



# Implementation of assertive communication through leadership style and its implications for organisational commitment

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## ABSTRACT

This study is intended to analyse the implementation of assertive communication in organisations to increase organisational commitment mediated by the implementation of leadership style. The purpose of this study is to determine how assertiveness in communication has influenced leadership style and has implications for organisational commitment. The results of the study obtained that assertive communication (X) has a direct influence on Organisational Commitment (Y) positively and significantly, which is 60.3%, and assertive communication on its mediating variable, namely leadership style (M) also has a positive and significant influence, which is 64.2%. While assertive communication implemented with leadership style has a positive and significant implication on organisational commitment, which is 74.2% where leadership style as mediation is declared to be able to mediate as evidenced by the decrease in the value of c which is 0.695 to 0.100.

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## 1. INTRODUCTION

In a highly dynamic business era and increasingly fierce global competition, organisations face various challenges in maintaining human resources. Human Resources do play a very big role in the company's goals. With that, it is important for companies to pay attention to every factor that can affect the realisation of company goals, so that all these factors can have a positive impact on the company's organisation (Sofyan & Purnamasari, 2022). One of the challenges in human resources is maintaining employee commitment so that employees can pursue the company's goals and vision. With the existence of organisational commitment in high employees will make employees work more optimally, and the performance produced by employees will also increase positively in their company (Kardinah Indrianna Meutia et al, 2019). Employees who are committed to the organisation tend to be more productive, contribute more, and have higher retention rates. According to (Cahyanti et al., 2024) To achieve optimal company goals, high employee organizational commitment is needed.

Organizational commitment can be defined as acting as part of individuals' relationship with employees in their careers in groups / organizations. Individuals who have higher organisational commitment are likely to be highly motivated, expend much energy towards work, be, or desire to be, involved in the life of the organisation, engage in day-to-day work and are generally more productive as a result (De Nobile & Bilgin, 2022)

One factor that may play a role in influencing employee commitment is the communication strategy used by individuals in the organisation. Creating an open and supportive communication environment is essential for organizations to achieve their goals (Zhou et al., 2024). According to (Karsikah et al., 2023) in (Dzikriana et al., 2024) Good communication relationships between superiors and subordinates, subordinates with superiors, and betwedimates and subordinates in an organization are very influential in bridging the creation of increased employee work productivity.

One of the effective communication styles applied in organisations is assertive communication. Assertiveness is a behaviour with an interpersonal approach that shows honest behaviour in expressing one's feelings and desires. People who behave assertively will look at other individuals attentively, take responsibility for their thoughts and actions and are always consistent in conveying messages both orally and in writing. Assertive capability refers to the ability to carefully listen to others' points of view, and express oneself with honesty and respect.

Assertive communication reflects the ability to convey ideas, opinions, or needs firmly and clearly without violating the rights and feelings of others. In an organisational context, assertive communication skills can have an impact on day-to-day interactions between employees, especially in relation to superiors or leaders. According to Garner in (Widyastuti et al., 2020) the benefits of assertive behaviour in communication are to eliminate fear and anxiety, provide personal supervision in acting and see personally how others behave towards others, and increase self-confidence and respect for others. A literature review study conducted by (Ma'rufi & Anam, 2019) concluded that the factors that influence organisational commitment include personal characteristics, job and role characteristics, organisational structure characteristics, work experience and organisational support.

At the same time, the role of leadership in shaping organisational culture and directing employees is also crucial. Leadership style refers to the method used by a leader to lead and direct his subordinates to achieve organizational goals (Nur Agustyani & Wahyu Purnomo, 2023). With the leadership style of a leader who is firm and wise can affect the progress of a company, because with such a leader will be respected by his subordinates and can provide motivation to his subordinates to be able to provide the best for the company (Khasanah & Zuhad Al, 2023). Whether the organization can be successful or not is primarily determined by the quality of leadership in an organization (Haryadi, 2023). Leadership style is the norm of behavior used by a person when that person tries to influence the behavior of others as desired (Amalina et al., 2024). The leadership style applied in an organisation has a major influence on the culture of communication and employee engagement. Employee engagement and encourages teamwork. According to (Utami et al., 2024) Effective and efficient teamwork, as well as strong internal management, is essential for an organisation to meet the objectives of its vision and mission which is good for achieving organisational goals.

Some leadership styles may favour assertive communication, while others may inhibit it. Therefore, it is important to understand how the interaction between assertive communication and leadership can affect employees' commitment to the organisation. A study mentioned that assertive communication promotes leadership effectiveness. It is mentioned in (Suripatty, 2021) that leaders with an assertive style can convey what they want in a straightforward, honest, and clear manner so that it can be understood by the other party.

