%20Relations.pdf> (Date accessed: 18.11.2014).

The most meaningful evaluation of relationships involves measuring the outcomes of relationships. Public relations evaluation can be done by measuring process indicators as well. For example, public relations managers can measure disclosure by publics to the organization by counting suggestions, complaints, inquiries, and other contacts that came from external members of organization itself⁹⁸, it can be from: customer, suppliers, government, politicians, mass media, etc.

⁹⁸ L. C. Hon and J. E. Grunig (1999). *Commission on Public Relations Measurement & Evaluation: Guidelines for Measuring Relationships in Public Relations*. Institute for Public Relations, p. 19.

Chapter Three

Job Satisfaction

Every worker has an expecting about something to obtain a satisfaction from their work at company or organization. When workers need a satisfaction from their job, they will ask what is the matter thing that they satisfied with their job, maybe it because the salary, supervisor, co-workers, or etc. By looking all the reasons before, the one important factor to considerate about those for the company or organization is must provide something valuable that can be offered to their workers, it can become the product or service from a company or organization, that all can make their workers have the job satisfaction. What is a job satisfaction and all related about that will be explained below.

Job satisfaction at public service organization is very important for their employees or workers. Leaders or managers must aware and concerned about their employees' job satisfaction because it can be as a factor for making work optimal and increasing the productivity, also can be as full fill in the accordance for giving service to their stakeholders. Leaders or managers also must be known how to reduce the problem factor that workers have in their employees' satisfaction.

1. Job Satisfaction Introduction: Definitions and Importance

Basically job satisfaction is the individual thing to each individual workers/employees that has a level of satisfaction. This satisfaction level can be different from one employee to another, because it depends on their prevailing or accepting values in every individual employee. The most aspects of the work that employees have in accordance with the desires of the individual at the company or organization, then it must be higher of the level perceived satisfaction that need to employees.

How the job satisfaction those employees feel at work, it is good or bad, it can be search. If the job satisfaction is goods or well enough and then the employees will like or comfortable with their job, and maybe they will loyal to the company or

organization. But if the job satisfaction is bad or not credible then the employees maybe will be not satisfied about their jobs. This is because today every employee is more concerned about their job satisfaction. But before go further, the next question is, what is actually a job satisfaction? Before that then first must know about the job satisfaction itself. Some experts had tried to formulate about job satisfaction.

The study of job satisfaction is a relatively recent phenomenon. It can perhaps be said to have begun in earnest with the famous Hawthorne studies, conducted by Elton Mayo at the Western Electric Company in the 1920s. Those engaged in industrial psychology up to this point had been much more interested in examining the effects of physical conditions and equipment design on the productivity of individuals. Elton Mayo and his co-workers started very much in this tradition, investigating the effect of physical factors on productivity. During the course of their investigations, however, they became convinced that factors of a social nature were affecting satisfaction with the job, and productivity. The human relations school was born, which saw the function of the industrial psychologist as seeking to improve the happiness of the worker, and through this to improve productivity. The implicit assumption was, of course, that the satisfied worker produces more⁹⁹.

According to Timothy A. Judge and Ryan Klinger¹⁰⁰, the concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke in 1976, who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Building on this conceptualization, Hulin and Judge in 2003 noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components. This tripartite conceptualization of job satisfaction fits well with typical conceptualizations of social attitudes.

⁹⁹ M. M. Gruneberg (1976). *Job satisfaction: a reader*. London: Macmillan Press, p. x.

¹⁰⁰ T. A. Judge and R. Klinger (2007). *Job Satisfaction: Subjective Well-Being at Work*. In M. Eid & R. Larsen (Eds.), *the science of subjective well-being*, New York: Guilford Publications, p. 394.

Most researchers recognize that job satisfaction is a global concept that is comprised of, or indicated by, various facets. The most typical categorization considers five facets of job satisfaction: payment, promotions, coworkers, supervision, and the work itself. Locke, adds a few other facets: recognition, working conditions, and company and management. Furthermore, it is common for researchers to separate job satisfaction into intrinsic and extrinsic elements whereby pay and promotions are considered extrinsic factors and coworkers, supervision, and the work itself are considered intrinsic factors¹⁰¹.

The concept of job satisfaction and its definition have continually grown, expanded and unfolded through the previous decades. Although basically it is a work-related positive affective reaction in majority of the definitions, less consistency can be observed in the factors that bring about job satisfaction. This inconsistency may be because job satisfaction can be influenced by various factors including personal traits and characteristics of the job. To get deep understanding of employees, characteristics of jobs and their relation to the issue of job satisfaction various theories have been formulated. These theories aim at developing appropriate research frameworks for further studies on this concept¹⁰².

But why the job satisfaction is really important for employees or workers, and what workers want for it. Terkel in 1974 indicated that work is an intrinsic part of most lives, it provides the daily meaning as well as daily bread but it does not automatically delivery satisfaction at all time. However, a person's job is a big part of their life, hence employees will look for job satisfaction just as companies will pursue profits. Ferris in 1999 suggested that employees fundamentally concern love which is normally expressed in terms of life values, fulfillment, a sense of wholeness. Simply implement certain motivation exercises without fully understanding the reason why employees should be motivated may result in an awkward situation where employees and managers have different reasons for wanting organizational conditions that generate job satisfactions. Like what have been suggested by Clegg and Dunkerly in 1980 that

¹⁰¹ T. A. Judge and R. Klinger (2007). Op cit, p. 395.

¹⁰²S. Rast and A. Tourani (2012). Evaluation of Employees' Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline Industry in Iran. *International Journal of Business and Social Science*, 3 (7), p. 92.

satisfied employees are more likely to experience high internal work motivation, to produce high quality work, and to have low absenteeism and turnover.¹⁰³

The impact of human relations perspective posits that satisfied workers are productive workers. Thus, organizational productivity and efficiency is achieved through employees' satisfaction and attention to employees' physical as well as socio emotional needs. Human relations researchers further argue that employees' satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust. Employees' job satisfaction sentiments are important because they can determine collaborative effort. Consistent with this reasoning, Likert in 1961 has argued that collaborative effort directed towards the organization's goals is necessary for achievement of organizational objectives, with unhappy employees failing to participate (effectively) in such efforts. In a unique study conducted by Harter et al. in 2002, based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employees' satisfaction-engagement and the business unit outcomes of productivity, profit, employees' turnover, employees' accidents, and customer satisfaction¹⁰⁴.

A great many investigations have been conducted over the years to determine what employees want from their jobs. While the result of these surveys different in details, they agree in their major dimensions. As basic requisites people expect good pay, safe and healthful conditions of work, and steady employment. These elements are well understood by manager, worker, and union official alike. But beyond these essentials employees want (1) interesting work, (2) opportunities for advancement and growth, (3) cooperation and help to get the job done right, (4) treatment with respect and dignity, (5) opportunities to influence decisions affecting them, and (6) reasonable social

¹⁰³C. Fu (2007). Case study: A Study of the Relationship between Management Style and Job Satisfaction in a Chinese Culture Context. *University of Nottingham: A dissertation in part consideration for the degree of MA Management*, p. 34-35.

¹⁰⁴A. Sageer; S. Rafat and P. Agarwal (2012). Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization. *IOSR Journal of Business and Management (IOSR-JBM)*, 5 (1), p. 33.

interaction on the job. The conditions of work in modern life tend to frustrate these desires for many blue-collar and white-collar workers¹⁰⁵.

2. The Theoretical Work of Job Satisfaction

The job satisfaction concept cannot be separated from some basic theories. There are three theories that as the ground floor concept of job satisfaction theories those are:

2.1. X-Y Theory

X-Y theory from McGregor in 1960 suggested that the use of incentives to motivate workers could best be understood by the leadership style of an organization's managers and suggested two distinct types of leadership styles: Theory X and Theory Y. The Theory X leadership style is very authoritarian and assumes that workers are largely lazy, lacking in motivation, require a high level of supervision to make certain the work gets done, and require substantial salary and benefit incentives to work hard. On the other hand, the Theory Y leadership style assumes that employees are driven, ambitious, and want to accept larger roles within the organization. This leadership style encourages creativity in the workforce based on the belief that productivity increases when employees have the opportunity to face new work-related challenges. This leadership style is often found in workplaces that prize employees who think and use their creative abilities over those who can simply repeat a task. Under Theory X, the leadership style is likely to be autocratic, which may create resistance on the part of workers. Communication flow is downward from manager to the subordinates. Theory Y leadership styles value worker participation and empowerment which, it is hoped, will result in workers seeking more responsibility and commitment to organizational goals¹⁰⁶. Theory X encourages use of tight control and supervision, and theory Y implies that the managers should create and encourage a work environment which

¹⁰⁵ D. S. Beach (1975). *Personnel: The Management of People at Work*, 2nd ed. New York: Macmillan Co., p. 42.

¹⁰⁶ M. D. Glicken and B. Robinson (2013). *Treating Worker Dissatisfaction during Economic Change*. Elsevier Inc, p. 34.

provides opportunities to employees to take initiative and self-direction¹⁰⁷, those theory figure can be seen as below:

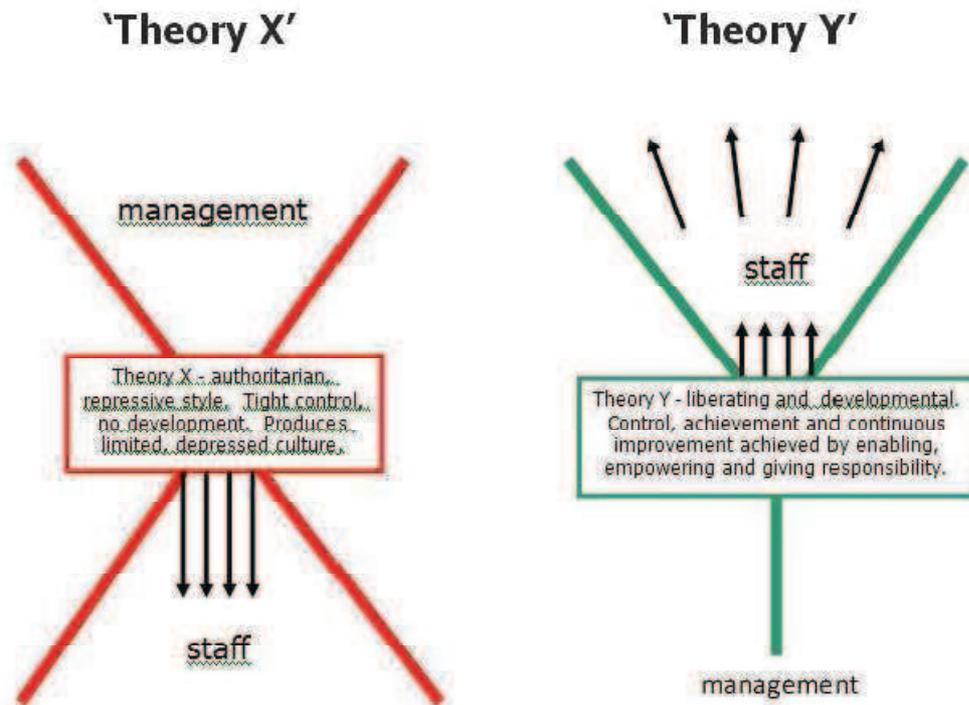


Figure 9. X-Y Theory.

Source: Sapkota, 2012: 27.

Based on McGregor observations of management during his years as a senior administrator in an American college, he suggested that managers make either Theory X or Theory Y assumptions about the way others behave¹⁰⁸. Theory X assumptions include the following:

- that the average human being inherently dislikes work and will avoid it if possible;
- that, because of this, subordinates must be coerced, controlled, directed or threatened with punishment to get them to put in adequate effort at work;
- that the average person prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all else.

¹⁰⁷G. P. Sapkota and Nepal, N. (2012). How does a leader of Chaudhary Group in Nepal Motivate its Employees Over Highly Politicized Environment? *Denmark: Roskilde University, Master's in Business Studies and Computer Science*, p. 27.

¹⁰⁸R. Thomson (2002). *Managing People (Third Edition)*. Elsevier Inc, p. 75-76.

And theory Y assumptions which include the following:

- that most people do not inherently dislike work and that, according to the conditions, it may be a source of either satisfaction or punishment;
- that people will generally exercise self-direction and self control in pursuit of objectives to which they are committed;
- that most people learn, under proper conditions, not only to accept but to seek responsibility;
- that most people are not being used by organizations to their full potential;
- that, in order to obtain commitment from employees, rewards should fulfill an individual's self-actualization needs.

2.2. Two Factors Theory

The two-factor theory originated from a study by Herzberg, Mausner, and Snyderman in 1959. The two factor theory or known as Herzberg's theory is called either the motivation-hygiene or the dual-factor theory. Herzberg's work categorized motivation into two sets of factors: Motivators and Hygiene's. According to Herzberg's two factor notion of motivation "Motivators" stimulates positive orientation towards one's job, arising from content factors of job such as Achievement, Responsibility, Recognition, Advancement, Work itself. While "Hygiene" does not induce positive orientation towards job rather reduce the extent of dissatisfaction level experienced by individuals. "Hygiene" is termed as to be the context factor of job such as working condition, Salary, Interpersonal Relationship, Policies\Administration and Supervision. In other words these are also known to be the extrinsic factors related to job¹⁰⁹.

Herzberg and team developed an initial hypothesis that satisfaction and dissatisfaction could not be reliably measured on the same continuum. They conducted an empirical

¹⁰⁹F. Mehboob, and others (2012). Factors Affecting Job Satisfaction among Faculty Members Herzberg's Two Factor Theory Perspective: A Study of Shah Abdul Latif University, Sind, Pakistan. Asian Journal of Business and Management Sciences, 1 (12), p.3.

study to test the hypothesis. After two pilot programs, the design and hypothesis were further developed and expanded. The major study used the critical incident technique and was conducted at nine sites within a 30 mile radius of Pittsburg. A total of 203 accountants and engineers were studied. Participants were led through a semi-structured interview in which they were asked to describe any time when they felt either exceptionally good or bad about their job¹¹⁰.

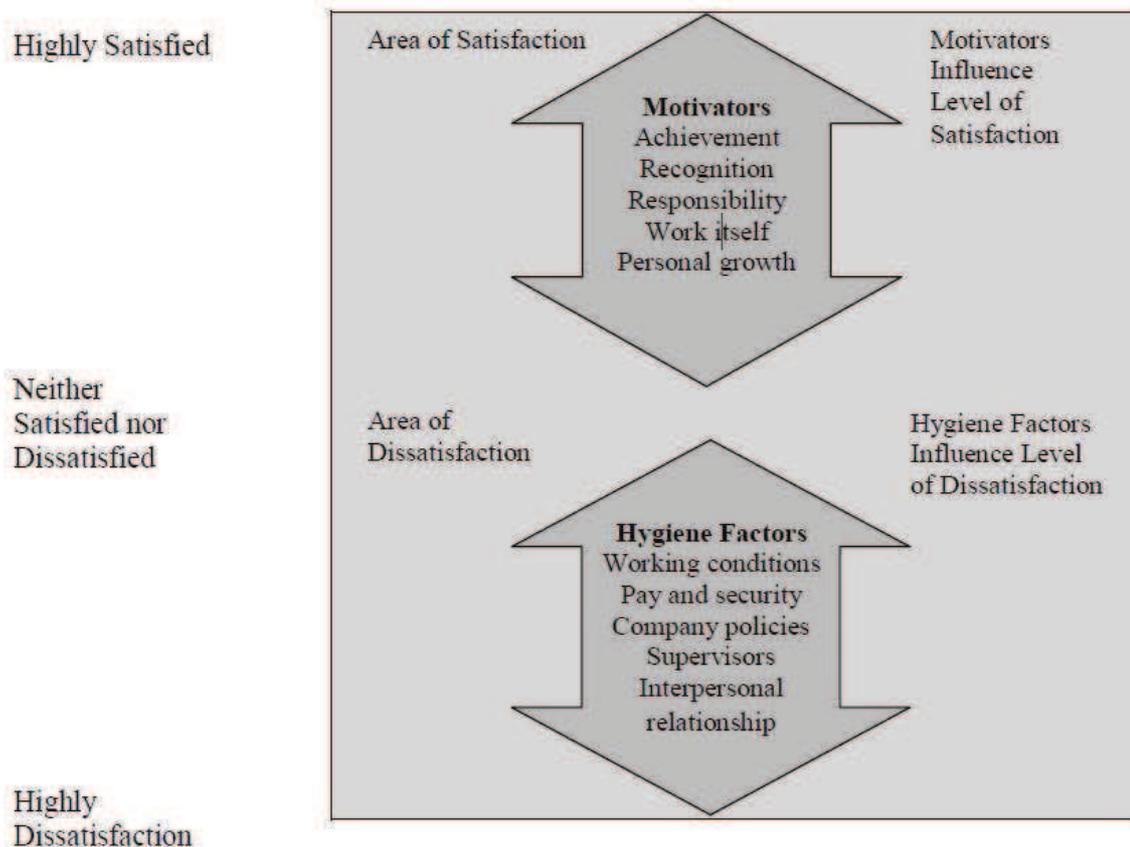


Figure 10. Herzberg's Two-Factor Theory.

Source: Zeynep and Mert, 2014: 212.

Similar as with Maslow's model, the basic idea is that high salary and safe and healthy working conditions are not sufficient to initiate high and sustainable work motivation. Instead, employees also need a meaningful and interesting task, responsibility, and

¹¹⁰ C. M. Stello (2011). Herzberg's Two-Factor Theory of Job Satisfaction: An Integrative Literature Review. University of Minnesota: College of Education and Human Development, p. 4.

recognition by others¹¹¹. Herzberg found that Maslow's theory of personal growth and self-actualization became the keys to understanding the good feelings in these sequences (see figure below). The authors also found certain trends in the characteristics of high and low sequences. In the high sequences, only a small number of factors were responsible for good feelings about the job. All of those factors were related to the intrinsic factors of the job and were predominantly long lasting. When good feelings about the job were short lasting, they stemmed from specific achievements and recognition about those achievements as opposed to the job itself¹¹².

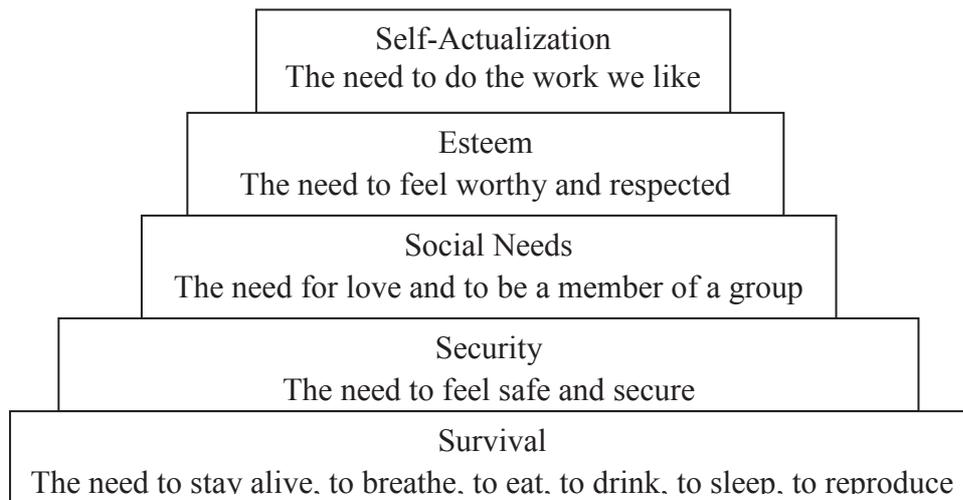


Figure 11. Maslow's Hierarchy of Needs.

Source: Thomson, 2002: 77.

In figure above, as explanations are in the lowest of human as individuals needs is the basic physiological as needs, it can be as food, drink, and shelter including survival needs, air, clothing, and sex; once these were satisfied, individuals needed to protect themselves against danger, threat, and deprivation, including protection their freedom from fear, security – safety needs. Thereafter, the levels of need rose through social needs (love, belonging, affiliation, acceptance), the need for self esteem (achievement

¹¹¹ G. Hertel and M. Wittchen. *Work Motivation, an Introduction to Work and Organizational Psychology: A European Perspective*. Germany: University of Würzburg, p. 6. http://www.uni-kiel.de/psychologie/AOM/tl_files/Dokumente/Gesichert/Studium/SeminarAO_UK/Mot_2.pdf (Date accessed: 09.10.2014)

¹¹² C. M. Stello (2011). Op cit, p. 5.

recognition and status) and status (ego needs) to the need for self-actualization (Realizing one’s potential, growth using creative talents)¹¹³.