A literature review research conducted by (Aprilistyan & Ikhwan, 2022) mentioned that organisations or companies need to improve effective communication patterns through assertive communication because this has an impact on the sustainability of the organisation or company. In addition, good and effective leadership is also needed in running the wheels of the organisation to keep it running. Therefore, work productivity can be improved through assertive communication and leadership.

With a better understanding of this relationship, organisations can develop more effective strategies to increase employee commitment. With high commitment will be able to improve the performance of its employees. According to (Purnamasari et al., 2023) improving employee performance can be achieved, among others, with work discipline and the application of organisational culture carried out with high commitment. Performance is the real behaviour that each person displays as work performance produced by employees in accordance with their role in

the company (Susanto et al., 2023). Therefore, this research has significant relevance in the context of human resource management and organisational development.

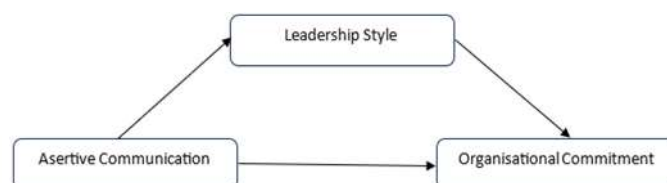
Although the literature has identified the importance of assertive communication and leadership in organisational contexts, there is still a lack of research investigating the relationship between the two, particularly in relation to organisational commitment. Many studies related to assertive communication are related to education and nursing, very few are in the context of organisational communication. Therefore, this study aims to fill this knowledge gap by analysing how assertive communication strategies used are associated with leadership styles in organisations and how they impact employee commitment.

This study aims to develop a model that examines whether assertive communication factors implemented in leadership styles can foster organisational commitment from employees and how much it matters. This research is expected to make a theoretical contribution to the literature in this context, including in the context of human resource management.

## 2. RESEARCH METHOD

The research was conducted by taking a case study of one of the partner companies of the *Lembaga Pelatihan Kerja (LPK) – MEI*, with a sample size of 50 respondents and taken randomly. The idea frame of this research consists of three variables, namely assertive communication, leadership and organisational commitment. Here the researcher wants to know the extent to which assertive communication implemented in leadership style affects organisational commitment, or in other words how organisational commitment is formed by assertive communication mediated by leadership style.

This research was consist in two stages, the first research is the researcher wants to know how much direct influence assertive communication has on organizational commitment implemented in an organisation. The next research is to find out how much influence communication assertiveness mediated by leadership style on organisational commitment. So that the framework of this research can be described as follows:



Figur 1. Framework

The hypotheses in this study are as follows:

H1 : There is a positive influence between assertive communication directly on organisational commitment.

H2: There is a positive influence between assertive communication and leadership style

H3: There is an indirect effect of assertive communication on organisational commitment through leadership style.

The type of this research is quantitative research. The research design carried out is causality - associative, by first looking for direct effects between variables X (Assertive Communication) and Y (Organisational Commitment), then looking for indirect effects of variable X mediated by Leadership Style (M) on variable Y (Organisational Commitment). The method used in this research is Regression Analysis with Causal Step Test proposed by Baron & Kenny (2016) using SPSS Version 26 software. According to Baron & Kenny in (Syafiq et al., 2022) mention that to determine the significance of the intervening variable in mediating the relationship between the dependent and the independent factor, the analysis was carried out with a causal steps approach. This method suggests a set of requirements that must be fulfilled for a mediation model (Nurofik et al., 2022)

The Baron and Kenny Causal Test using SPSS involves several calculation steps. Initially, the regression of X on Y is computed to determine the significance of the coefficient c in the

equation  $Y = a_1 + cX + e$ . Subsequently, the regression of X on M is calculated to obtain the significance of the coefficient a in the equation  $M = a_2 + aX + e$ . The next step involves regressing both X and M on Y to determine the coefficients b and c' in the equation  $Y = a_3 + bM + c'X + e$ . Conclusions are drawn by comparing the values of c and c' along with their significance. The mediation criterion declares M as a mediator between X and Y under specific conditions, including the significance of c, a, b, and the relationship between c and c'. Depending on these conditions, M is characterized as absolutely mediating, partially mediating, or not mediating the relationship between X and Y.