But because the two-factor theory of job satisfaction has not been explicitly stated by its proponents, various researchers have explicitly or implicitly denoted different ‘theories’ as the two-factor theory¹¹⁴. Beside, some researcher said there is a fairly close relationship between Maslow’s hierarchy of needs theory and Herzberg’s motivation hygiene theory. According to Mondy, Holmes, and Flippo, “Herzberg’s motivators are most closely related to the esteem and self-actualization needs on Maslow’s hierarchy and the hygiene factors closely correspond to the physiological, safety, and social needs”¹¹⁵. Those same concept theories can be seen in figure below:

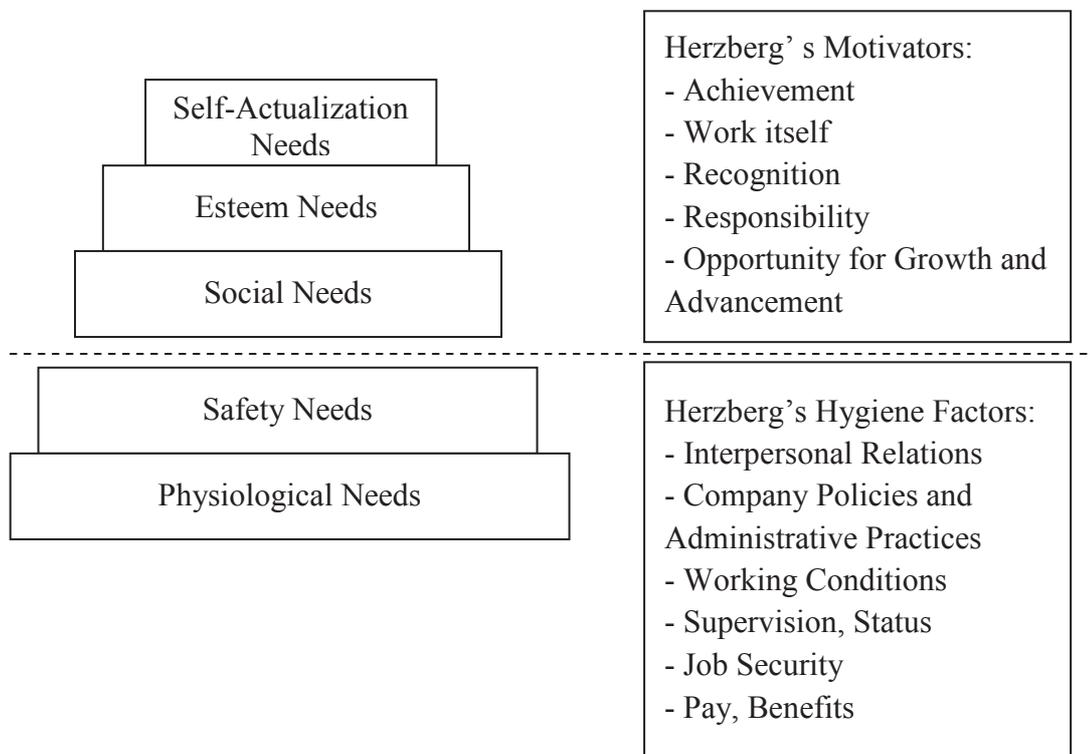


Figure 12. Maslow and Herzberg Related.

Source: Zeynep and Mert, 2014: 213.

¹¹³ R. Thomson (2002). Op cit, p. 77.

¹¹⁴N. King (1970). Clarification and Evaluation of the Two-Factor Theory of Job Satisfaction. *America Psychological Association Bulletin*, 74 (1), p. 18.

¹¹⁵Z. Ozguner and M. Ozguner (2014). A Managerial Point of View on the Relationship between of Maslow’s Hierarchy of Needs and Herzberg’s Dual Factor Theory. *International Journal of Business and Social Science*, 5 (7), p. 213.

2.3. Content and Process Theory

The content and process theory was said on Evaluation of Employees' Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline Industry in Iran by Sadegh Rast and Azadeh Tourani in 2012 at International Journal of Business and Social Science Vol. 3 No. 7; April 2012 before. There are numerous theories of job satisfaction theories that attempt to explain the job satisfaction. But there are just only have two conceptual frameworks of them that can be seen and can be more prominent in the literature, there are: The content and process theories¹¹⁶. Above the following of sections of both main theories and theorists from each framework are will be explaining into clarify the relevance and direction of them for this current research.

Content theories focus on identifying the needs, drives and incentives/goals and their prioritization by the individual to get satisfaction. Experts have been preparing multiple lists of biological, psychological, social and higher level needs of human beings. Interestingly, almost all the researchers categorize these needs into primary, secondary and high level employees' requirements, which need to be fulfilled when the worker is needed to motivated and satisfied. Following are the well known content theories that are widely used by the management¹¹⁷.

Based on this content theory, the job satisfaction is gained when an employees' feels that his job gives him the sense of growth and self-actualization. The discussion of these two factors directly links to Maslow's hierarchy of needs. Content theories assume that all employees in the organization have the same set of needs and therefore predict the characteristics that should be present in the job. These theories emphasize on the factors and needs that encourage and inspire the behavior as well as performance¹¹⁸.

Process theories are more concerned with 'how the motivation takes place?' Similarly, the concept of 'expectancy' from 'cognitive theory' plays dominant role in the process theories of job-satisfaction. Thus, these theories strive to explain how the needs and

¹¹⁶S. Rast and A. Tourani (2012). Op cit, p. 92.

¹¹⁷ S. K. Saif, and others (2012). Synthesizing the Theories of Job-Satisfaction across the Cultural/Attitudinal Dementions. *Interdisciplinary Journal of Contemporary Research in Business*, 3 (9), p. 1385.

¹¹⁸S. Rast and A. Tourani (2012). Op cit, p. 92.

goals are fulfilled and accepted cognitively. Several process-based theories have been suggested. Some of such theories have been used by researchers as hypotheses, tested and found them thought-provoking¹¹⁹.

Based on this process theory, the job satisfaction is explained by the extent to which an individual's expectations and values are met in a job. Based on these theories job-holders' behavior is driven by their needs. These theories focus on employees' diverse needs and the cognitive process behind these diversities. In these theories, sources, and causes of employees' behaviors, as well as the motives that affect the intensity and direction of those behaviors are given attention¹²⁰.

And for making more acceptable the researcher will use job satisfaction concept developed by Smith, Kendall, and Hulin in 1969. Because this instrument are have correlation with the two factors theory that explained before, where are the Motivators factor can be correlation with satisfaction with work, and satisfaction with promotion. and Hygienies factor can be correlation with satisfaction with supervision, satisfaction with pay, and satisfaction with coworkers.

The measure of job satisfaction instrument itself was called the Job Descriptive Index (JDI), those instrument consists of five dimensions of job satisfaction, there are: satisfaction with work, satisfaction with supervision, satisfaction with pay, satisfaction with promotions, and satisfaction with coworkers. Extensive more about this research will be explaining below.

¹¹⁹ S. K. Saif, and others (2012). Op cit, p. 1388.

¹²⁰ S. Rast and A. Tourani (2012). Op cit, p. 92.

3. Job Satisfaction Structure, Function, and Characteristic

Above already said that job satisfaction are correlated with two factors theory, which is the Motivator factor are correlated with inside of the job that already done and Hygenies factor are correlated with outside of the job that influence the job. Same with Herzberg in 1959 stated that (positive) satisfaction is due to good experiences, and that these are due to 'motivators' - achievement, recognition, the work itself, responsibility and advancement. Dissatisfaction is due to bad experiences caused by 'hygiene' factors - supervisors, fellow workers, company policy, working conditions, and personal life¹²¹. Because of that why the job satisfactions are so influencing the worker's mentality, so that the managers or leaders must aware about of this.

Know that human have some important components satisfaction of live, one of that is work. And how to get that human's satisfaction always looking the best way to get the satisfaction of working life. So do with some researchers, they always look for the best idea to see the full concept of work satisfaction, even though not all researchers have the same idea, but it is still the best way to see and search the work or job satisfaction. The job satisfaction itself has been researched before, but there are still have several problematic areas. *First*, even though the job satisfaction concept has been described on many various ways by researchers, and apart of those have a few definitions indicated, but there are many others aim that will explain the concept of job satisfaction. The lack of consensus which appears in defining the concept may lead to misunderstandings among researchers and researches' participants and may influence the construct validity of its measurement (Evans, 1998). The *second* problem which appears in the research field of job satisfaction is a great number of various instruments that measure the phenomenon. Some of the examples are: the Job Descriptive Index (JDI) by Smith, Kendall & Hulin (1969); the Minnesota Satisfaction Questionnaire (MSQ) by Weiss,

¹²¹M. Argyle (1989). Do Happy Workers Work Harder? The Effect Of Job Satisfaction On Work Performance. In: Ruut Veenhoven (ed), How harmfull is happiness? Consequences of enjoying life or not, Universitaire Pers Rotterdam, The Netherlands, p. 2.

Dawis, England & Lofquist (1967); the Job Diagnostic Survey (JDS) by Hackman and Oldham (1974); etc¹²².

Job satisfaction itself is one of the most frequently measured constructs in the field of industrial-organizational psychology, and it is correlated with many important outcomes including health, stress, life satisfaction, withdrawal, citizenship behavior, and performance. Because this construct is so frequently measured and is tied to so many important outcomes, it is important to assess it accurately. To appropriately assess job satisfaction it is important to first understand what it is¹²³.

Some researcher said that there are some factors that affecting job satisfaction, those major factor like style and quality management, job design (scope, depth, interest, perceived value), compensation (external and internal consistency), social relationship, working conditions, perceived long range opportunities, and perceived opportunities elsewhere can be influencing direct or vice versa the employees' job satisfaction. The summaries of major factor that determine the employees' job satisfaction can see figure below.

¹²²M. Astrauskaite; R. Vaitkevičius and A. Perminas (2011). Job Satisfaction Survey: A Confirmatory Factor Analysis Based on Secondary School Teachers' Sample. *International Journal of Business and Management*, 6 (5), p. 42.

¹²³ R. T. King (2014). Investigating Perceptions of Job Satisfaction in Older Workers Using Item Response Theory. Graduate College of Bowling Green State University: A Thesis Submitted To The In Partial Fulfillment Of The Requirements For The Degree Master Of Arts, p. 3.

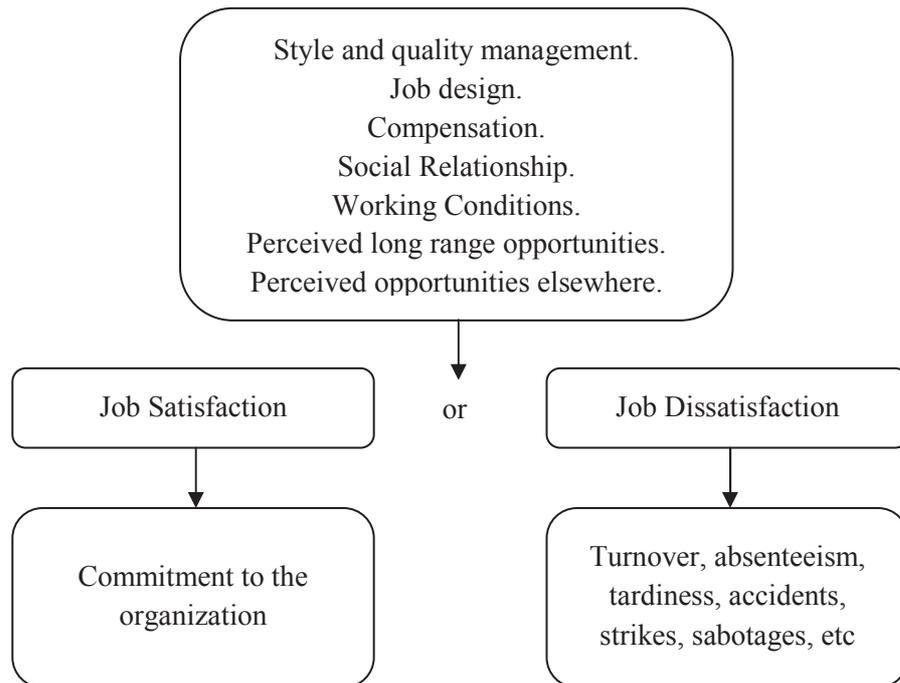


Figure 13. Major Factor Determine Employees Job Satisfaction.

Source: Byars and Rue, 1997: 319.

From figure above know that employees who are satisfied with their jobs tend to be committed to the organization; these employees are likely to be very loyal and dependable. But, employees who are dissatisfied to the organization; these employees are likely to experience higher rates of turnover, absenteeism, tardiness, and more accidents, strikes, sabotages, etc¹²⁴.

But how to measure the job satisfaction, because now is the challenges that have increasingly occupied managers' minds. One way to search and see phenomenon of job satisfaction is with using Job Description Index (JDI) by Smith, Kendall & Hulin (1969). The Job Description Index (JDI) was chosen as it has been shown by extensive research to be reliable and a valid measure of job satisfaction. Job Description Index (JDI) was designed to measure satisfaction through 5 aspects of a job, the work itself, pay, promotion, supervision and co-workers. The Job Description Index (JDI) was chosen as it has been shown by extensive research to be reliable and a valid measure of

¹²⁴L. I. Byars and L. W. Rue (1997). *Human Resource Management-Fifth Ed.* Times Mirror Higher Education Group, Inc-Irwin, p. 320.

job satisfaction. The Job Description Index (JDI) was designed to measure satisfaction through 5 aspects of a job, the work itself, pay, promotion, supervision and co-workers¹²⁵. The job satisfaction characteristic dimensions will be described as below:

1. Satisfaction with work.

Every job that human do in the organization or company is requiring a certain skill in accordance with their respective fields that they do. This skill will be having the impact to the difficulty of their jobs. The difficulty stress factor about the jobs can be brought to the employees' job and feeling at their work field, and then this will increase or decrease their job satisfaction.

On this case where the work can gives an interesting thing, such as: lively, satisfying, interesting, challenging, and accomplishment can bring the employees job satisfaction. Based on the research found, there are feedbacks from the work itself with the motivating factors and associated with the job satisfaction. Because, every job always needs requires of a certain skill in accordance with their respective fields. Difficult or not a person's job and feeling that they expertise on the work field will have influence to perform the job satisfaction on the work; it will be increase or decrease.

2. Satisfaction with supervision

The good supervision can be defined as the people that always give appreciate to his subordinates work. And for subordinates this supervision can be regarded as parents, friends, and also the leader figure. The ability such as; helping people and polite, tactful people, good people, up to date people, and always praises employees good working, of supervision can be provide the technical assistance and support for their subordinates who have experience behavioral problems in employees work.

¹²⁵T. Ramayah; M. Jantan and S. K. Tadisina (2001). Job Satisfaction: Empirical Evidence for Alternatives to JDI. San Francisco: National Decision Sciences Conference-November, p. 7.

3. Satisfaction with pay

Here the satisfaction with pay dimension from an employee can be subsistence to the factors that deemed appropriate or not, such as; fair pay, high-paid, paid enough, enough pay for employees or for their family, and this income is adequate for normal expenses. The amount of salary that received here is the degree to which satisfaction aspect that can be seen as the considered appropriate for comparison to others in the organization/company.

Satisfaction in here is also including the bonus paying by the company, bonuses by the company is not only help the employer control costs, but also appear to improve employees' satisfaction. A company that gives a raise to an employee is making a permanent change that Improves his or her payment now, in the future, and also in retirement, through a pension. This is a more costly commitment than a one-time bonus payment. Because bonuses arrive in one lump sum, they may feel to the employees like more money than a comparable sized raise¹²⁶.

4. Satisfaction with promotions

Satisfaction with promotions is the dimension factor that related with the presence or absence of an opportunity to gain the higher career advancement during the employees work. This factor can be related such as like; good chance for their career continue job promotion, promotion career ability, good opportunities for promotion, and fair promotion policy. Promotion opportunities in here seem to have a different effect on job satisfaction at the organization. This is because the promotion has a different shape and different forms from various awards that the employees received.

When organizations make decisions about people, such as whom to hire or promote, what appraisal ratings or merit raise to give, or how to discipline a particular infraction, it is very important that the decisions are seen as fair and just. Research has shown that at least two aspects of justice influence employees' job satisfaction

¹²⁶C. D. Fisher; L. F. Schoenfeldt and J. B. Shaw (1996). Human resource management 3rd ed. Boston: Houghton Mifflin Co., p. 567.

and organizational commitment, and both must be considered in organizational decisions¹²⁷.

5. Satisfaction with co-workers

Satisfaction with co-workers is a factor that related to the relationship between employees with the others employees; here can be includes with their supervision and another employee either the same or a different type of work. This degree satisfaction between employees with others employees can be describe as; lively, helpful, diligent, very intelligent, and very responsible co workers. Here is the technically proficient and socially supportive is a factor that related with the relationship between the employer and employees with another employee. The important to know the best co worker is by understanding of the requirements of the job, the culture at work, and other aspects of the job.¹²⁸

The analysis of job satisfaction is the most useful method of descriptive model to reflect an employee job satisfaction levels. This method was developed by Smith, Kendall, and Hulin (1969). The job satisfaction model until now are still using in the most researchers in the world, including in these research.

4. Job Factors in Organization

To create a high performance inside the organization, organization needs an effective tool to increase the optimal resources working field. The organization also must be able to leveraging the potential on human resources such as employees, in order to achieve the organization's goals and purpose. So, leaders or mangers must make a positive process contribution for developing the best and effective organization.

Leaders or managers must considering all variety factors that can affect employees, especially their motivation. Because in this, leaders is the number one places taking the

¹²⁷C. D. Fisher; L. F. Schoenfeldt and J. B. Shaw (1996). Op cit, p. 459.

¹²⁸J. N. Baron and D. M. Kreps (1999). *Strategic Human Resources: Frameworks for General Managers*. New York: John Wiley and Sons, Inc, p. 342.

role's organization for enhancing employees' motivation. Leaders is also as the process idea for creating an effective work in the inside environment organizations that can be contributing for making a professional employees attitude and actions in the organization work field. For those reasons, leaders or managers must know about their organizational context and job design that may affect be affected their employees or followers.

4.1. Organizational Context

In the making process of organization, founders as a leader must be know about what the organization become, what is shape and function of organization first. Because in the context of the organization there is a fundamental differentiation about shape, definition, purpose, etc in the organizational model. An organization model is trying to see the first shape model for see about the whole definition concept that organization offered.

An organization's context involves its "operating environment." The context must be determined both within the organization and external to the organization. It is important to understand the unique context of an organization before starting the strategic planning. To establish the context means to define the external and internal factors that the organizations must consider when they manage risks. An organization's external context includes its outside stakeholders, its local operating environment, as well as any external factors that influence the selection of its objectives (goals and targets) or its ability to meet its goals. An organization's internal context includes its internal stakeholders, its approach to governance, its contractual relationships with its customers, and its capabilities and culture¹²⁹.

The organizational context itself can be defined within this framework as the management processes, organizational culture, and organizational systems that exist

¹²⁹R. B. Pojasek (2013). Organization and its Context. Harvard University: Extention School, p. 1. <http://isites.harvard.edu/fs/docs/icb.topic1219851.files/Organization%20and%20its%20Context%20Week%202.pdf> (Date accessed: 12.11.2014).

within a parent organization. Each category within this framework is further defined by a set of three organizational context variables¹³⁰. See figure below.

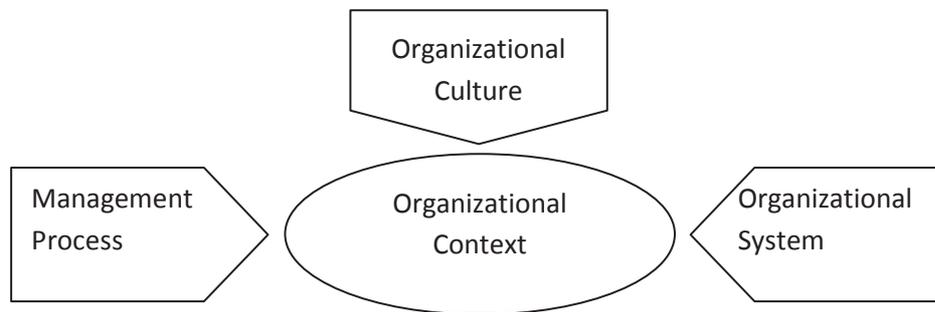


Figure 14. Management Processes, Organizational Culture, and Organizational Systems Existing within the Parent Organization Form the Organizational Context.

Source: Doolen, Hacker and Aken, 2003: 286.

To see all about organization context and related about job satisfaction, first the explanation of Management processes, organizational culture, and organizational systems existing within the parent organization form the organizational context will be explain.

Management processes, defined as those processes used by leaders in the organization in setting and meeting organizational objectives. The examples of management processes used by most organizations are strategic planning, goal setting, and resource allocation. Organizational culture, defined as the set of values, beliefs, and behavioral norms that guide how members of the organization get work done. The components of organizational culture addressed in include the value placed on teams and teamwork, the nature of inter team interactions, and the organizational norms associated with team integration. Organizational systems, defined as human resource management processes and arrangements used by and supported in the overall organization. The examples of

¹³⁰T. L. Doolen; M. E. Hacker and E. M. Van Aken (2003). The Impact of Organizational Context on Work Team Effectiveness: A Study of Production Team. IEEE Transactions on Engineering Management, 50 (3), p. 286.

human resource systems existing in most organizations are feedback, reward and recognition, training and education systems, and information systems¹³¹.

From those explanations before can be conclusion that there are has a relational about organizational context and job satisfaction. Where in the inside of organizational context, there is some connection between organizational members with management process to achieve the goals or purposes. To achieve those goals, organizational members must have values, beliefs, or behavioral norms for guiding them to get work done and well. The behaviors on organizations also can be as one area within the behavioral domain that has received increasing interest and there is relationship between the perception of wrongdoing in the organization and the presence or absence of corporate codes of ethics¹³². Then from those behaviors (good or bad), organizational system as the controls give the feedback as a reward or punishing as way for seeing the effectiveness organization. Here, reward or punishments on those can be as way to achieve members in organization for their satisfaction in the organization's job.

4.2. Job Design

Job design in the organization is important factor that can affecting the human's behavior or group's behavior that exist in the organization. Beside that the job design is can be as a tools to anticipating the world changes and competency era. Leaders or managers must be ready in management process for today's global business environment that can be change every moment. Leaders or managers must be awareness about job design itself, this job design in the organization structure can be as organization's scope, organization's depth, organization's interest, and organization's perceived value¹³³.

The concept of job design and its effects on employees' job satisfaction is not a recent phenomenon in research. Jobs in any organization are designed following established

¹³¹T. L. Doolen; M. E. Hacker and E. M. Van Aken (2003). Op cit, p. 286.

¹³²M. J. Somers (2001). Ethical Codes of Conduct and Organizational Context: A Study of the Relationship between Codes of Conduct, Employee Behavior and Organizational Values. *Kluwer Academic Publishers: Journal of Business Ethics*, p. 186.

¹³³B. Aziri (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, 3 (4), p. 81.

procedures. These procedures were arranged or design by managers in the organization who are professionals or experts in any specific job type. The more these procedures saves time, effort, and improve output quality, the better for the organization and their employees as it increases employees' job satisfaction, and reduces labor turnover in any organization¹³⁴.

Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employees' involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organizations¹³⁵. The important of job design is because job design is a very important issue in human relations. Designing work can make employees achieve a sense of task identity and task significant and are provided with skills variety, autonomy and feedback stimulate motivation and by extension, job satisfaction¹³⁶.

Job design is of interest because it focuses on the role job characteristics play in enhancing worker motivation and performance¹³⁷. So in making organization's design decisions to be more effective, leaders or managers first must made some important structural organization's design before they take the application. That structural organization's design then will be chosen after they are already decided and have decision which is the best for their organizations. It is because job designs can primarily focuses on satisfaction and performance employees' organizations. It is same that said by Gardner and Cummings in 1988 show that job design had a significant relationship with the ages of employees' duration, professional status, salary, employees' level in the organization, and job satisfaction¹³⁸.

¹³⁴B. A. Oghojafor and M. A. Adebakin (2012). Assessment of Job Design and Job Satisfaction among Doctors And Nurses In Lagos, Nigeria Hospitals. *African Journal of Business Management*, 6(48), p. 11702.

¹³⁵M. M. Parvin and M. M. N. Kabir (2011). Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector. *Australian Journal of Business and Management Research*, 1 (9), p. 113.

¹³⁶B. A. Oghojafor and M. A. Adebakin (2012). Op cit, p. 11702.

¹³⁷S. J. Cotton, and others (2002). Stress and Student Job Design: Satisfaction, Well-Being, and Performance in University Students. *International Journal of Stress Management*, 9 (3), p. 148.

¹³⁸B. A. Oghojafor and M. A. Adebakin (2012). Op cit, p. 11702.

Because organizational design is linked to managerial decision making that determines the structure and processes of organization works. Then the design results of decisions making as a system work can be as a strategy in the organization and job satisfaction.

The false from the organizational design in the beginning can become a fatal strategy for leaders and managers to achieving the goals of organizations and job satisfaction process will long enough to reach. The leaders or managers must be rethinking again in the work design or redesign their job design.

The work redesign is becoming increasingly prominent as a strategy for attempting to improve simultaneously the productivity and the quality of the work experience of employees in contemporary organizations. Although the benefits of work redesign (or "job enrichment" or "job enlargement") are widely touted in the management literature, in fact little is known about the reasons why "enriched" work sometimes leads to positive outcomes for workers and for their employing organizations. Even less is known about the relative effectiveness of various strategies for carrying out the redesign of work (Hackman, 1975)¹³⁹.

Re-design about the organization has become essential and can be as core competencies of managerial work because this is a process that to develop again good management. How leaders and managers taking a new design of management in the organization must be include of organizational structure. Leaders or managers must aware and consider some factors when re-designing the new organization. Here re-design organization can be including the new technology, work process, employees' characteristics, organizational environment, and all aspect of strategy inside or outside the organization.

¹³⁹ R. Hackman and G. R. Oldham (1976). *Motivation through the Design of Work: Test of a Theory*. Academic Press, Inc: Organizational Behavior and Human Performance, p 250.

5. Employees' Satisfaction Differences

The differences about satisfaction level in the employees satisfaction will be felt if the employees as individual feel there is a difference or gap between their ages, education, or status as an individual in the work places between others. If employees as have different personal standards achievement in the work places and equality with others people that have higher achievement that same in level work area then it will be raising the gap between the standard of individuals and higher levels.

Because of that leaders or managers must be aware and concern about this differences of employees' satisfaction. Employees' satisfaction can be improved through attention and good relationship of leadership by leaders or managers to their employees as subordinates. By this good relation than employees will felt that they are as an important part or factor in the organization. The employees' satisfaction level differences itself will be more explain as below.

5.1. Age Level

In organization there are a lot of age level status and individuals from others status life background. The ages in the organization are important factor to organization for running the organization process every day. This is because ages can be seen as indicators where the organization area is productively or not. So many old people in the organization can be reduce the productively works in the organization for achieving goals or purpose.

Ages as indicator productively works in the organizations also can be as indicator to see the employees' satisfaction in their work life. This satisfaction in organization can make a good human resources management because for a good human resources management is correlated with occupational health policy that it is important to evaluate the contribution of the job satisfaction as compared to employees in age groups¹⁴⁰.

¹⁴⁰J. Bos and others (2011). *Determinants of Job Satisfaction in Four Age Groups; University Employees' Point of View*. Tijdschrift voor toegepaste Arbowetenschap, p. 14.

There are studies about age and level of job satisfaction by some researcher. Like S. D. Saleh and J. L. Otis in 1964, they tried to see the two group of some employees. Group A is with ages 60-65 and group B is with ages 50-55. They divided the age periods with five age periods (Up to 29, 30-39, 40-49, 50-59, and 60-65). From their study know that, for both groups the period 50-59 had the highest mean rank and had the highest percentage of first-ranked responses. The lowest level of satisfaction is found in the starting age period, up to 29. Figure below shows the levels of job satisfaction through the various periods of work experience. For each group, the highest sum of ranks was considered as one hundred and the other sums of ranks were equated proportionally¹⁴¹.

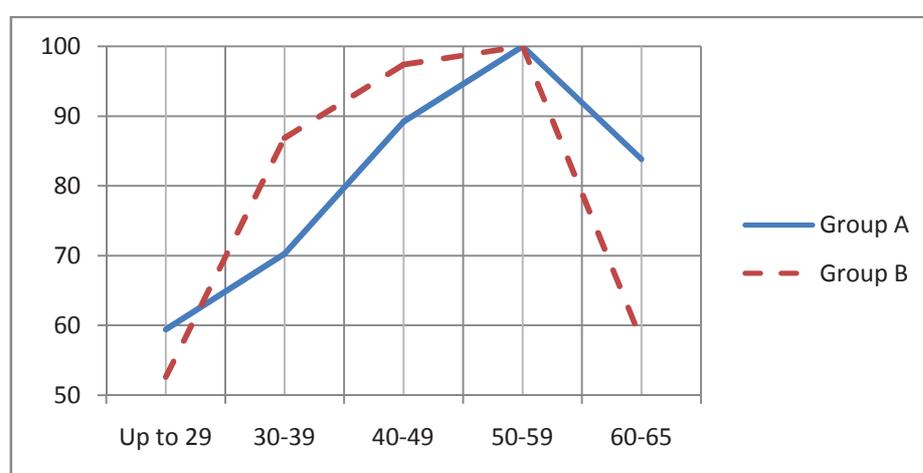


Figure 15. Level of Job Satisfaction through Five Periods of Work Experience for Two Age Groups.

Source: Saleh and Otis, 1964: 428.

From figure above also can be summarized that the concept of career stage is linear with employees' satisfaction. Employees will have more satisfaction if they are can survive until the age of retirement. Employees will tend to gain sets of competencies (skills and knowledge) with the expansion of their occupational roles and responsibilities... the concept of career stage, also termed "occupational age," recognizes that most

¹⁴¹S. D. Saleh and J. L. Otis (1964). Age and Level of Job Satisfaction. *Personnel Psychology*, 17 (4), p. 427.

employees move from more basic to more advanced levels as they advance in a career¹⁴².

States in which the status of the form of education, occupation and social class, experience and gender, marital status, level of expenditure, as well as the age level of the individual.

The age differences also will be bring employees into the satisfaction work if on those work have the combination differences of employees age, because on this differences the level of job satisfaction in the pre-retirement period will be higher than other age periods and the level of job satisfaction will increase with age to the pre-retirement period will show a decline¹⁴³. So leaders or managers must be combined between the old employees and new employees on the same area.

5.2. Gender Status

Gender status may be having a different status degree in the employees' job satisfaction. Someone with different gender in same area working and in the same positions maybe has different job satisfaction level than others. Male and female in the work field maybe sometimes bring their emotion in the work experience in the organization that can be influenced their work condition.

Some research that give explanation about gender and job satisfaction. Greenberg and Baron in 1993 reported that employed women, in general, seem to be less satisfied with their work than their counterpart men. Quinn and Staines in 1979 found that women tend to place greater emphasis than men on interpersonal relationships at work and the so-called "comfort" factors such as hours and travel time from home to work, which make their work more compatible with household responsibility. On the other hand, McNeely in 1984 found a significant difference between employed women and men's job satisfaction. Women were found to be more intrinsically satisfied than men.

¹⁴²N. Sarkisian and others (2011). *Effects of Country & Age on Work Engagement, Job Satisfaction & Organizational Commitment among Employees in the United States*. Boston Collage: The Sloan Center on Aging and Work, p. 22.

¹⁴³S. D. Saleh and J. L. Otis (1964). Op cit, p. 425.

McNeely also found a significant difference between female professionals and male professionals, with females being more satisfied. Jayaratne and Chess in 1983 reported a statistically significant difference between male and female social work administrators regarding role ambiguity and workload. Their findings suggested that female administrators have a higher workload than males and that male administrators have greater role ambiguity than females. These findings were supported by Tuch and Martin in 1991 and Mi'ari's in 1996 studies in which female employees were significantly more satisfied than male employees¹⁴⁴.

From those researches know that females on the organization works seem much more satisfied from males. Here maybe the reasons because within this nexus, the alleged universally valid gender-job satisfaction paradox suggests that women possess a higher level of overall job satisfaction as compared to men despite an obvious disadvantaged position of women, this happens because the satisfaction gap of what is expected and what is actually reached is comparatively small for women¹⁴⁵. Beside that some women do not like complex work as much as men. Women express slightly greater job dissatisfaction than men if they have children less than six years of age. And women are slightly more satisfied if their mothers did not work outside the home and if they are employed in a female-typed occupation¹⁴⁶.

5.3. Education

In one of the more extensive studies on the relationship between education and jobs satisfaction, Berg in 1970 recommended caution with using educational requirements as a screening device by managers. With respect to the question of job satisfaction, education is often an important factor, and in some jobs, accounts for some of the dissatisfaction that the worker feels. Berg further reported that educational backgrounds may be an important determinant of occupational expectations. Higher educational

¹⁴⁴ S. H. A. Bader (2002). Gender, Ethnicity, and Job Satisfaction among Social Workers in Israel. *Nashville: Presented at the 48th Annual Program Meeting-Council on Social Work Education*, p. 9.

¹⁴⁵L. Kaiser (2005). *Gender-Job Satisfaction Differences across Europe: An Indicator for Labour Market*. Forschungsinstitut zur Zukunft der Arbeit Institute for the Study of Labour: Discussion Paper No. 1876-December, p.3.

¹⁴⁶R. Hodson (1989). Gender Differences in job Satisfaction: Why Aren't Women More Dissatisfied? *JAI Press, Inc: The Sociological Quarterly*, 30 (3), p. 397.

achievements may be related to higher job expectations. Better-educated people may expect to do better and when they are not meeting expectations and the inconsistency may cause dissatisfaction to increase¹⁴⁷.

Education background from their employees must be as the concern for leaders or managers in doing a work placement. The leaders also must be concern about the employees' skills and attitudes also for work placement. This is important for leaders or managers to thinking about high of levels of education in their employees, because it seem, later in life, to contribute to lower levels of mental stress. In other words, psychological health is improved by education. This may be because educated people have more choices-they have greater control over their lives and better security¹⁴⁸.

On the work placement the important of education level must be shown owned by the employee to do work done and they understand about their work. It means there is must have be relation between educational level and work placement. Because education level is related with satisfactory work achievement that employee must do in their work places. In a study involving members of the American Society for Public Administration, Lynn and Vaden in 1979 reported that level of education had an impact upon the feelings of satisfaction of the respondents. Those persons with doctorates were more satisfied than those holding bachelor's or master's degrees. The authors reported that those with doctorates were well matched for the more specialized positions that they held¹⁴⁹.

But other studies found that there are conflicting findings about job satisfaction and educational level. The more educated people even among the highly educated sample of physicians are the least satisfied all else equal. This follows as the residencies and length of specialty training for surgeons, anesthesiologists and others exceed that of those in general practice and pediatrics. A similar finding by Bashaw in 1998 shows that those who are board certified typically have lower job satisfaction even controlling for

¹⁴⁷F. Balci (2011). The Effects of Education on Police Officer Job Satisfaction: The Case of Turkish National Police. *The Journal of International Social Research*, 4 (17), p. 299.

¹⁴⁸ J. Gardner and A. Oswald (2002). How Does Education Affect Mental Well-Being and Job Satisfaction? *University of Birmingham: A summary of a paper presented to a National Institute of Economic and Social Research conference*, p. 1.

¹⁴⁹F. Balci (2011). Op cit, p.299.

specialty, earnings and the usual controls. Certification indicates mastery of a specialty but is not required to practice in that specialty. It is, in short, an educational credential. Like the more general measure of years of education it is valued in the market place but appears to be associated with lower job satisfaction¹⁵⁰. Education does have indirect beneficial effects upon job satisfaction because of greater pay. Because education is associated with greater hours of work, which is can reduce satisfaction. And for people with similar pay and hours, satisfaction falls (monotonically) with education¹⁵¹. But must be known by leaders or managers that employees' level of education can be use in organization to improve the competitiveness of the company and improve company performance.

¹⁵⁰ K. A. Bender and J. S. Heywood. *Job Satisfaction of the Highly Educated: The Role of Gender, Academic Tenure, and Comparison Income*. p. 4.
<http://users.nber.org/~sewp/events/2004.05.28/Bender-Heywood-Jobsatofthehighlyeducated.pdf>. (Date accessed: 14/11/2014)

¹⁵¹ J. Gardner and A. Oswald (2002). *Op cit*, p. 3.

Chapter Four

Relationship between Servant Leadership, Organizational Communication and Employees' Job Satisfaction in Public Services Government Organization

It has been discussed all about approach and concept of servant leadership, organizational communication, and job satisfaction in these thesis chapters before. But in this chapter will be continuing with relationship between servant leadership, organizational communication, and job satisfaction in the field's reviews.

Some researcher found that there are some global findings of organizational effectiveness factors about employees corresponding element favorably. This element favorably shows leadership and communication has a favorably by employee perception. Figure below shows about the percentage of engaged people who view the corresponding element favorably (example, those employees who reported they were fully engaged, 48% have a positive view of leadership and communication)¹⁵².

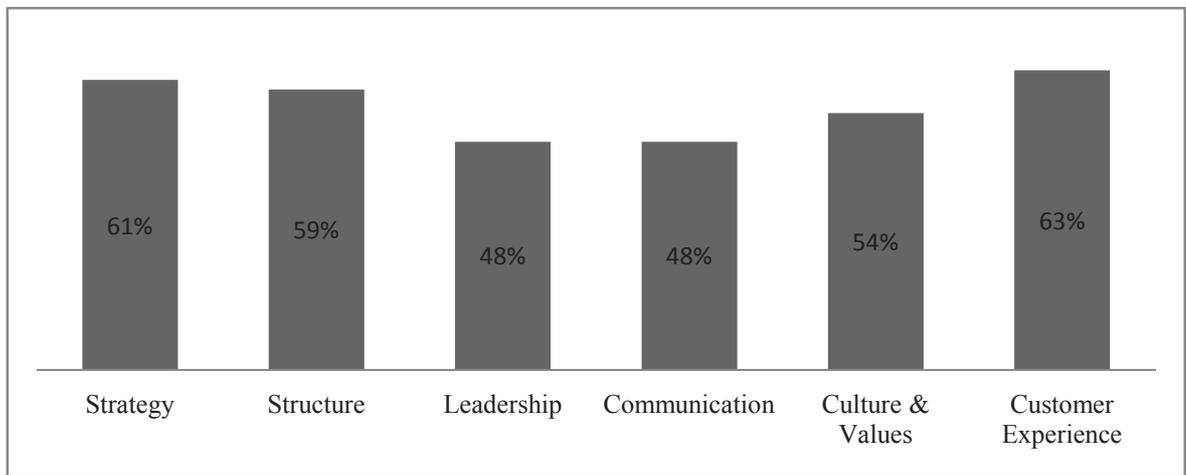


Figure 16. Factor of Engaged Employees Responding Favorably.

Source: Haid, 2010:10.

¹⁵²M. Haid and others (2010). *Organizational Effectiveness-Discovering How to Make It Happen*. Philadelphia, p. 10.

1. The Impact of Leadership on Organizational Communication and Job Satisfaction

To build a harmonious relationship between leaders and employees or any other parties (stakeholders, shareholders, publics, etc) a leader need or requires a lot of intelligences. This intelligence is needed to complete their task and jobs in the organization or their life days, to see this intelligence Joel Garcia in 2012 said there can be seen by the other 'intellectual' factors perhaps more important at work in a leader's life. The four intelligences of a Leader; they are wisdom, character, social and spiritual intelligence¹⁵³.