The research data for this study encompassed two main sources. Firstly, primary data was gathered through the means of observation and the distribution of questionnaires. This approach allowed for direct engagement with the subjects of the study, ensuring a firsthand understanding of the variables under investigation. Secondly, secondary data played a crucial role, obtained through an extensive literature study involving relevant articles and books. This supplementary information from existing sources served to enrich the research context and provide a comprehensive foundation for analysis and interpretation. Together, the combination of primary and secondary data contributed to a robust dataset, facilitating a thorough exploration of the research objectives.

### 3. RESULTS AND DISCUSSIONS

Before the data from the questionnaire is processed further, the data is first tested for validity and reliability to ensure researchers that the data obtained is accurate and consistent. Validity test is a measurement to determine whether a questionnaire data is valid or not. This is useful for knowing the suitability of the questionnaire used by researchers to obtain data from respondents as a research sample. The reliability test is used to test the level of consistency of a questionnaire used in research, so that the questionnaire can be relied upon to measure research variables even though this research is repeated with the same questionnaire. According to (Sugiyono, 2019), by using valid and reliable instruments in data collection, it is expected that the research results will be valid and reliable.

Based on the pearson correlation product moment validity test, with 50 respondents at a significance of 5% and r found r table 0.2732, it is found that the data for each item in the questionnaire is declared valid, mentioned to be valid because  $r_{count} > r_{table}$  and sig level. (2 tailed)  $< 0.05$ , as summarised in the following table:

**Table1. Validty Test**

Iten Statment	Validity Convergen	r tabel	Sig	Decission
<b>Asertive Communication</b>				
X1.1	0,692	0,2732	0.000	Valid
X1.2	0,752	0,2732	0.000	Valid
X1.3	0,670	0,2732	0.000	Valid
X1.4	0,628	0,2732	0.000	Valid
X1.5	0,714	0,2732	0.000	Valid
X1.6	0,590	0,2732	0.000	Valid
X1.7	0,702	0,2732	0.000	Valid
X1.8	0,825	0,2732	0.000	Valid
<b>Leadership Style</b>				
X1.1	0,720	0,2732	0.000	Valid
X1.2	0,691	0,2732	0.000	Valid
X1.3	0,768	0,2732	0.000	Valid
X1.4	0,748	0,2732	0.000	Valid
X1.5	0,633	0,2732	0.000	Valid
X1.6	0,835	0,2732	0.000	Valid
X1.7	0,820	0,2732	0.000	Valid
X1.8	0,519	0,2732	0.000	Valid
<b>Organisational Commitment</b>				
X1.1	0,769	0,2732	0.000	Valid
X1.2	0,813	0,2732	0.000	Valid

X1.3	0,534	0,2732	0.000	Valid
X1.4	0,732	0,2732	0.000	Valid
X1.5	0,818	0,2732	0.000	Valid
X1.6	0,833	0,2732	0.000	Valid
X1.7	0,845	0,2732	0.000	Valid
X1.8	0,795	0,2732	0.000	Valid
X1.9	0,772	0,2732	0.000	Valid

The results of the statistical reliability test in the study by SPSS found that the Chronbac's Alpha value is greater than the standard value of 0.60. In the book *SPSS Untuk Penelitian* (V. Wiratna Sujarweni, 2014) it is explained that the basis for making reliability decisions is if Cronbach's Alpha > 60 then the questionnaire is declared reliable or consistent. so based on the result, that the data for each item in the questionnaire can be declared reliable and the summary is in the following table:

**Table2. Reliability Test**

Variabel	Cronbach's Alpha	Standard Value	Decision
Aserrtive Communication	0,770	0,60	Reliable
Leadership Style	0,774	0,60	Reliable
Organisational Commitment	0,780	0,60	Reliable

### 3.1 Classical Assumption Test

The Classical Assumption Test is a statistical requirement that must be carried out on regression analysis to find out the regression model carried out is free from assumption deviations and fulfils the conditions and gets a good linear so that the estimates made have accuracy, consistency and unbiased. The classic assumption tests carried out in this study are Normality Test and Heteroscedasticity Test

### 3.2 Normality Test

The normality test is a classic assumption test to determine whether the data to be regressed is normally distributed or not. The regression requirement is that the data processed must be normally distributed. From the SPSS results, it is found that Asymp. Sig (Sig 2 tailed) is 0.86, greater than 0.05, so the data is said to be normally distributed.