Related to leadership communications intelligence by Joel Garcia the communication intelligence is linked and connected with the social intelligence. The social intelligence itself said by Goleman in 2008 defines as a set of interpersonal competencies built on specific neural circuits (and related endocrine systems) that inspire others to be effective.... new about the definition of social intelligence is its biological underpinning, which we will explore in the following pages. Drawing on the work of neuroscientists, our own research and consulting endeavors, and the findings of researchers affiliated with the Consortium for Research on Emotional Intelligence in Organizations, we will show you how to translate newly acquired knowledge about mirror neurons, spindle cells, and oscillators into practical, socially intelligent behaviors that can reinforce the neural links between leaders and followers¹⁵⁴.

Joel Garcia said about the social intelligence possesses can be including empathy, positive thinking, communication, etc. The social intelligence according on Goleman (2006) has two components. The first component is social awareness; the social awareness is what leader sense about the others. The second is social faculty, which is what leader does with that awareness. In other words, social intelligence is how leaders read others (followers) and approach them to gain the best possible connection¹⁵⁵.

¹⁵³ J. Garcia (2012). Leadership Intelligence: The Four Intelligences of a Leader. *Regent University: Leadership Advance Online-School of Global Leadership & Entrepreneurship*, p. 1.

¹⁵⁴D. Goleman and R. Boyatzis (2008). *Social Intelligence and the Biology of Leadership*. Harvard Business Review, p. 3, 1-8.

¹⁵⁵ J. Garcia (2012). Op cit, p. 3.

Researcher found that the most critical skill a leader can possess when working with other is communication. Almost 43% leader has a critical skill when working with others. Followed with effective management skill 17%, Emotional intelligence 15%, and others, more value about critical skills can be seen table below¹⁵⁶.

Table 6. Most Critical Leadership Skill.

No.	Critical Skill Leader	Percentages
1.	Communication/listening	43%
2.	Effective	17%
3.	Emotional	15%
4.	Values	8%
5.	Vision	6%
6.	Empowerment	6%

Source: Blanchard, 2014: 3.

Beside communication or listening, the most critical skill that already more influence when working with others are effective and emotional. This is the most three influence when leaders working with others. Effective is about doing the job right and with an appropriate way to achieve goal or purposes that already planned. While emotional is about understand and consciousness in their self-emotions and their followers for managing and leading to achieve common goals.

Further about the communication in leadership, basically the communication is the process to transmit information from other to the other(s), or “communication” is refers to “the exchange of information”¹⁵⁷. The exchange of information to others can be creating the others feels or acts, such as likely, do something, sympathy, or even

¹⁵⁶K. Blanchard. *Critical Leadership Skills-Key Traits That Can Make or Break Today’s Leaders*. The Ken Blanchard Companies, p. 3.

http://www.kenblanchard.com/img/pub/pdf_critical_leadership_skills.pdf (Date accessed: 03.11.2014).

¹⁵⁷C. Paoching and H. Chichun (2009). The Relationship of Paternalistic Leadership and Organizational Citizenship Behavior: The Mediating Effect of Upward Communication. *The Journal of Human Resource and Adult Learning*, 5 (2), p. 68.

empathy. Goleman said about leaders and empathy is create a chemical connection between a leader's and his or her followers' brains¹⁵⁸.

In the organization place, this communication connection from their leader, managers, supervisor, etc must be feels to others employees, not just “information exchange” they are take and give but also the chemistry between them to feels the communication connection. This must be working for coordinating all the strengths and power to achieve the mission, vision, strategy, and goals of the organization.

Because communications are the basic tools functioning of organizations to achieve the goals, then the leaders must know about how communication processes play a part in maintaining and developing of organizations. Organizational communication is organized as the hierarchy of the organization from top executives to employees it is needed for interactional basic or higher urgent communication expression.

Reviews of the literature about leadership study field is cannot separated with organizational communication, vice versa. It is because between of that areas study is always connected and influenced each other's. It is can be seen by several research areas within the field of organizational communication. From five major area (teams, communication networks, organizational culture, and organizational learning), leadership is including one area study that connected and influenced with organizational communication. Nevertheless, a review of the literature suggests three important principles for effective leadership communication¹⁵⁹.

¹⁵⁸D. Goleman and R. Boyatzis (2008). Op cit, p. 1.

¹⁵⁹The World Bank Publication (2009). *Organizational Communication*.

<http://siteresources.worldbank.org/EXTGOVACC/Resources/OrganizationalCommweb.pdf> (Date accessed: 04.11.2014).

2. The Impact of Leadership on Job Satisfaction

Leader also must concern about communication as a way to creating satisfaction (including job satisfaction) for all groups and individual in the organizational. This statement can be created by leaders or managers when they also concern and pay attention to employees' interests such as emotional, economic, social, psychological, etc.

Leader with roles and decisive strategic leadership running the organization can be determining the performance of an organization by doing a good management process, so this is mean a leader can be determining the performance of other people or organization by doing good management process. For proficient management of an organization human resources are paramount essentials. Efficient leaders and subordinates contribute to achieve organizational goals. It's impossible to get success without managerial effort and dedication, because leadership is a procedure to influence the people in order to achieve the desired result¹⁶⁰, with managerial effort and leader dedication.

Leadership in organization also as a playing and under taken of role and strategic decider about those organization will would like and become, so for reach those role and managing the effectiveness and effectively of organization the leader is required to control a variety of resources, humans, threats, weakness, etc that could hamper or stopping the organization they leads.

To control those verities on the organization leaders need leadership management capabilities not only as a tool or way to control it, but rather than that, leaders need management capabilities as a passion to become how a leader is able to on the strategic steps for controlling the sustainability they leads on the organization. One way to do the control of those varieties is by controlling. Controlling as the part of leaders do is may be as the ability of leaders in doing supervision to their subordinates. Here the leader become as the supervision to controlling what happened in field of organization or to

¹⁶⁰ S. Maqsood and others (2013). Manager's Leadership Styles and Employee's Job Satisfaction. *Human and Social Science Research*, 1 (2), p. 139.

see the inefficiency or ineffectiveness on the organization as process to reach the purpose or goals.

The best services or good process that leaders do to the organization is will be effecting the members, communities, workers, or others parties in outside or inside organization. That is way the leadership is a necessity that cannot be discarded or ignored in an organization life or a nation in achieving the goals or purpose. Bad or good the condition of the organization, civilization, or a state can determined by the quality of leadership and the progressive of leadership itself. It is also same with the employee job satisfaction, leadership will give to the employees the best attended and performance to give the best service or not.

According to Field (2008), good leadership practices and good manager relationship is one from several factor that can influencing employees' job satisfaction. Beside of that, there are some factors that can lead leader or managers as a concern for employees' satisfaction. Those factors are: recognition, advancement, personal growth, etc. Leaders or managers also must concern that are some factor leading to employees' dissatisfaction, such as: poor pay, poor compensation, poor work condition, lack of promotions, etc. Here are most importance that leaders in organization, together with the management structures of the organization, take these factors in consideration when planning the strategies, policies and procedures that influence staff members¹⁶¹. Figure of determinants job satisfaction can be seen below.

¹⁶¹A. Strydom (2011). The Job Satisfaction of Academic Staff Members on Fixed-Term Employment Contracts at South African Higher Education Institutions. *Thesis: University of the Free State Bloemfontein*, p. 20.

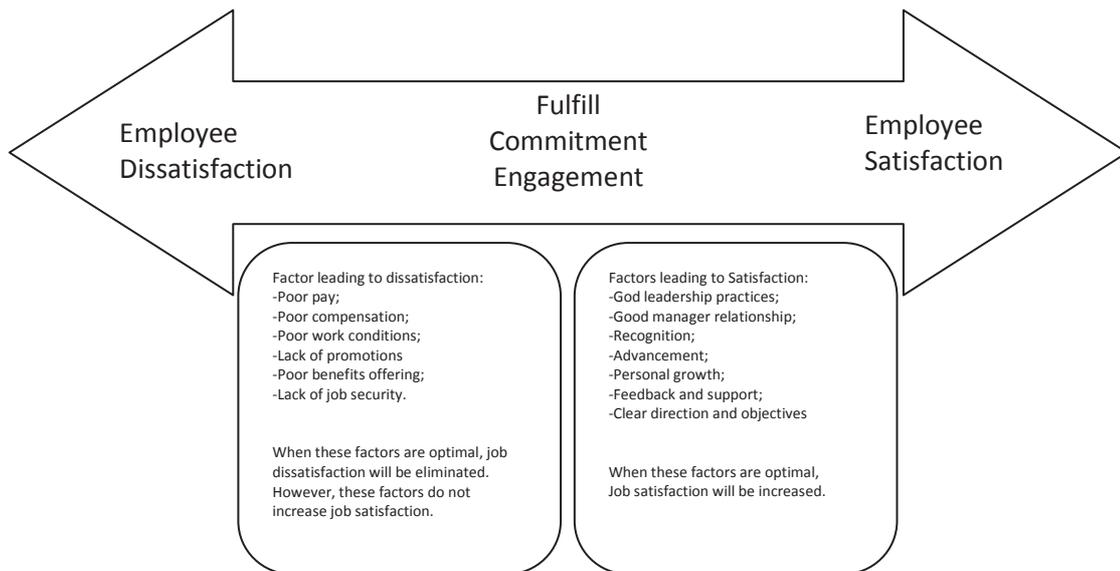


Figure 17. Determine of Job Satisfaction Model.

Source: Strydom, 2011: 20.

Besides that, leaders is also must concern about their good emotional intelligence in organization for making satisfied their employees. This concern is not just about intellectual intelligence, vision, or achievement. But leaders must concern about high degree of emotional intelligence, such as: self-awareness, self-regulation, motivation, empathy, and social skill.

In other part of leadership, complexity and dynamic changing of the organization and external environment is always trait to push the organization to reach the focus of purposes or goals. Because of that, this is the challenging for leaders to increasing currently require and increasing of their significant leadership skills. One way to do that is, leaders must aware and focuses in the development of their resources that will help or produce for their organizations.

This is the concern about the leadership, they must concern for their organizations to fully develop their skills, they must concern that they are expected to maintain all active or passive element resources inside or outside the organization to be using for organization, stakeholder, employees, or others. Those resources inside or outside of

organization can be as tangible or intangible assets; such as relationships, trust, goodwill, and reciprocity, or cash, machines, buildings, employees, etc.

That is way, leaders in this managing all area of organization were given the authority to manage their inside or outside resources to make their stakeholders, employees, followers, or others to become better, prosperous, richer, etc. The leader were selected and given the trust to lead their stakeholders, employees, followers, or others to become better, prosperous, richer, etc to be better, prosperous, richer, etc than before. And they also will have been given a trust to build their area or civilization into more advanced areas. As a result of this, the leader relies on top-down decision processes to control staff, allocate resources and initiate the process¹⁶², for better organization and for better satisfaction member's life.

3. The Impact of Organizational Communication on Job Satisfaction

Human as social kinds of people's life being always need the other peoples for run their life and also for develop their life too. The relationships with the other peoples will be established when the individual making the communication to each other. The satisfaction, comfortable, and security sense will be achieved by peoples on social contact with the others as the result of a communication. The communication here can be as the most important element in realizing the integrity of every human life as a part of the social system.

Communication here can occur every day of human life impact, and that is way that the communication is very important in people's life, either individually or in groups. If the communication was disconnected from each other, then it will be have an impact on the poor relationship between the individual and group.

This is also happened in an organization or corporations, for example the employees maybe sometimes complain about something, this is maybe because there is a miss at

¹⁶²C. A. Hukpati (2009). Transformational Leadership and Teacher Job Satisfaction: A Comparative Study of Private and Public Tertiary Institutions in Ghana. *University of Twente: Educational Science and Technology Educational Management, Evaluation and Assessment Faculty of Behavioral Science*, p. 10.

the organization that the organization does not understand what the message of what meaning by the employee, so here can make the employees are not satisfied and even more they do not want to work well in the organization. Or another example is the difference between the mindset, perception thinking, or opinion of the employee itself, so it can be as a result for conflict between employees, or employees with their leaders or managers. The processes of “things” of information become a gap or miss communication it can be because the message or knowledge from one people to others is not reach, or not all information transmitted represents communication. Like in the figure below that knowledge from employee to others can be reach. Where is on this hierarchical model of human communications representing the passage of something being transmitted, being transformed or encoded (left) and decoded (right). The straight right arrow represents a physical connection between the processes, while the squiggly right arrows for the higher levels represent channels provided by the lower level processes¹⁶³:

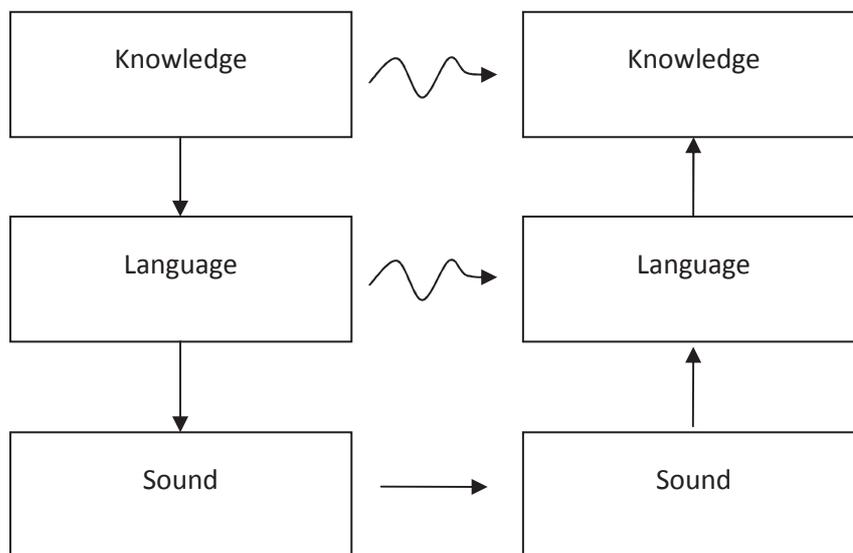


Figure 18. A Hierarchical Model of Human Communications.

Source: Losee, 1999: 9.

Because of that the organization must be able to provide the best communication services to their employees in order to fulfill their rights and also to make the job

¹⁶³R. M. Losee (1999). Communication Defined as Complementary Informative Processes. *Journal of Information, Communication and Library Science*, 5 (3), p. 9, 1–20.

satisfaction in the organization being a good for their employees. Officers or employees in the public area service are also must prepare for the provision of services and also must be able to initiate first to open the communication to their peoples.

Organization should know their employees feel, this is to prevent that they become unsatisfied with conditions jobs. Also the aim of organizational communication inside the organization is to making a good image to other stakeholders/shareholders. This image can be built by making a good shape in a very straight way depends what image organizations are going to deliver to the stakeholders/shareholders.

Making good relationships from stakeholders/shareholders are directly affected by their perceptions and attitudes towards the company. Because the aim of organizational communication is to form those attitudes in accordance with how they want to see themselves in the future¹⁶⁴.

Also the officers must be able to provide the good communication techniques for communicate to their employees. The communication techniques that promote ethics during this service can bring the delivery process more appropriate for the purpose and objectives of the service, this communication become more easily, quickly, straightforward, easy to understand, and reflect the clarity and certainty in the providing services to their employees/followers. This will give a good impact for the current and future employees/followers.

Employees' needs and interests in the organization must become the primary consideration in the process of job satisfaction delivery at the companies/organization. The employees satisfied are a valuable asset for the organization or company. This is because if the employees satisfied then they will be continued to serve and give the best work services and or product in the organization/company.

One way that can make the employees feel satisfied is with creating a system that always making the employees leads to their job satisfaction. The service system that can

¹⁶⁴A. Volujevica (2012). Role of internal and external communication Case of Bank Citadele. *Aarhus University: Bachelor thesis*, p. 2.

become for leads the employees' job satisfaction is with by improving the best internal communication skills in organization. Numerous studies have linked internal communication and the degree to which employees are informed to job satisfaction and performance. The best communication can be as the competitive advantage for strategic internal, it is because communication can comes not only from the obvious benefits of employee satisfaction and productivity, but also from the positive contributions that well-informed employees can make to a company's external public relations efforts¹⁶⁵.

Because of the importance of internal communication in the organization, there are some empirical research from Tkalac and Vercic (2012) conducted a Delphi study in Europe to determine the perspectives of the topic among representatives of national associations in the Federation of European Business Communicators Associations (FEIEA). Respondents were coming from 11 different European countries, and that was the reason why they were exposing multiculturalism. Some findings of Delphi studies were as following: respondents felt, that internal communication should motivate employees and in a result create value for the company. Other researcher, Conduit (2001) said that is identifying main benefits of internal communication. It can improved productivity, reduced absenteeism, higher quality of services and products, increased levels of innovation, fewer strikes and reduced costs¹⁶⁶.

Also employees at the organization must have the best and effective interpersonal communication skills, with this skills the employees will provide and give to others employees a good communication process, so they can make all their activities good to working, especially when the employees working in the formal situations activity. More importantly the employees must work when their activity is work with other people that dealing directly, where the most of their activities are is using the interpersonal communication activities.

The function of impersonal communication in the organizational is as the social activities communication also must have the experienced to employees. As news

¹⁶⁵ C. White and others (2008). *Internal Communication, Information Satisfaction and Sense of Community: The Effect of Personal Influence*. University of Tennessee, p.3.

¹⁶⁶A. Volujevica (2012). Op cit, p. 20.

information for employees, the impersonal communication for the organization can act as a media place, where here the impersonal communication in the organization can be as a pioneer of source of information that can give satisfaction to employees.

The interpersonal and impersonal communication as a communication shape in the organization can be as a basic factor to influence employees' satisfaction. In the most basic level, the human relations approach posits that higher-order needs can be satisfied through job design, management style, and other organizational factors (such as communication). These higher-order needs are satisfied, employees should be happier. When employees are happier, they should be more productive¹⁶⁷. This correlation can be seen in figure below.

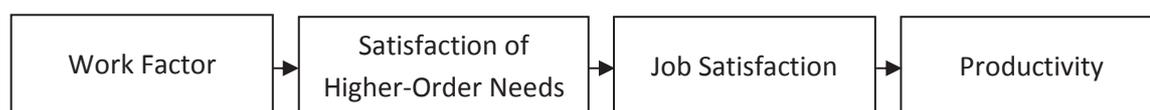


Figure 19. Flowchart of Human Relations Principles.

Source: Miller, 2006: 49.

Communication strategy in organization can be as a combination of communications planning and communication management for achieve goals or purposes. One purpose is with creating the satisfaction in the organization members, especially in the job satisfaction member. And to achieve that purpose, leaders or managers must be able to demonstrate their skill communication on all strategy and operations level. Communication skills have great importance in the work area just as they in all areas of life. For most of the professions, communication skills such as being able to express one or to understand the others correctly are required for success and satisfaction at least in elementary level¹⁶⁸.

¹⁶⁷ K. Miller (2006). *Organizational Communication: Approach and Process-Fourth Edition*. Thomson: Wadsworth, p. 49, 364.

¹⁶⁸S. A. Banihashemi (2011). The Role of Communication to Improve Organizational Process. *European Journal of Humanities and Social Sciences*, 1 (1), p. 16.

4. The Impact of Job Satisfaction on Employees' Attitude and Motivation

Employees can have thousands of attitudes in the work place. Those employees' attitudes in the work places can be a positive (good) attitudes or negative (bad) attitudes. And for that some attitudes must be to do for an evaluation. Employees also have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations¹⁶⁹. In organizations, the attitude is very important because employees' attitudes can affected their organization, such as; employees' jobs, employees' job satisfaction, organizational commitment, etc.

Employees' attitude is can be as evaluative statement from employees that said about pleasant or unpleasant something, it can be others employees, works, events, etc. and it can reflecting like or dislike about employees' feelings. And for leaders or managers want to really understand the employees' attitude they must considering about the fundamental characteristics of employees'.

Olson and Zanna in 1993 reviewed several theories in social psychology that argue attitudes follow behavior; these theories tend to be completely independent of the planned behavior models that dominate attitude —» behavior research. Perhaps not surprisingly, then, the theoretical rationale for the performance -> satisfaction relationship also is quite different from the basis for the opposite link. Although there are differences in these explanations, broadly construed the performance —» satisfaction model is derived from the assumption that performance leads to valued outcomes that are satisfying to individuals. This model posits a causal effect of job satisfaction on job performance. This is probably the oldest specification of the relationship and is often attributed to the human relations movement. As G. Strauss (1968) commented, "Early human relationists viewed the morale-productivity relationship quite simply: higher morale would lead to improved productivity"¹⁷⁰.

¹⁶⁹L. M. Saari And T. A. Judge (2004). Employee Attitudes and Job Satisfaction. *Wiley Periodicals, Inc: Human Resource Management*, 43 (4), p. 395.

¹⁷⁰ T. A. Judge and others (2001). The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review. *Bulletin American Psychological Association, Inc*, 127 (3), p. 378.

Above explain that the correlation of attitudes and job satisfaction is because attitude can become as important factor to employees' behavior in workplace, and this behavior will influence the organization performance that will back to those employees as satisfaction or job satisfaction. But for more factors that causes employee attitudes can become inside the organization as dispositional influences, cultural influences, and work situation influences¹⁷¹.

Other researcher argues that it is an evident about satisfaction and performance are related, there exist two opposing explanations of the relationship are: 1. That job satisfaction might lead to performance. That is, employees will perform better if they are satisfied with their job. 2. That performance might lead to job satisfaction. It is assumed that employees who perform well are apt to gain rewards from their performance, and these benefits could in turn increase their job satisfaction. Both of these assumptions can be illustrated in figure below¹⁷².

(a) View 1: Satisfaction causes performance:



(b) View 2: Performance causes satisfaction:

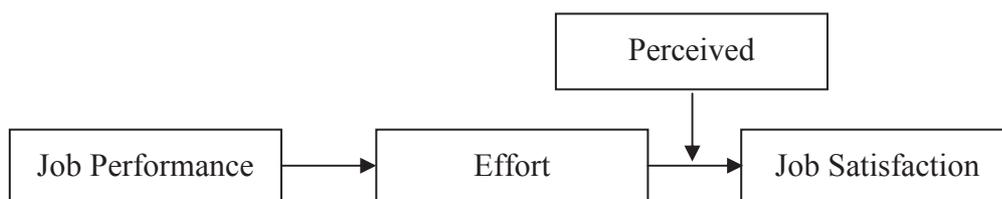


Figure 20. Performance Causes Satisfaction.

Source: Mosikidi, 2012: 107.

¹⁷¹L. M. Saari And T. A. Judge (2004). Op cit, 396.

¹⁷²A. M. Mosikidi (2012). Job Satisfaction: Correspondence of Occupational Reinforces to the Individual Needs of Urban School Principals in The Free State. Thesis-University of the Free State Bloemfontein, p. 107.

From employees' attitude in the work field, the employees' attitude also can cause or influence such as achievement, productivity, motivation, etc if employees' like and love they jobs or work. But also must to be concerning that attitude employees' also cannot guarantee increasing for organization if the job satisfaction not increasing. It is because employees are motivated to work well in if there a good job satisfaction as levering factors.

Attitude and motivation it is cannot separate each other, in the organization field or work field the good attitude of employees can impact to good motivation for their works. Motivation itself is the good attitude as driving factor in employees for directing them for something. This good attitude can be as good behavior and performance to achieve something. Employees' motivation also can be influenced by the needs and goals of employees. It can be determined by factors that giving to employees as spirit or passion for raising their work behavior to work harder. And in order to understand job satisfaction, it is important to understand what motivates people at work. Motivation can be defined in many different ways, one definition explains that motivation can be defined as a stimulus, a drive or incentive in this case, that drives individuals to accomplish personal and organizational goals. Psychologists have long studied the aspects that lead to job satisfaction for employees and attempt to explain what motivates people to achieve success not only for themselves, but for their company as well¹⁷³.

And to increase motivation and job satisfaction of employees, leader or managers must do some strategic business to increasing their motivation such as do trainings for employees, do employees' insurance, rising employees' salaries, etc. Those strategic businesses to increasing employees' motivation can be as hygiene factors that are related to the work environment and include: company policies, supervision, salary, interpersonal relations and working conditions. And motivator's factors that are related to the job and make employees want to succeed and include: achievement, recognition, the work itself, responsibility and advancement. Finally, by creating an environment

¹⁷³ A. A. Elnaga (2013). Exploring the Link between Job Motivation, Work Environment and Job Satisfaction. *European Journal of Business and Management*, 5 (24), p. 36.

that promotes job satisfaction, managers/leaders are developing employees who are motivated, productive and fulfilled¹⁷⁴.

Like Herzberg suggested that factors involved in creating job satisfaction were separate and distinct from factors that led to job dissatisfaction. According to Herzberg, intrinsic factors resulted from the human ability to personally advance and grow. He called these factors motivators and posited that they led to job satisfaction. Examples of motivators were achievement, recognition, work itself, responsibility, and advancement. Extrinsic factors were those elements that prevented job satisfaction and employee growth. Herzberg called these factors hygiene factors and proposed that they led to job dissatisfaction. Examples of hygiene factors included administrative policies, supervision, salary, interpersonal relations, and working conditions¹⁷⁵.

The factors led to job dissatisfaction on employees' job satisfaction must be as important factor for leader or manager to bring satisfying in employees. To search those important factor, then leader or manager must response their employees' behavioral response. The behavioral response of dissatisfied employees must first be identified as well as the various types of workplaces to which workers may be exposed. To begin with that, the Hirshman's concept of exit, voice and loyalty will be explained. Hirshman's in 1970 make a concept of exit, voice and loyalty. It is addresses how members within organizations; whether a business, a nation or other groups of people, discern their wrongdoings before decline and failure. The basic concept of Hirshman's model is that members of organizations will have two possible responses to organizational decline, exit or voice, and that loyalty can have an effect on those responses¹⁷⁶.

Further, the categories of Exit-Voice-Loyalty-Neglect (EVLN) model then presented by Farrell among two primary dimensions: constructiveness versus destructiveness, and activity versus passivity. As evident in figure below; voice and loyalty are constructive

¹⁷⁴B. F. Redmond (2014). *Job Satisfaction*. Modified by E. A. Kern on Nov 09, 2014. <https://wikispaces.psu.edu/display/PSYCH484/11.+Job+Satisfaction> (Date accessed: 14.11.2014).

¹⁷⁵G. C. Petty and others (2005). Job Satisfaction among Employees of a Youth Development Organization. *Child & Youth Care Forum: Springer Science+Business Media-February*, 34(1), p. 59.

¹⁷⁶K. Vangel (2011). Employee Responses to Job Dissatisfaction. University of Rhode Island: Schmidt Labor Research Center Seminar Series, p. 3.

reactions, and exit and neglect are destructive reactions; whereas exit and voice are active reactions, and neglect and loyalty are passive reactions. Constructive reactions are defined as attempts to maintain or revive satisfactory working conditions and in contrast, destructive reactions can impede employee-organization relationships¹⁷⁷.

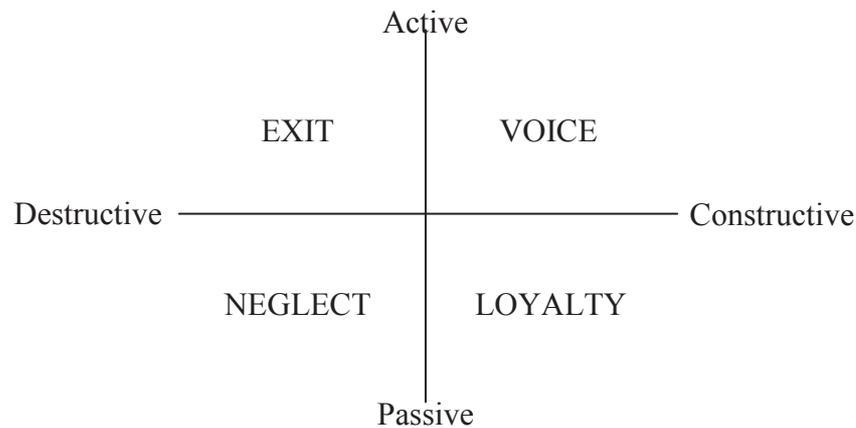


Figure 21. Exit, Voice, Loyalty, and Neglect Typology of Responses to Job Dissatisfaction.

Source: Vangel, 2011: 8.

To dissatisfaction in close relationships, this typology includes four response categories, there are¹⁷⁸:

- Exit; refers to leaving an organization by quitting, transferring, searching for a different job, or thinking about quitting.
- Voice; describes actively and constructively trying to improve conditions through discussing problems with a supervisor or co-workers, taking action to solve problems, suggesting solutions, seeking help from an outside agency like a union, or whistle-blowing.
- Loyalty; means passively but optimistically waiting for conditions to improve-giving public and private support to the organization, waiting and hoping for improvement, or practicing good citizenship.

¹⁷⁷K. Vangel (2011). Op cit, p. 7.

¹⁷⁸C. E. Rusbult and others (1988). Impact of Exchange Variables on Exit, Voice, Loyalty, and Neglect: An Integrative Model of Responses to Declining Job Satisfaction. *The Academy of Management Journal*, 31 (3), p. 601.

- Neglect; refers to passively allowing conditions to deteriorate through reduced interest or effort, chronic lateness or absence, using company time for personal business, or increased error rate.

There are no discussion of motivation would be complete without addressing the specific issue of intrinsic and extrinsic rewards. The starting point is to define these terms are: Intrinsic is rewards that are part of the job itself, it can be as: responsibility, challenge and feedback, or rewards that are self-administered. Extrinsic can be as rewards that are come from external to the job, it can be as: pay, promotion, fringe benefits or tangible awards; or rewards that are administered by someone else. About this research studies, there are some researcher help to understand intrinsic and extrinsic motivation. There are such as: "Punished by Rewards: The Trouble With Gold Stars, Incentive Plans, A's, Praise and Other Bribes," (Boston: Houghton Mifflin, 1993) by Alfie Cohn. "Rewards, Interest and Performance: An Evaluation of Experimental Findings," ACA Journal, 1997, Vol. 6, No. 4, pp. 6-15, by Judy Cameron, Ph. D., and W. David Pierce, Ph. D. and "Evaluating Employee Compensation," California Management Review, fall 1988, pp. 23-39, by R. Kanungo and M. Mendoca. These studies found there are no scientifically based results to clearly substantiate that extrinsic rewards have a negative effect on intrinsic motivation when there are specific goals and the reward is tied to achievement of the performance goal. Additionally, the use of the current intrinsic and extrinsic definitions can be difficult to research. One reason is their definitions are not sufficiently exact for consistent interpretation by research subjects¹⁷⁹.

But the outcome for creating the job satisfaction in the organization's effort sometime not optimal for the employee itself, this is because there are de-motivation effects that influence the employees. The de-motivation factor can be happened such as; poor pay, un-humanity company policies, work pressure, etc. But, sometime even organization works or leaders had pay employees great sum of money, but if employees feel

¹⁷⁹R. Stotz and B. Bolger (2014). Content and Process Theories of Motivation. The Incentive Marketing Association, CPIM, Selling Communications. Inc, Chapter 1.4, p. 1.21-1.22.
www.incentivemarketing.org/associations/2592/files/Sec%201.4.pdf (Date accessed: 10.10.2014)

constrained in making decision that they believe can make without asking permission from their leader, it can be as a great de-motivation factor. Leaders or managers need to follow this kind of de-motivation sources in their organization, simply because with proper treatment, they will succeed to motivate their employees and to increase overall business productivity¹⁸⁰.

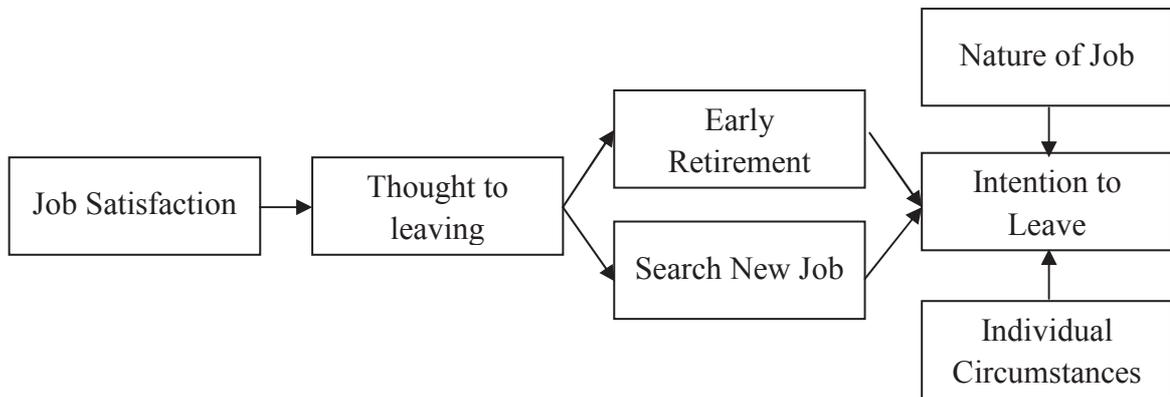


Figure 22. Employee Turnover Model.

Source: Xing, 2009: 188.

In figure above, same as de-motivation factor, if the de-motivation happened on employees then they are maybe will be do a thought for leaving their work or job. This thought for leaving work or job can be known as employees turn offer, here employees will be choose for early retirement or search new job. The explaining of this can be from their outside and inside factor. Outside factor or nature of jobs can be as unsatisfactory of salaries, leaders, promotion, co-workers, etc. And inside factor or individual circumstances of job can be as personal values, workers mind set, behaviors, etc.

Same on “Work Motivation: The Incorporation of Self-Concept-Based Processes,” published in Human Relations (1999) Nancy Leonard, Laura Beauvais and Richard Scholl laid out five propositions that shed light on how to understand audiences. They proposed five basic types of motivation and that one or more may be dominant within individuals or that one or two may struggle for dominance. Because of these differences

¹⁸⁰ A. A. Elnaga (2013). Op cit, p. 39.

between the ways different people are motivated, each type of individual will react differently to the same situation, suggesting that program design should account for all motivation types, covered next. But in this case just two differences will be said, there are: Intrinsic Process Motivation and Extrinsic/Instrumental Motivation¹⁸¹.

In intrinsic process motivation, these people get engaged with projects they consider fun, and will even stray away from more important projects toward tasks they feel are more enjoyable. These types of people are relatively indifferent to feedback, so planners have to take into account the fact that a certain percentage of the audience will respond best when the program appeals to their desire for fun and enjoyment. These people respond best to a sense of task value.

In the extrinsic process motivation, these people respond best to direct incentives. They need to feel that their efforts will yield some kind of material reward and will only sustain effort in the presence of such opportunities. In task planning, these people tend to look at the processes most likely to yield the reward. With these types of people, planners have to be cautious that employees do not focus so much on the reward that they engage in otherwise negative processes that could have long-term damage, such as deceiving a customer about a product's attributes or cutting-corners in a production process. For these people, reward and recognition count the most.

5. Public Services Government Organization and Practices

Developing public service government organization is basically can be as an effort made by the government for improving all aspect in all majority development area of life for better state than before. The developing public service government organization also can be as an objective vital to realize their programs for making prosperous their society on the material, mental, or spiritual.

But users of public services, unlike consumers in the private sector, usually have little or no option to go elsewhere for services or to withdraw payment. Providers of public services have fewer direct financial incentives than private companies to improve

¹⁸¹R. Stotz and B. Bolger (2014). Op cit, 1.24-1.25.

consumer satisfaction. Organizations that provide public services therefore need to take additional steps to ensure that services are of a high quality¹⁸².

The successfulness of government in one nation cannot be separated from their functions and their roles of government organizations that carry out their tasks in accordance to give service for their followers, peoples, or stakeholders. The simple statements to capture as the essence of public value in a theory of public management, is with three very straight forward questions: What is this service for? To whom are we accountable? And how does it know if have been successful¹⁸³?

These public value of government's tasks in one nationality can be as success factor in the achieving the strongly objectives for support the peoples for national development purposes or goals. And to make this happened it best way, then the governing body should decide how the quality of service for users is to be measured and make sure that it has the information it needs to review service quality effectively and regularly. As part of this, it should ensure that it has processes in place to hear the views of users and non-users from all backgrounds and communities about their needs, and the views of service users from all backgrounds about the suitability and quality of services. The governing body should use this information when making decisions about service planning and improvement¹⁸⁴.

Public services are characterized by claims of rights by citizens to services that have been authorized and funded through some democratic process. The overarching objective of public value is to offer public managers a simple instrument to articulate the goals of their organization. In this sense, public value is the analogue of the desire to maximize shareholder value in the private sector. It is designed to get public managers thinking about what is most valuable in the service that they run and to consider how effective management can make the service the best that it can be.

¹⁸²OPM and CIPFA (2004). *The Good Governance Standard for Public Services the Independent Commission for Good Governance in Public Services*. London: London: Joseph Rowntree Foundation, Office for Public Management (OPM), Chartered Institute of Public Finance and Accountancy (CIPFA), p. 8.

¹⁸³D. Coats and E. Passmore (2008). *Public Value: The Next Steps in Public Service Reform*. London: The Work Foundation, p. 7.

¹⁸⁴OPM and CIPFA (2004). Op cit, p. 8.

5.1. General Information on Services Sector Organization.

Government service organization is a public organization that established for purpose of providing services to the peoples, community, or public for something purposes. This organization also aims to serve their community for the welfare and best citizen as mandated by the constitution in their operation. Also the main purposes or objectivity of this public service organization is to provide services for peoples, community, or public and this organization is not for profit purpose, because in this organization they commitment to provide a good services for their citizens members.

Public sector organizations may exist at any of four levels, such as: international (multistate entities or partnerships), national (an independent state), regional (a province/state within a national state), and local (a municipal-level body such as a city or county)¹⁸⁵. In a municipal level in one city this public service organization is the largest organization that embodies in the whole society with the scope in one state country and this organization has a valid authority (legitimate) from the others higher authority (president, ministry, etc). This organization also can be including in the fields of politics, administration, and law institutionalized, so this organization have an obligation to protect their citizens, and serve their needs, but also otherwise this organization entitled can collecting taxes for funding, and can be as sanctions enforcement for the guilty citizens.

Service sector organization is also to be charge in the good government public administration. This organization is must used in turns and used as a good public services administration to reduce a cost that happened in an administrative services process, this process to reducing cost can be used by technology process and for this reduced, most sophisticated organizations today, and all of the best-practice models in the national benchmarking study, are seeking ways of using technology to reduce the administrative burden of performance management, a burden that grows as the performance management system is increasingly linked with compensation,

¹⁸⁵S. Dube (2011). *Supplemental Guidance: Public Sector Definition*. USA: Institute of Internal Auditors (IIA), p. 3, 1-6.

development, and perhaps even an agency's 360-degree feedback system. Many are also finding innovative ways to use technology for just-in-time (JIT) feedback and training¹⁸⁶.

For making the good administrative organization also it must be from the leaders and members in the organization. Leaders and all members' government agencies must be able to create a good environment for social, economic, political, and cultural in their service area. And in order to deal with this complex are, public organizations and their members must choose things or people to focus on, otherwise they encounter problems of attention and capacity¹⁸⁷.

More offer in public service organization, leadership is not just something new element for seeing and creating a best performance of public service, but their also have another elements like organizational communication and employees' job satisfaction as a relevant and important element. These three elements is also has been studied until now by leaders, theorists and practitioners, politicians and even by public peoples for more develop.

Attention in leadership, organizational communication, and employees' job satisfaction in context of public service can creating a good of administration system. Because each other of those elements can make a system role of leadership in public service, organizational communication and employees' job satisfaction. Each of those elements has a ability and linked each other for producing optimal output peoples performance in public organization, and because this can make further improving quality of public service quality.

Each element in public service organization also has a standard operating procedure concept and application to be done. But these standards operating have a different way from each public service organization. However, there is a way to create a standard

¹⁸⁶D. Grote (2000). Public Sector Organizations Today's Innovative Leaders in Performance Management. *Public Personnel Management Journal (International Personnel Management Association)*, p. 13.

¹⁸⁷T Christensen and others (2007). *Organization Theory and the Public Sector: Instrument, Culture and Myth*. Routledge: Taylor and Francis Group, 191.

operating procedure in accordance with the peoples' satisfaction, and this should be an indicator for public services application about leadership, organizational communication, and employees' satisfaction.

5.2. Leadership and follower's Heart & Mind

Being a leader is a chance for everyone, but for being a good leader is another choice. In order to approach a good leadership, a leader must be able to change and develop their self for one purpose, to competence and change their environment and their people. In carrying out this obligations as a leader, connects their heart and minds of their peoples/followers is one way to achieve it. By listening and communicate with their peoples and seeing their perspectives wants and needs leader have a chance to reach an important factor that must be considered and applied to their peoples.

In organization also in public service organization, there are top factors that are listed which is can influence the organization. Generally those top factors listed were; internal changes to the organization, market dynamics, a shortage of talent, and globalization. Those challenges will influences employees' motivation, employees' commitment, employees' loyalty and employees' performance. Here leadership is necessary for listening, motivate and guide their peoples, to transform their groups of individuals into teams, and to provide a vision for the grater strategic direction of the organizations. If leadership is a key basis for organizational performance then listening and communication is the key to effective leadership. Therefore, those challenges will influence leader in his/her leadership style, which accordingly will change the way leader communicate to his/her subordinates¹⁸⁸. At some level, effective leadership listening and communication connects with the important values, attitudes, and commitments of followers and is viewed as addressing significant issues and facilitating task accomplishment.

Leaders who are giving themselves for effective listening and communicate with their peoples and their environment in running their leadership process has a try and puts

¹⁸⁸D. D. Prianti (2012). Making your follower follow with 'hearts and minds'. *IOSR Journal of Business and Management (IOSRJBM)*, 1 (3), p. 33.

their self as a good leader for create a big change. The purpose effective listening is to learn and build a good relationship. Effective listening and communicating is by active and emotions or empathic. Active listening and communicating is by giving all time and their activities so they can maximize their potential way for receiving and responding. Beside of that, with active listening and communicating leaders also can involve their emotional for making a good followers minds and heart.

For evaluating emotional intelligence some author said, they had been do some research on emotional operates in work. They have been examined the relationship between emotional intelligence and effective performance especially in leaders or managers. And they also have been observed how emotional intelligence shows itself on the job. They explore all components of emotional intelligence, such as: self-awareness, self-regulation, motivation, empathy, and social skill-in turn for evaluating this emotional intelligence¹⁸⁹. Those components of emotional intelligence evaluations can be seen as table below:

Table 7. The Five Components of Emotional Intelligence at Work.

Component	Definition	Hallmarks
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.	<ul style="list-style-type: none"> • Self-confidence • Realistic self-assessment • Self-deprecating sense of humor
Self-Regulation	<p>The ability to control or redirect disruptive impulses and moods.</p> <p>The propensity to suspend judgment - to think before acting.</p>	<ul style="list-style-type: none"> • Trustworthiness and integrity • Comfort with ambiguity. • Openness to change
Motivation	A passion to work for reasons that go beyond money or status. a propensity to pursue goals with	<ul style="list-style-type: none"> • Strong d rive to achieve • Optimism, even in the

¹⁸⁹D. Goleman (1998). What Makes a Leader? Best of Harvard Business Review, p. 88, 82-91.

	energy and persistence.	face of failure
		<ul style="list-style-type: none"> • Organizational commitment
Empathy	The ability to understand the emotional make up of other people.	<ul style="list-style-type: none"> • Expertise in building and retaining talent
	Skill in treating people according to their emotional reactions.	<ul style="list-style-type: none"> • Cross-cultural sensitivity • Service to clients and customers
Social Skill	Proficiency in managing relationships and building networks.	<ul style="list-style-type: none"> • Effectiveness in leading change.
	An ability to find common ground and build rapport.	<ul style="list-style-type: none"> • Persuasiveness • Expertise in building and leading teams.

Source: Goleman, 1998: 88.

5.3. Organizational Communication and Relationship with Context Dependent and Effective Communication.

In organization, a context is about of all environment state while communicating each other between employees to employees or managers to managers, etc. Here the context is needed for making clarifying about something information has submitted or happened. Here the context is can be such as formal or informal; it is depending on certain contexts, and it is can also affecting how to peoples reacting on those communicates. This context also will affect how communication style happened between leaders and their followers or subordinates inside of work place. And maybe even somehow this context communication between those members would have been different if those people met outside workplace of communication styles between them will be quite different to the style at the time they were in office.

A new understanding about learning communication in the organization points towards to take the need account of the context in which leader as employee can utilize their knowledge and skills to be dependent. Every context in organization is unique and because of this the leader must make an effective leadership communication as appropriate way for special combination of people, time, place, and topic in organization. Leaders must use the right combination to making effective way point in others context. The leaders must be become a “learning leader” as a individual modules that can be covered areas such as leadership, coaching, communication, change, negotiation, presentations, planning, performance, etc¹⁹⁰. That is way context dependent of leadership in the organization required skills.

An effective leadership also must concern about communication network that happened in organization. This is because leaders and organization members can use these networks as a method for making an effective communication. Although there are five different communication networks that already explained, but there is not one that works for all situations. Different forms can be applied under varying circumstances. To be effective leaders, managers, and organization members must be able to select appropriate flows of communication for specific situations. Identifying an ideal communication network is critical to successful communication. Hellriegel and Slocum (2004) compared the five communication networks using four assessment criteria. This figure below shows the specific criteria when making a selection among the different types of networks¹⁹¹.

¹⁹⁰ R. Lynch and others (2006). Context dependent learning: Its Value and Impact for Workplace Education. *Sheffield Hallam University Research Archive (SHURA): Education and training*, 48 (1), p. 7, 15-24.

¹⁹¹K. L. Guo and Y. Sanchez (2008). *Organizational Behavior, Theory, and Design in Health Care: Chapter 4 Workplace Communication*. Jones & Bartlett Learning, p. 91-92.

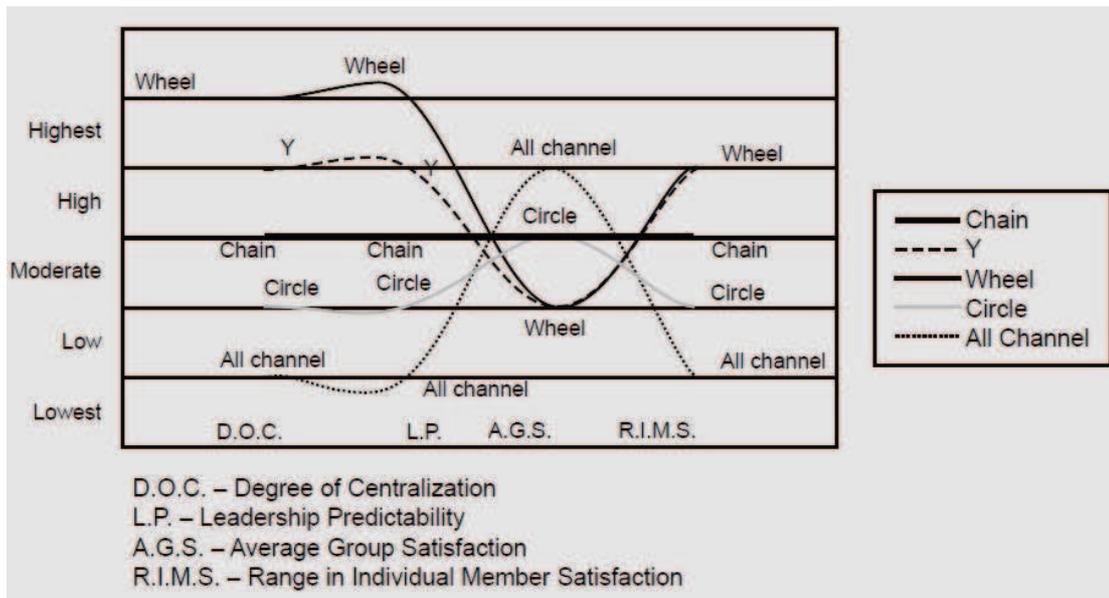


Figure 23. Effects of Five Communication Networks.

Source: Hellriegel and Slocum, 2004: 301.

On those figure above explained that are:

1. Degree of centralization. This is the extent to which team members have access to more communication than others. In the case of the wheel network, because communication flows from and to only one member, this is the most centralized network. However, the all channel network provides everyone in the network with the same opportunity for communication; thus, it is the least centralized network.
2. Leadership predictability. This is the ability to anticipate which member of the communication network is likely to emerge as the leader. In the case of the Y and wheel, the most centrally positioned individual is the most likely person.
3. Average group satisfaction. This reflects the level of satisfaction of members in the communication network. In the wheel network, average member satisfaction is the lowest compared to other networks, since the most centrally positioned person plays the most crucial roles and leaves small decision-making roles for those around the wheel.
4. Range of individual member satisfaction. The range of an individual's satisfaction within the communication network shows an inverse relationship with the average

group satisfaction. Again, in the wheel, although average member satisfaction is low, the range of individual member satisfaction is high, because they are highly dependent on the individual in the middle. In the case of the all-channel, average group satisfaction is high since there is greater participation by all members of the communication network; yet, individual satisfaction is very low.

From those explanations leader, members, and all organization member must aware that communication in organization can become crucial factor to create an equality of understanding of the information that presented to each other on the organization. Sending message, talking, or writing something for communicating would be have a different meaning in each context. Even gestures or eye blink can be as types of communication that can bring a different message or impression. And how those organization participants also must concern that is has a best communication networks on all situation. This method can be used as the best way for making satisfaction to all organization participants.

5.4. Job Satisfaction is about Employees' Goals and Tensions.

In organizations managers/leaders must know what their goals, interests or values of their organization. Sometimes to reach those the goals, interests or values of different individuals or groups, between organization members evoke a conflict tensions or debate. To attain established goals, interests or values of their organization, organizations bring leaders to manage competing goals, interests, values, or tensions that rising from difference between organization members. Conflict tensions can be constructive when it is improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can be aired and tensions released, and fosters an environment of self-evaluation and change¹⁹².

Effective leadership balances the needs to create strong interpersonal relationships and accomplish tasks, maintain a balance between order and chaos within the organization, and use rewards and punishments to motivate followers. Rather than take an either-or

¹⁹² P. Kazimoto (2013). Analysis of Conflict Management and Leadership for Organizational Change. *International Journal of Research in Social Sciences (IJRSS)*, 3 (1), p. 21, 16-25.

position, effective leaders try to create a “both-and” position where oppositions are integrated constructively. Also with training and development of effective communication techniques it can help managers to resolve the conflict in organization.

But effective leadership between groups in organization is needs more power and skill. Leaders must aware and act collectively; they must stay between them to reach a true purpose. Group’s maybe will be guessed that their leader stay in other groups, vice versa. To manage this conflict a leader must communicate to all groups there is no side between them. Leader must show their communication and show of empathy to all groups in aim for creating, maintain, and managing their relationship effectively.

Depending on how to managers/leaders making a level of employees’ satisfaction, in public service organization leaders must be try on both side on their employees to giving the best for achieving goals/purpose. But there are sometimes leaders must choice one side to taking a risk for reaching organization goals/purpose by leaving one side or groups in organization. Hard choice for them as leaders in decision making to satisfying all members groups organization. And for those consequences maybe some employee/groups will be unhappy and have negative impact in job satisfaction.

The negative effects of consequences of job satisfaction can be complex. The negative impact in this case can be impact in job satisfaction in the functioning of the organization and employees. And this consequences impact could be analyzed from several aspects.



Figure 24. Consequences of Job Dissatisfaction.

Source: Simić and Stojković, 2014: 166.

The most important consequences effect of job dissatisfaction can be happened on human-behavioral and economic aspects of job satisfaction. Although they are closely related and intertwined, their partial analysis contributes to a more accurate perception of specific consequences that job satisfaction or dissatisfaction can lead to¹⁹³ (see figure above). In human behavioral can be impact in psycho-physical state of employees (monotony, physical effort, fatigue, mental stress) and in employees' behavior (absences, leaving, work late, un-cooperation, conflict). In economic, can be impacting on individual performance (salaries, bonuses, etc) and organizational performance (people's service, productivity, quality, etc).

¹⁹³I. Simić and N. Stojković (2014). Manager's Role in Raising the Level of Job Satisfaction. *Review Paper-Facta Universitatis: Economics and Organization*, 11 (2), p. 166.

Chapter Five

Relationship Application between Servant Leadership, Organizational Communication and Employees' Job Satisfaction in Public Services Government Organization

In this chapter researcher will explain more about research purpose, research importance, research limitations, research methods, and the methods used for evaluating survey data.

1. Research Purposes

Today job satisfactions are one of the human needs in their work fields. Peoples need their job satisfactions to bring their satisfactions in their life. Furthermore job satisfaction function is very important because job satisfactions can give maximal potentials in the organizational development successions; one of is because those job satisfactions especially can support organizational maximal activities and growth. This important of job satisfaction is cannot separated with leadership and organizational communication. It is because there is a research that said that current and future human capital priorities about leadership development are almost important on organizations. Which is here the leadership development is still being number one task concern in organization. The important of organizational communication also in this organization is because this organizational communication are the most dominant and important activities in organizations. The relationships in organization grow out by communication and the organizations function based on effective relationships among individuals and groups.

Because of those this research will be continuing, because there are not an organization without a problem in the leadership and organizational communication. So do with this the researcher will see the organization some various problems can be appeared frequently on the organization of jobs satisfaction services, especially on leadership and organizational communication point view to the job satisfaction their employees/workers.

And the important of these leadership and organizational communication variables influencing the job satisfaction will see in the public services government organization. Because in this public services organization, the employees' job satisfaction performance will also can affecting the performance work for their peoples or their citizens. The public services government organization also must aware of this job satisfaction performance on their work today, because it can encourage their organization to always make their employees more satisfaction in the future ways, in order to make the best satisfaction for their workers. By seeing those important the researcher wants to see the impact of leadership and organizational communication on employees' job satisfaction in the public services organization, Eskisehir-Turkey. And below, these hypotheses will be used to test variables:

- H1. Servant leadership has a positive impact on employees' job satisfaction in public services government organization,
- H2. Organizational communication has a positive impact on employees' job satisfaction in public services government organization,
- H3. Servant leadership has a positive impact on organizational communication in public services government organization.

2. Research Importance

The importance of leadership and organizational communication in organization is really crucial, especially influencing of employees' satisfaction. Because employees in the organization is can be as movement factors. And today's those employees in the public services organization can be as importance factor to serve the peoples or citizens in one country. These employees also can be as competitive strategy for serving organization and administration in the changing environmental conditions.

This research also will help and able for public services government organization to improve their servant process on their organizations for their workers or users. So the leaders, manager, or even government practices will able to build more a good job satisfaction process for their workers. And with that the management process can improve their organizational communication process to increase the jobs satisfaction.

This research also can be taken into as a consideration, evaluation, and feedback in the implementation support for public services government organization to improve their services performance through implementation of good governance by looking servant leadership style and organizational communication process.

3. Research Limitations

To clarify the problem, the thesis writer has to limits these problems in the process of leadership (servant leadership) and organization communication as a strategy on improves the employee job satisfaction. The research just focuses on one government organization, on public services government organization (Tepebası municipality in Eskisehir, Turkey) in year 2014. With population and sampling participant are employees of public services government organization that have already worked at there.

4. Research Methods

To see the results of impact between independent variables to the dependent variable from questionnaires survey, researchers used statistical computer program called “SPSS” with version 18th. With this statistical computer program it will help researcher to analyze data that are collected from the field as questionnaire. On this research, questioners survey used for see the measurable because it was deemed appropriate.

Beside of that, with computer technology that continues to grow and more developed, the researcher will be more easily, quickly, and accurately to analyze the data questionnaire. The analysis with this computer program is needed and a lot of benefit to process it at this time, because on this research, researcher need the depth, relevant, reliable, and valid analysis as the tools for seeing the influence of social sciences research that happened.

For see the research measurement researcher distributing the questionnaires as a tool to predicting the impact of servant leadership as independent variable on organizational communication and job satisfaction as dependent variable, and also see the impact of

servant leadership as independent variable on job satisfaction as dependent variable. Researcher looking and searching employees that had been work long enough and understand their jobs/task, and also understand their work place's situation.

4.1. Population and Sample Selection

In this study researcher is interested and wondering in municipality institutions/organizations that provide and give a work as a services work to the public or their customers, and those municipality institution/organization has been more than 5 years providing the work services to the public/customers. This is because there are have a little connection or correlation to the variables that are related with one research independent variable (servant leadership) that are researchers choose in this thesis. But also researchers have a curiosity to find and get a good answer to this researcher why here there is the goodness services work for peoples. And maybe because those reasons, researcher will able to bring this research to the researcher's country as an advanced materials as comparative study if needed.

To see and examine the servant leadership, organizational communication, and job satisfaction levels of the workers who are working in public services government organization the researcher assisted by staff/employees in there to looking and fulfill the questionnaires for more than 100 questionnaires with relevant respondents. Respondent participants were selected through simple random sampling method. Researcher used this simple random sampling method because from all respondent participant have a same right to answer the questions. Researcher is also preparing with more than 130 questionnaires survey for this research, and direct contacting to some directors/head those organizations (Head of Human Research Development), also asking for permission to participation on this research survey question.

Those questionnaires that are given by researcher to the respondents are related with criteria such as; the respondents is still working at this organization, with not in busy periods, and willingness to take time for fill out those questionnaires. Those criteria are doing this for purpose to obtain good and accurate research results. As a result, almost of 4 weeks studying and gathering information in some municipality organizations in

Eskisehir, Turkey researcher gathering 105 questionnaires that can be used in next evaluation.

4.2. Survey Preparation Questions

To making analysis in this study researcher use questionnaires as a tools for see the social symptoms in public services government organization. This questionnaire is consisting of:

1. Respondents information questions (5 questions),
2. Job satisfactions questions (25 questions),
3. Organizational communication questioner (34 questions), and
4. Servant leader behavior questions (28 questions).

These mains component of servant leader behavior variables components and questionnaires were studied and using the written is a reflection from Liden, Wayne, et al. (2008). In these variables, there are 7 (seven) components main behaviors of servant leadership that can be identified from the servant leadership process. These components can be used for the strong effort to develop and to validate of servant leadership process. And from that researcher do the specific behaviors tools that can be applied in public services government organization.

To see and the measure of organizational communication searching of an impact of organizational component, that are some research component that developed by Roberts and O'Reilly (1974) on the Measure of Organizational Communication, on Paul M. Muchinsky (1977) on Organizational Communication: Relationships to Organizational Climate and Job Satisfaction. Here Paul M. Muchinsky said that there are 7 (seven) organizational communication component can be use to see the organizational communication.

Still on Paul M. Muchinsky (1977) on Organizational Communication: Relationships to Organizational Climate and Job Satisfaction. For job satisfaction study in this research, researcher use job satisfaction concept developed by Smith, Kendall, and Hulin (1969).

The measure of job satisfaction was the Job Descriptive Index (JDI) consists of 5 (five) components of job satisfaction. Extensive more research has shown that the JDI can be a reliable and valid measure for job satisfaction research.

The questionnaire in this research conducting research by using variables or specific constructs called *latent* variables or factors. Which are these variables not measured directly but through indicators or components questions to be analysis next. General concept or form of these questions/questionnaires contained five-level scale alternative answers and provided the ordinal scale (Likert scale) using those five-level scale alternative answers, such as:

- 1: Strongly disagree (weight 1).
- 2: Do not agree (weight of 2)
- 3: Neither Agree or Disagree/Undecided/Neutral (weight 3)
- 4: Agree (weight 4)
- 5: Strongly agree (weight 5)

Likert scale is called ordinal scale because on this statement view question there are can be explain that are: *strongly agree* is more value higher than *agree* is more value higher than *neutral* and so on.

In the beginning of questioners there are some questions for respondent information (1-4). Those questions purposes for knowing status employees' respondent, about sex (male/female), ages, educations, how long employees' time work, and employees' work places.

Next is questions component, there are total 19 questions component using likert scale. Here in the second part of questionnaires; 5 questions components is associated with job satisfaction, 7 questions component is associated with organizational communication, and 7 questions component is associated with servant leadership.

4.3. Surveys Collection and Data Evaluation Method

This research will be use and to see the result the scope of questionnaire data obtained with using computer's application SPSS (Statistical Programming for Social Scientists) version 18. These analyze and other results are given in the end for more following research.

With questionnaires samples is 105 (n=105), so the others different analysis such as pretest/pilot validity, research validity, research reliability, descriptive analytical, and research analytical were used for responding the various research questions. On research analytical, regression test of servant leadership on organizational communication, servant leadership on job satisfaction, and organizational communication on job satisfaction also were used for responding the various research questions. In business or organization practice, the regression analysis was more widely used it because there are many variables must be analyzed together, also in many cases the regressions was more relevant regression to used¹⁹⁴.

In this research also will using a "study case" research, because in this research will be seeing a phenomenal research in reality life about some theoretical proving in context impact of servant leadership, organizational communication, and job satisfaction. Data obtained is from "Situational" survey result data because all data is come from in one moment that already done and it cannot be repeated again. In this research also will be using "Non-Parametric Test" as concept of ordinal scale in this research. Because that this research also will use "Descriptive Research Model" because researcher wants to see a real life research without cause and impact correlation between those variables, and this is also as a basic research for developing researcher skills. Because all that research will be using multiple regression with sample (n) = 105, with "F-Test" and "T-Test" application will be use in computer statistical program "SPSS ver. 18".

¹⁹⁴D. Sumardi (2008), Influence of Advertisement Exposure to Consumer Response (Study at IM3 and XL Telephone Card Product). University of Indonesia, Faculty of Political and Social Sciences: Bachelor Thesis of Administrative Sciences Department, p. 35.

5. Research Analytical and Findings

In these sub chapter researcher will be explore and explaining more about pretest/pilot validity and research validity, research reliability, descriptive analytical including demographic characteristic, research analytical about: servant leadership on job satisfaction regression test, organizational communication on job satisfaction regression test, and servant leadership on organizational communication regression test, evaluation finding for the research, recommending survey assessment, and hypothesis tests.

5.1. Research Validity and Reliability

Validity pretest is conducted to ensure this questionnaire is valid, correct, rational, etc. Validity itself is the degree of which differences that values observed is show how far a real differences. Pretest can also to ensure if the respondent does not confusion, not difficult to understand, and or obtain problems related issues with this questionnaire.

To determine if those indicator/questions is truly located on the right variables, researcher using 50 questionnaires (n) validity test for those indicators/question of this research by using reliability test and factor analysis method. In order to see the validity and reliability, there are criteria will be used. Researcher use factor analysis to giving the best questionnaires reliability test. For this research validity, then it is continuing with using 105 questionnaires in research indicators/question.

In research reliability test, researchers use Cronbach's alpha measurement methods. Importance of reliability it is because questions can be reliable but cannot valid, and if questions are not reliable then it is definitely not valid questions, means the size of questions will not valid if it not reliable. Because of that research reliability is important in the determination of validity. In this research internal consistency of Cronbach's alpha will be use rules as follows:

> 0.90 = Excellent

0.80 - 0.89 = Good

0.70 - 0.79 = Acceptable

- 0.60 - 0.69 = Questionable
- 0.50 - 0.59 = Poor
- < 0.50 = Unacceptable

Cronbach’s alpha coefficient is the average from all the correlation coefficients halved (split-half) which may be made from a measurement tool. By looking from obtained alpha value, then it will be know the consistency between used indicators. Standard alpha value will be used by combined all component variables is more than 0.7 (acceptable), which is means that the indicators that used to measure the used concepts. If the value obtained below than 0.7 it means the measuring instruments that are used are not reliable. From the test results on various variable component it can be display that variable job satisfaction, organization communication, and servant leadership variables that obtained from reliability test can be seen:

Table 8. Output Research Reliability Values.

No.	Variables	Cronbach’s Alpha
1	Servant Leadership	,933
2	Organizational Communication	,814
3	Job Satisfaction	,727

Source: Data Processed by Researcher year 2014.

From table above that are known that there are variables of job satisfaction and servant leadership reliability test results has a Cronbach's alpha values were above the standard alpha value that is used, which is means more than 0.7. This means that those indicators are used to measure the concepts are excellent reliably and can be used for next research.

5.2. Descriptive Statistic Analytical

From 105 respondents data researcher was collected in this study, and adjusted with the frequency descriptive analytical, then data of descriptive analytical can be divided into five analytical, there are:

Table 9. Output Characteristics of the Samples.

No	Descriptive	Analytical	Result	
			Frequency	Percentage
1	Gender	Male	45	42.9%
		Female	60	57.1%
2	Age	> 36 years	46	43.8%
		31-35 years	25	23.8%
		26-30 years	22	21%
		21-25 years	9	8.6%
		15-20 years	3	2.9%
3	Education	Bachelor	44	41.9%
		Senior High School	29	27.6%
		Diploma	20	19%
		Master	10	9.5%
		Others Education	2	1.9%
4	Time Work	> 7 years	49	46.7%
		4-5 years	22	21%
		2-3 years	15	14.3%
		0-1 years	13	12.4%
		6-7 years	6	5.7%
5	Field/Division Work	Others Field/Division	62	59%

	Field Staff	19	18.1%
	Technical	13	12.4%
	Helper	8	7.6%
	Administrations	3	2.9%

Source: Data Processed by Researcher Using SPSS 18 year 2014.

Based on table respondent's gender factor, the percentage respondents can be divided into two categories there are: male and female, on male respondents were 45 (42.9%) questionnaires fulfill, and female respondents were 60 (57.1%) respondents fulfill. This is shows that the majority of this questionnaires participation is female/women.

According on age factor, the percentage respondents can be divided into five categories there are: in range of > 36 years is 46 respondents (43.8%), between 31-35 years is 25 respondents (23.8%), between 26-30 years is 22 respondents (21%), between 21-25 years is 9 respondents (8.6%), and between 15-20 years is 3 respondents (2.9%).

Based on respondent's educational factor the percentage respondents can be divided into five categories there are: bachelor is 44 respondents (41.9%), senior high school is 29 respondents (27.6%), diploma is 20 respondents (19%), master is 10 respondents (9.5%), and others education is 2 respondents (1.9%).

According on working time respondent's factor the percentage respondents can be divided into five categories there are: > 7 years is 49 respondents (46.7%), between 4-5 years work is 22 respondents (21%), between 2-3 years work is 15 respondents (14.3%), between 0-1 years work is 13 respondents (12.4%), and between 6-7 years work is 6 respondents (5.7%).

Based on respondent's field/division working factor the percentage respondents can be divided into five categories there are: work at others field/division is 62 respondents (59%), field staff is 19 respondents (18.1%), technical is 13 respondents (12.4%), helper is 8 respondents (7.6%), and administrations is 3 respondents (2.9%).

5.3. Research Hypothesis Test Analytical

In these component variables regression tests there are some tests will do it for proving the hypothesis. Those regression tests are:

5.3.1. Servant Leadership Managers Impact on Employees' Job Satisfaction in Public Services Government Organization.

Servant leadership on job satisfaction regression test, the multicollinearity test value of R Square is 0,436 (43,6%) is bigger than 0,05 ($\alpha= 5\%$), and it is more than 10%. On heteroscedasticity test, the scatter-plot seen spread randomly and there is no certain pattern. On normative test, seen the points are near with the diagonal line. On autocorrelation test, the point of Durbin-Watson is not above 2 and under 2 (1,728). So its mean this classical analysis is successfully for continued with regressions. And for continuing in regression, F-Test result summary can see in this table below:

Table 10. Impact of Servant Leadership on Job Satisfaction.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.351	7	6.479	10.715	.000 ^a
	Residual	58.649	97	.605		
	Total	104.000	104			

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.660 ^a	.436	.395	.77757984	1.728

Source: Data Processed by Researcher Using SPSS 18 year 2014.

From F test or ANOVA test, the F count is 10.715 with significance level is 0.000. Because of the significance probability (0.000) is much smaller than 0.05 and F count is bigger than F Table (10,715>2,193), then the regression model can be used to predict the servant leadership to job satisfaction.

About correlation coefficient the R of correlation coefficient is 0.660. To provide guidelines for correlation coefficient interpretation the output of model summary can be describe as follows:

- 0 : No correlation,
- 0 - 0.24 : Weak correlation,
- 0.25 - 0.4 : Enough correlation,
- 0.5 - 0.74 : Strong correlation,
- 0.75 - 0.99 : Very strong correlation,
- 1 : Perfect correlation.

This means (this value 0.660) there is a strong correlation between on servant leadership on job satisfaction regression test. This regression analysis test basically aims to determine how much the correlation that exists between the two variables or more. Or it can be said, indeed if there are a correlation between those two is significant variables.

Also showed that R square numbers is 0.436 this is means that 43.6% of the influence of job satisfaction variable could be explained by the servant leadership variable and while the rest (100%-43.6%=56.4%) can be explained by other causes (variables).

5.3.2. Organizational Communication Impact on Public Services Government Organization on Employees' Job Satisfaction.

On organizational communication to job satisfaction regression test, the multicollinearity test value of R Square is 0,474 (47,4 %) is bigger than 0,05 ($\alpha= 5\%$), and all countable variables organizational communication more than 10%. On heteroscedasticity test, the scatter-plot seen spread randomly and there is no certain pattern. On normative test, seen the points are near with the diagonal line. On autocorrelation test, the point of Durbin-Watson is not above 2 and under 2 (1,850). So its mean this classical analysis is successfully for continued with regressions. For continuing in regression, F-Test result summary can see in this table below:

Table 11. Impact of Organizational Communication on Job Satisfaction.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.299	6	8.216	14.720	.000 ^a
	Residual	54.701	98	.558		
	Total	104.000	104			

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.688 ^a	.474	.442	.74711021	1.850

Source: Data Processed by Researcher Using SPSS 18 year 2014.

From F test and ANOVA test, the F count is 14.720 with significance level is 0.000. Because of the significance probability (0.000) is smaller than 0.05 and F count is bigger than F Table (14.720>2,307), then the regression model can be used to predict the organizational communication on job satisfaction.

The R of correlation coefficient is 0.688. This means there is a strong correlation between organizational communications on job satisfaction regression test. And showed that R square numbers is 0.474 this is means that 47.4% of the influence of job satisfaction variable could be explained by the organizational communication variable and while the rest (100%-47.4%=52.6%) can be explained by other causes (variables).

5.3.3. Servant Leadership Managers Impact on Organizational Communication in Public Services Government Organization.

On servant leadership to organizational communication regression test, the multicollinearity test value of R Square is 0,576 (57.6%) is bigger than 0.05 ($\alpha= 5\%$), and all countable variables organizational communication more than 10%. On heteroscedasticitytest, the scatter-plot seen spread randomly and there is no certain pattern. On normative test, seen the points are near with the diagonal line. On autocorrelation test, the point of Durbin-Watson is not above 2 and under 2 (1,637). So its mean this classical analysis is successfully for continued with regressions. For continuing in regression, F-Test result summary can see in this table below:

Table 12. Impact of Servant Leadership on Organizational Communication.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.937	7	8.562	18.850	.000 ^a
	Residual	44.063	97	.454		
	Total	104.000	104			

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.759 ^a	.576	.546	.67398390	1.637

Source: Data Processed by Researcher Using SPSS 18 year 2014.

From F test or ANOVA, the F count is 18.850 with significance level is 0.000. Because of the significance probability (0.000) is smaller than 0.05 and F count is bigger than F Table (18.850>2.193), then the regression model can be used to predict the servant leadership on organizational communication.

About correlation coefficient the R of correlation coefficient is 0.759. This means, there is a very strong correlation between servant leadership on organizational communication regression test. Also showed that R square numbers is 0.576, this is means that 57.6% of the influence of organizational communication variable could be explained by the servant leadership variable and while the rest (100%-57.6%=42.4%) can be explained by other causes (variables).

5.3.4. Hypothesis Findings

Hypothesis findings correlations among variables in this study are presented in table below. From all research analysis below than can be known conclusion of all hypothesis are:

Table 13. Hypothesis Result Findings.

H1. Servant leadership has a positive impact on employees' job satisfaction in public services government organization.	Accepted
H2. Organizational communication has a positive impact on employees' job satisfaction in public services government organization.	Accepted
H3. Servant leadership has a positive impact on organizational communication in public services government organization.	Accepted

On all F-Test analysis, about 43.6 percent of servant leadership as independent variables has a positive impact on employees' job satisfaction in public services government organization. Other, 56.4 percent can be explained by other causes variables (internal or external) that has impact on employees' job satisfaction in public services government organization. Also it can be said there is a strong positive impact of servant leadership managers on employees' job satisfaction in public services government organization.

On organizational communication impact on employees' job satisfaction, about 47.4 percent of organizational communication as independent variables has a positive impact on employees' job satisfaction in public services government organization. Other, 52.6 percent can be explained by other causes variables (internal or external) that has impact on employees' job satisfaction in public services government organization. Also it can be said there is a strong positive impact of organizational communication in public services government organization on employees' job satisfaction.

On servant leadership impact on organizational communication, about 57.6 percent of servant leadership as independent variables has a positive impact on organizational communication in public services government organization. Other, 42.4 percent can be explained by other causes variables (internal or external) that has impact on organizational communication in public services government organization. Also it can be said there is a very strong positive impact of servant leadership managers on organizational communication in public services government organization.

6. Evaluation

In this evaluation of component regression test, it can be seeing into correlation between servant leadership components on job satisfaction in public services government organization. In these components the evaluation can be seen on this table below:

Table 14. Component Evaluation of Servant Leadership Impact on Employees' Job Satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
1 (Constant)	2.831E-17	.076		.000
Conceptualizing	.295	.114	.295	2.582
Emotional Healing	.074	.123	.074	.602
Put Followers First	.077	.147	.077	.520
Help Followers Grow And Success	.226	.133	.226	1.697
Behaving Ethically	-.107	.154	-.107	-.695
Empowering	.091	.125	.091	.729
Creating Value For Community	.127	.156	.127	.817

Source: Data Processed by Researcher Using SPSS 18 year 2014.

In this significance test, this test will see about the constants significance and dependent variable (job satisfaction). In other words will be testing is there has a prediction that servant leadership components on predict job satisfaction.

From table above can be presented the regression coefficients of servant leadership components that appear on the row of those components it means the evaluation statements can be said:

There is a positive impact between conceptualizing servant leadership components on job satisfaction. It has a significant value 2,582 more than 1.9847 or less than -2 or more than +2, it can be said there is a significant impact between conceptualizing as servant leadership components on job satisfaction. There is a negative impact between emotional healing servant leadership components on job satisfaction. It has a significant value 0,602 no more than 1.9847 or less than -2 or more than +2, it can be said there is no significant impact between emotional healing as servant leadership components on job satisfaction. There is a negative impact between put follower's first servant leadership components on job satisfaction. It has a significant value 0,52 no more than 1.9847 or less than -2 or more than +2, it can be said there is no significant impact between put follower's first as servant leadership components on job satisfaction. There is a negative impact between help followers grow and success servant leadership components on job satisfaction. It has a value 1,697 no more than 1.9847 or less than -2 or more than +2, it can be said there is no significant impact between help followers grow and success as servant leadership components on job satisfaction. But because it is near to t-table then it can be said maybe there are has impact between help followers grow and success as servant leadership components on job satisfaction. There is a negative impact between behaving ethically servant leadership components on job satisfaction. It has a significant value -0,695 no more than 1.9847 or less than -2 or more than +2, it can be said there is no significant impact between behaving ethically as servant leadership components on job satisfaction. There is a negative impact between empowering servant leadership components on job satisfaction. It has a significant value 0,729 no more than 1.9847 or less than -2 or more than +2, it can be said there is no significant impact between empowering as servant leadership components on job satisfaction. There is a negative impact between creating value for community servant leadership components on job satisfaction. It has a significant value 0,817 no more than 1.9847 or less than -2 or more than +2, it can be said there is no significant impact between creating value for community as servant leadership components on job satisfaction.

In second evaluation of regression test it can be seeing into the correlation between organizational communications components on job satisfaction in public services

government organization. In these components the evaluation can be seen on this table below:

Table 15. Component Evaluation of Organizational Communication Impact on Employees' Job Satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
1 (Constant)	-2.191E-18	.073		.000
Trust	.204	.093	.204	2.195
Desire for Interaction	-.006	.079	-.006	-.074
Accuracy	.196	.107	.196	1.824
Directionality (Downward)	.203	.104	.203	1.948
Directionality (Horizontal)	.094	.112	.094	.845
Communication Satisfaction	.177	.113	.177	1.570

Source: Data Processed by Researcher Using SPSS 18 year 2014.

In this significance test, this test will see about constants significance and dependent variable (job satisfaction). In other words will be testing is there has a prediction that organizational communication components on predict job satisfaction.

From table above can be presented the regression coefficients of organizational communication components that appear on the row of those components it means the evaluation statements can be said:

There is a positive impact between trust/reliability as organizational communications components on job satisfaction. It has a significant value 2,195 more than 1.9847 or less than -2 or more than +2, it can be said there is a significant impact between trust/reliability as organizational communications components on job satisfaction. There

is a negative impact between desires for interaction as organizational communications components on job satisfaction. It has a value -0,074 no more than 1.9847 or less than -2 or more than +2, it can be said there is no significant impact between desires for interaction as organizational communications components on job satisfaction. There is a negative impact between accuracy as organizational communications components on job satisfaction. It has a value 1,824 no more than 1.9847 or less than -2 or more than +2, it can be said there is no impact between accuracy as organizational communications components on job satisfaction. But because it is near to t-table then it can be said maybe there are has impacts between accuracy as servant leadership components on job satisfaction. There is a negative impact between directionality (downward) as organizational communications components on job satisfaction. It has a value 1,948 no more than 1.9847 or less than -2 or more than +2, it can be said there is no impact between directionality (downward) as organizational communications components on job satisfaction. But because it is near to t-table then it can be said maybe there are has impacts between directionality (downward) as servant leadership components on job satisfaction. There is a negative impact between directionality (horizontal) as organizational communications components on job satisfaction. It has a value 0,845 no more than 1.9847 or less than -2 or more than +2, it can be said there is no impact between directionality (horizontal) as organizational communications components on job satisfaction. There is a negative impact between communication satisfactions as organizational communications components on job satisfaction. It has a value 1,570 no more than 1.9847 or less than -2 or more than +2, it can be said there is no impact between communications satisfaction as organizational communications components on job satisfaction. But because it is near to t-table then it can be said maybe there are has impacts between communications satisfaction as servant leadership components on job satisfaction.

In third evaluation of regression test, it can be seeing into correlation between servant leadership components on organizational communication in public services government organization. In these components evaluation can be seen on this table below:

Table 16. Component Evaluation of Servant Leadership Impact on Organizational Communication.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
1 (Constant)	1.580E-16	.066		.000
Conceptualizing	.523	.099	.523	5.270
Emotional Healing	.017	.107	.017	.157
Put Followers First	.235	.127	.235	1.841
Help Followers Grow And Success	-.020	.115	-.020	-.178
Behaving Ethically	.044	.133	.044	.328
Empowering	.164	.108	.164	1.516
Creating Value For Community	-.094	.135	-.094	-.698

Source: Data Processed by Researcher Using SPSS 18 year 2014.

In this significance test, this test will see about the constants significance and dependent variable (organizational communication). In other words will be testing is there has a prediction that servant leadership components on predict organizational communication.

From table above can be presented the regression coefficients of servant leadership components that appear on the row of those components it means the hypothesis statements can be said:

There is a positive impact between conceptualizing servant leadership components on organizational communication. It has a significant value 5,270 more than 1.9847 or less than -2 or more than +2, it can be said there is a significant impact between conceptualizing as servant leadership components on organizational communication.

There is a negative impact between emotional healing servant leadership components on organizational communication. It has a value 0,157 no more than 1.9847 or less than -2 or more than +2, it can be said there is a no significant impact between emotional healing as servant leadership components on organizational communication. There is a negative impact between put follower's first servant leadership components on organizational communication. It has a value 1,841 no more than 1.9847 or less than -2 or more than +2, it can be said there is a no significant impact between put follower's first as servant leadership components on organizational communication. But because it is near to t-table then it can be said maybe there are has impacts between those components as servant leadership components on organizational communication. There is a negative impact between help followers grow and success servant leadership components on organizational communication. It has a value -0,178 no more than 1.9847 or less than -2 or more than +2, it can be said there is a no significant impact between help followers grow and success as servant leadership components on organizational communication. There is a negative impact between behaving ethically servant leadership components on organizational communication. It has a value 0,328 no more than 1.9847 or less than -2 or more than +2, it can be said there is a no significant impact between behaving ethically as servant leadership components on organizational communication. There is a negative impact between empowering servant leadership components on organizational communication. It has a value 1,516 no more than 1.9847 or less than -2 or more than +2, it can be said there is a no significant impact between empowering as servant leadership components on organizational communication. But because it is near to t-table then it can be said maybe there are has impacts between those components as servant leadership components on organizational communication. There is a negative impact between creating value for community servant leadership components on organizational communication. It has a value -0,698 no more than 1.9847 or less than -2 or more than +2, it can be said there is a no significant impact between creating values for community as servant leadership components on organizational communication.

6.1. Conclusion and Recommendation

Servant leadership is the concept of ethical leadership that was introduced by Robert K Greenleaf as an originator of the modern movement's leadership. In 1970 he wrote a form of trigger essay about the leader as a servant or servant leadership concept. Which is here he emphasizes the role of a leader as a servant or people services. The basic foundations of servant leadership concept are from personal characteristic (Trait Approach), leadership learning (Skills Approach), task and relationship behavior (Style Approach), unique situations (Situational Approach), and a concept of LMX theories.

The concept of servant leadership model in this research is from Liden, Wayne, Zhao, and Henderson et al (2008) and Liden, Panaccio, Hu, and Meuseret al (In press). This concept that has three main components, there are: antecedent conditions (context and culture, leader attributes, follower acceptance), seven servant leader behaviors (conceptualizing, emotional healing, putting followers/customers first, helping followers/customers grow and succeed, behaving ethically, empowering, creating value for the community), and leadership outcomes (follower performance and growth, organizational performance, societal impact).

In Eskisehir public services government organization as the field of case study, researcher found the results between servant leadership as independent variable have a very strong correlation on organizational communication as dependent variable. This is because there are very strong of leaders conceptualizing as servant leadership components on organizational communication. And also was supported by others component of put followers first component of servant leadership.

Also in Eskisehir public services government organization as the field of case study, researcher found the results between servant leadership as independent variable have a strong correlation on job satisfaction as dependent variable. This is because there is a strong leader conceptualizing as servant leadership components on job satisfaction component. And this also was supported by others component such as; put followers first component of servant leadership.

On organizational communication, here focuses on building relationships, or repeated interpersonal interactions, with internal organizational members and interested external publics. Goldhaber (1990) identified a number of common characteristics in the variety of definitions of organizational communication--Organizational communication 1) occurs within a complex open system which is influenced by, and influences its internal and external environments, 2) involves messages and their flow, purpose, direction, and media, 3) involves people and their attitudes, feelings, relationships, and skills¹⁹⁵.

To see and the measure of organizational communication searching of an effectiveness of organizational components, that are some research questionnaire that developed by Roberts and O'Reilly (1974). Roberts and O'Reilly said that they have 16 organizational communication components can use to measure. But in this research using measurement from Paul M. Muchinsky (1977) on Organizational Communication: Relationships on Organizational Climate and Job Satisfaction, highly related organizational communication and job satisfaction components, they are said 7 (seven) organizational communication componential, there are: 1. trust, 2. influence, 3. desire for interaction, 4. accuracy, 5. directionality-downward (vertical), 6. directionality-lateral (horizontal), 7. satisfaction with communication.

Researcher in this research at Eskisehir public services government organization as the field of case study found the results between organizational communications as independent variable have strong correlation on job satisfaction as dependent variable. This is because there are very strong of trust or reliability organizational communication as organizational communication components on job satisfaction. And this strong correlation maybe also was supported by others component such as; directionality-downward component, accuracy component, and communication satisfaction component of organizational communications.

On job satisfaction, according Sadegh Rast and Azadeh Tourani (2012), the concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in

¹⁹⁵M. L. Vasu, D. W. Stewart, and G. D. Garson. (1998). *Organizational Behavior and Public Management*. CRC Press: Third Edition, Revised and Expanded. p. 162.

Chicago. The most-used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). And according to Timothy A. Judge and Ryan Klinger, the concept of job satisfaction has been defined in many ways.

But in this research, researcher just use job satisfaction concept developed by Smith, Kendall, and Hulin (1969). The measure of job satisfaction was the Job Descriptive Index (JDI) consists of five components of job satisfaction, there are: satisfaction with work, satisfaction with supervision, satisfaction with pay, satisfaction with promotions, and satisfaction with coworkers. Extensive more research has shown that the JDI can be a reliable and valid measure for job satisfaction research.

Researcher in this research at Eskisehir public services government organization as the field of case study found the results of job satisfaction as dependent variable can be influenced by servant leadership and organizational communication as independent variables. It is means to give or to increasing the employee job satisfaction, this two independent components (servant leadership and organizational communication) can be effective ways for influence the job satisfaction.

Leaders or managers of Eskisehir public services government organization can see the process of servant leadership as the important factor that can be useful for making and increasing the best organizational communication and also impacted the employees' job satisfaction. Ideal servant leaders as a person who can give the influence for others employees or organization has positive implications to make impact for increasing their performance for servicing.

Based on those conclusions above than researcher try to proposed and give some recommendations on relationship between servant leadership and organization communication in order to improve employees job satisfaction. These recommendations can be proposed such as:

1. To the Eskisehir public services government organization and management leaders or managers must making and increasing relationship between their employees in orders for increasing the familiarity among them.
2. Making an opened criticize from employees to their leader for their organization and management best or common goodness. And leaders or managers must also opened and not impose all criticism from employees.
3. Leaders or managers also must supervise and monitor the employees' potential factors that need to be improved from emotional intelligence, interpersonal and impersonal communication intelligence, intellectual intelligence, etc.
4. Leaders or managers must often go to work field in order for supervise their employees and gave the training for their employees. Leader also must have empathetic towards their employees, so their employees will know how to work best.
5. Besides increasing leader and leadership process than Eskisehir public services government organization and management must more increasing their organization communication on technique, quality, format, and technology.
6. Eskisehir public services government organization and management services here must more providing and do their best services to their employees, this is because Eskisehir public services government organization and management has associated or correlated positively with Eskisehir people's satisfaction.

6.2. Managerial Implications

From those all analysis, known that there is a significant impact between conceptualizing as servant leadership components on job satisfaction, it can be seen with value more high than determined. This conceptualizing component feels by employees on this organization, it can see by or feels by employees that their leader was think of multifaceted problems that may be happened in organization, their leaders also able to find out if something wrong, and they believes that their leaders or managers can solve the problems with creatively appropriate overall for organizational goals or purposes.

Also this conceptualizing as servant leadership component on organizational communication was had significant impact on communicational organization it is can been seen and feels by their employees or organization members that their leaders or managers have some behavior or a good skill communication concept that can be understand on their employees, so this leadership communication services can thorough for purposes, vision-mission organization, task must to do, or something else.

And according those tests also founded there is one component as servant leadership component (help followers grow and success) near to t-table, researcher predict that this can be said maybe there are has impacts between this components as servant leadership components on job satisfaction. It seems leaders or managers on this organization have a professional behavior for always referring and find out and help their members or community as purpose for archives organizations goals. Their leader also has a desire to achieve, take the aspirations, and help their members or employees for grown and succeeded. Leaders or managers also seem want to trying their members or employees for making employees' career development in top priority, here the leaders or managers will try by providing support services for their followers or workers to be able actualized themselves and reach their full potential life as human beings.

According those tests also founded there is one component as servant leadership component (Put Followers First) near to t-table, researcher also predict that maybe there are has impacts between this components as servant leadership components on

organizational communication. Seems leaders or managers in this organizations has always tried to put the interests of others or the community to be the first priority, here leaders or managers always use good communication action and good communication words to clearly and show to employees that they are the concerns on top priority in the work.

And according those tests also founded there is one component as servant leadership component (Empowering) near to t-table, researcher also predict that maybe there are has impacts between this components as servant leadership components on organizational communication. It is maybe leaders or managers in this organization always trying for empowering their followers/workers for gaining their freedom independently. In this case, followers can make their own decisions and become more independent. The leaders or managers in this organization also always share their power with their subordinates/workers, and this can allow them to have control with their own power. But must remembered that with this power also has a limit for to do something, and this power also has a responsibility for doing something. This empowering is a way for leaders or managers for sharing their power to others worker. Empowering in this organization can be build for confidence to their followers. This capacity is as a way for think and acts on their own to handle difficult situations in a way that they need fast response. This empowering concept can be seen by seeing the leadership servant process that workers/followers have assumption and belief.

In the impact of organizational communication on job satisfaction, there is a significant impact between trust/reliability as organizational communications components on job satisfaction. Seems between the leaders, managers, employees, or others members in this public services government organization has already have a trust between each others. They really care and understand that trust is the urgent aspect for build a good relationship with others, and with this trust they can satisfied about their works or jobs lead effectively and delivery a good results for their job satisfaction.

According those test also founded there are some components of organizational communication component such as Directionality-Downward, Accuracy, and Communication Satisfaction is near to t-table. So then researcher also predicts that

maybe there are has impacts between those components as organizational communications components on job satisfaction.

Directionality-downward or vertical communication as one organizational communication component can impact job satisfaction in this public services government organization because in this communication, there is most effective communication. Leaders or managers able to communicate effective directly with their immediate supervisors and immediate supervisors can communicate effective directly with their employees, and because of this power leaders or managers can increase the satisfaction their employees.

Accuracy as one organizational communication component also can impact on job satisfaction in this public services government organization because in this communication component the transferring information from one to another, whether with be vocally (by voice), written (by printed or digital media such as books, magazines, websites or emails), visually (by logos, maps, charts or graphs) or non-verbally (by body language, gestures and the tone and pitch of voice) are shown the effectiveness. All member's ability also shown the communication to giving information are accurately, clearly, and as intended as a vital life skill so it can help organization's members achieves they satisfaction.

Last, the communication satisfaction component also can impact on job satisfaction in this public services government organization because all members' organization feels the goodness of satisfaction communication in this public services government organization. They are pleased or fulfill what they needed about something or contents information they needs. They also can be seen as peoples that satisfied for successfully communicate with others in personal style, because they can be able to developing their communication skills in this organization for helping all aspects of people's life, from members inside organizations to members outside organizations. They are also satisfied with amount, type, and communication quality that they received in the organization.

Attachments: Questionnaire

A N K E T

Değerli Çalışan Kardeşlerim
2012-2014 eğitim yılında İşletme bölümünde eğitimi devam eden Yüksek Lisans Anadolu Üniversitesi öğrencisiyim. “**Örgütsel İletişim ve Hizmetkar Liderliğin İş Memnuniyetine (İş Doyumuna) Etkisi**”. Bu konuyla ilgili son tez amacı için şu anda araştırma yapıyorum. Dolayısıyla sizin zamanınızı alarak bu ankete katılmanızı rica ediyorum. Benim araştırmamı gerçekleştirmesi için bu anketi dağıtıyorum. Anketi gerçeğe uygun bir şekilde cevaplamanızı umarım. İlgilendiğiniz ve işbirliğiniz için şimdiden teşekkür ediyorum.

Araştırmacı: Doddy Sumardi (99202320030) - Yönetim Ve Organizasyon Bilim Dali.

Kimlik Bilgileri:

- 1.Cinsiyet : Erkek. Kız.
2.Yaş : 15-20. 21-25. 26-30. 31-35.
 ≥ 36.
3.Eğitim durumu : Lise. Yüksekokul. Lisan. Lisansüstü.
 Diğer.....
4.Ne kadar süredir çalıştığınız:
 0-2 yıl. 3-4 yıl. 5-6 yıl. 7-8 yıl.
 ≥ 9 yıl.
5.Çalıştığınız bölüm hangisidir:
 Yönetici Teknisyen Görevlisi Yardımcı
 Diğer:

Doldurma Rehberi

Listedeki sütunlarında (X) işaretleyerek yanıtlayınız. Not:

1=Kesinlikle Katılmıyorum, 2=Katılmıyorum, 3=Kararsızım, 4=Katılıyorum, 5=Tamamen Katılıyorum.

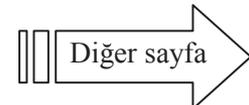
ÖRGÜT VE YÖNETİMİNDE İŞ MEMNUNİYETİ (İŞ DOYUMU)

A. İş Memnuniyeti (İş Doyumunu)

- | | 1 | 2 | 3 | 4 | 5 |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. İşim canlılık hissi verir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. İşim memnuniyet hissi verir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. İşim ilgi çekicidir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. İşim mücadelecisi hissettirir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. İşim başarı hissi verir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

B. İdare Memnuniyeti (Doyumu)

- | | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 6. İdarecilerim yardımcı ve kibar insanlardır. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. İdarecilerim düşüncelidir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. İdarecilerim iyi insanlardır. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



9. İdarecilerim ulaşılabilirlerdir.
10. İdarecilerim başarıımı daima överler.

C. Ücret Memnuniyeti (doyum)

- | | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 11. Ödemelerim adildir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Ödemelerim yüksektir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Ödemelerim yeterlidir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Ödemelerim benimce ailemin gecimine yeter. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Gelirim harcamalarım için yeterlidir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

D. Terfi Memnuniyeti

- | | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 16. İşim terfi edebilmem için iyi bir şanstır. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. İşim kariyer olanağı sunar. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. İşimde yeteneklerle terfi edilir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. İşim terfi için iyi fırsatlar verir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. İşim de adil terfi politikası vardır. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

E. İş Arkadaşı Memnuniyeti

- | | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 21. İş arkadaşlarım neşelidir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. İş arkadaşlarım çok yardım severdirler. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. İş arkadaşlarım çok gayretlidirler. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. İş arkadaşlarım çok zekidirler. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. İş arkadaşlarım sorumluluk sahibidirler. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

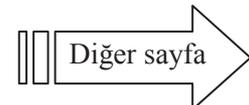
ÖRGÜTÜ VE YÖNETİMİNDE ÖRGÜTSEL İLETİŞİM

A. Güven

- | | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 26. Ben ve iş arkadaşlarım müdürümüzden daima güvenilir bilgi alırız. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. Amirlerim ve iş arkadaşlarım bana daima güvenilir bilgi verirler. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. Üst yönetimden gelen talimatlar açık ve tutarlıdır. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29. Diğer bölümlerden aldığımız bilgi tutarlı ve güvenilirdir. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30. Müdürümden aldığım bilgiyi iş arkadaşlarıma aktarırken rahat hissederim. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

B. Nüfus (Influence)

- | | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 31. İhtiyacım olan bilginin pek çoğunu resmi (iş raporu, mektup, vb) kanallardan alırım. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. İşimi etkili bir şekilde gerçekleştirmek için ihtiyacım olan bilgilerin pek çoğunu alırım. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. Ben ve iş arkadaşlarım başarılarımız için önemli olan bilgileri daima paylaşırız. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 34. Diğer departmandaki çalışanlarca paylaşılan bilgiler daima güvenilirdir ve örgütün ilgilendiklerini yansıtır. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 35. Bu örgütte önemli bilgi önemli kaynaktır. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



C. Etkileşim İsteği	1	2	3	4	5
36. Amirlerim ve iş arkadaşlarımla her zaman yüz yüze etkileşimde bulunmak isterim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Amirlerim ve iş arkadaşlarımla her zaman yazılı iletişim kurmak isterim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Amirlerim ve iş arkadaşlarımla her zaman sanal ortamda iletişim kurmak isterim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Amirlerim ve iş arkadaşlarımla her zaman telefonla iletişim kurmak isterim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Doğruluk	1	2	3	4	5
40. Günlük kaynaklardan edindiğim bilgi detaylı ve kesindir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Müdürümden edindiğim bilgi detaylı ve kesindir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. İş arkadaşlarımdan edindiğim bilgi detaylı ve kesindir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. İdarecilerimden edindiğim bilgi detaylı ve kesindir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Diğer bölümlerden edindiğim bilgi detaylı ve kesindir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Direkt Olarak-düşey	1	2	3	4	5
45. Bu örgütte, tüm iletişim kanallarıyla üst yöneticilere ulaşılabilir (ulaşılır).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Kurduğum iletişimin pek çoğu üst yönetimin direktiflerinden gelir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Edindiğim bilgilerin pek çoğu müdürümden gelir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. Üst yönetime düşüncelerimi kabul ettirebilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Üst yönetim üyeleri veya müdürümle düşüncelerimi direkt olarak paylaşırken rahat hissederim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Direkt Olarak-yanal	1	2	3	4	5
50. Bu örgüt, bölümler arası bilgi paylaşımını daima cesaretlendirir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Bu örgüt, daima açık iletişim kanallarını korumayı taahhüt eder.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Üst yöneticiler daima alt düzey çalışanlardan gelen örgütsel haberlere güvenir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Üst yönetimle bilgi/düşünce paylaşmak için doğruca müdürüme gitmeliyim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. İletişimde Memnuniyet	1	2	3	4	5
54. İletişimin doğruluğundan memnunum (detaylı).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. İletişimin akışından memnunum (dikey, düşey ve yatay).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. İletişimdeki bilgi paylaşımından memnunum (iş arkadaşları, bölümler, vs.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. İletişimin güvenilirliğinden memnunum (tutarlı).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. İletişimkanallarının etkililiğinden memnunum (telefon, faks, e-mail, vs.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

59. İletişimin etkileşim sıklığından memnunum (yüz yüze).

YÖNETİMİ VE ORGANİZASYONUNDA HİZMETKÂR LİDER DAVRANIŞI

A. Kavramsallaştırma	1	2	3	4	5
60. Yöneticilerim, işle ilgili şeyler ters giderse söyleyebilirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Yöneticilerim, karmaşık sorunlarla ilgili doğruca düşünebilirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Yöneticilerim, organizasyon ve onun hedeflerini tam anlarlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Yöneticilerim, problemleri yeni veya yaratıcı fikirlerle çözebilirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Duygusal İyileşme	1	2	3	4	5
64. Yöneticilerim, çalışanlar'ın kişisel sorunlarıyla ilgilenirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Yöneticilerim, çalışanlarının iyi durumda olmasını önemserler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. Yöneticilerim, çalışanlarına sohbet için zaman ayırırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. Yöneticilerim, çalışanlarının sıkıntılarını sormadan hissederler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Takipçileri Öne Koymak	1	2	3	4	5
68. Yöneticilerim, diğerlerinin başarılarını kendi başarısından fazla önemserler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. Yöneticilerim, çalışanların isteklerini kendi isteklerinin önüne koyarlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. Yöneticilerim, kendi isteklerini diğerlerinin ihtiyaçları için feda ederler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Yöneticilerim, diğerlerinin işlerini kolaylaştırmak için elinden geleni yaparlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Takipçilere Yardım / Müşteri Arttırma ve Başarı	1	2	3	4	5
72. Yöneticilerim, diğerlerinin kariyer gelişimini destekler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. Yöneticilerim, diğerlerinin kariyer hedeflerine ulaşmasını önemserler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. Yöneticilerim, diğerleriyle iş deneyimlerini yeni yetenekler geliştirmekte kullanırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. Yöneticilerim, diğerlerinin kariyer hedeflerini öğrenmek isterler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Etik Davranış	1	2	3	4	5
76. Yöneticilerim, yüksek etik standartları vardırırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. Yöneticilerim, her zaman dürüsttürler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78. Yöneticilerim, başarılı olmak için etik prensiplerinden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

taviz vermezler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. Yöneticilerim, her zaman her konuda dürüstlüğe değer verirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Yetkilendirme	1	2	3	4	5
80. Yöneticilerim, diğerlerinin işlerinde önemli kararlar vermeleri için sorumluluk almasına imkân verirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81. Yöneticilerim, diğerlerini işlerinde önemli kararlar alarak bunları üstlenmelerine teşvik ederler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82. Yöneticilerim, diğerlerine zor durumlarda en iyi olduklarını düşündüklerini yapmasında serbest bırakırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83. Yöneticilerim, diğerlerinin işlerinde önemli kararlara ihtiyaç duyduklarında, ona danışmayabilirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Topluluk İçin Değer Yaratma	1	2	3	4	5
84. Yöneticilerim, iş topluluğunda geri dönüşlerin önemini vurgular.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
85. Yöneticilerim, iş ortamındaki çalışma arkadaşlarına her zaman yardım etmeye heveslidirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
86. Yöneticilerim, örgüt içi aktivitelere katılırlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
87. Yöneticilerim, çalışanları iş topluluğunda gönüllü olmaya teşvik ederler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

☛ ... TEŞEKKÜR EDERİM ... ☛

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