Equation 1 is normality test for Assertive Communication towards leadership variable. The results as summarised in the table show that the Asymp. Sig (Sig 2 tailed) is 0.200, greater than 0.05, so the data is said to be normally distributed, as seen in teh folowing table:

**Table 3. Normality Test For Equation 1**  
One-Sample Kolmogorov-Smirnov

		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	3,12210550
Most Extreme Differences	Absolute	,072
	Positive	,069
	Negative	-,072
Test Statistic		,072
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Equation 2 is normality test for assertive communication variable towards organisational commitment through leadership style as summarised in the table show that the Asymp. Sig (Sig 2 tailed) is 0.86, greater than 0.05, so the data is said to be normally distributed as seen in the folowing table:

**Tabel 3.** Normality Test For Equation 2  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,52643680
Most Extreme Differences	Absolute	,117
	Positive	,117
	Negative	-,068
Test Statistic		,117
Asymp. Sig. (2-tailed)		,086 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

### 3.3 Heteroscedasticity Test

Equation 1 is heteroscedasticity test for assertive communication and leadership variables. the heteroscedasticity test using SPSS, Sig 1.000 is greater than 0.05, indicating that there are no symptoms of kedastisits in the variable data studied, as summarised in the table below:

**Tabel 4.** Heteroscedasticity Test For Equation 1

		Coefficients <sup>a</sup>		Standardized Coefficients Beta	T	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	3,411E-15	2,639		,000	1,000
	Asertif_X	,000	,084	,000	,000	1,000

a. Dependent Variable: ABS\_RES1

And for equation 2 is heteroskedsticity test for assertive communication variable towards organisational commitment through leadership style), in this equation, Sig 1.000 is also obtained, which is greater than 0.05, indicating that there are no symptoms of kedastisits in the data of the variables studied, as shown in the table:

**Tabel 5.** Heteroscedasticity Test For Equation 1

		Coefficients <sup>a</sup>		Standardized Coefficients Beta	T	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	-5,755E-15	4,139		,000	1,000
	Asertif_X	,000	,161	,000	,000	1,000
	Leadership_M	,000	,186	,000	,000	1,000

a. Dependent Variable: ABS\_RES2

### 3.4 Hypothesis Test Results and Coefficient of Determination

To find the effect of affective communication on organisational commitment through leadership style using Barlow and Kenny's causal step test, there are several steps that must be taken.

Equation 1 is calculating the regression of X on Y to get the value of c and its significance  $Y = a_1 + cX + e$ . From the calculation of SPSS version 26, it is found that the value of c is 0.695 with a significance of 0.000, so that sig <0.005 and declared significant. While for the coefficient of determination, the value of R<sup>2</sup> is 0.603, which means that the contribution of the influence of Assertive Communication on Organisational Commitment is 60.3%, the rest is influenced by other factors. This result is in line with research conducted by (Dasgupta et al., 2013) which concluded that satisfaction with communication fosters a strong emotional bond with organisations and the emotional bond with the organisation reduces employees' absenteeism rates.

Equation 2 is calculating the regression of X on M to get a and its significance  $M = a_2 + aX + e$ . From the calculation of SPSS version 26, it is found that the value of b is 0.642 with a significance of 0.000, so that sig <0.005 and declared significant. While for the coefficient of determination, the value of R<sup>2</sup> is 0.741, which means that the contribution of the influence of

assertive communication on leadership style is 74.1%, the rest is influenced by other factors. It is expected that the leaders develop their skills, knowing how to deal with the forces that involve the leadership, besides having a clear and open posture to what is proposed. Furthermore, there is a need for behavioral change to provide more assertive communication, recognizing their rights and the rights of others, receiving and giving feedback, taking responsibility and expressing them-selves accurately (Junior & Guonik, 2018)

Equation 3 is calculating the regression of X and M on Y to get b and c' and its significance. From the calculation of SPSS version 26, it is found that the value of a is 0.928 with a significance of 0.000, so that  $\text{sig} < 0.005$  is significant. While for the coefficient of determination, the value of R2 is 0.764, which means that the contribution of the influence of assertive communication on commitment organisational through leadership style is 76.4%. According to research conducted by xxxx, there are four aspects that influence leadership communication styles on subordinate turnover intention and work engagement is explored, namely assertiveness, clarity, supportiveness, and verbal aggressiveness (Yang et al., 2020)

And then comparing the value of c and c'. From the calculation of SPSS version 26, it is found that the value of c' drops dramatically from the previous  $c = 0.695$  to  $0.100$  and the significance value is also obtained  $0.540$  so that  $\text{sig} > 0.05$  and declared insignificant. Thus it can be stated that M moderates the relationship between X and Y absolutely. The results of the above calculations can be described as follows:

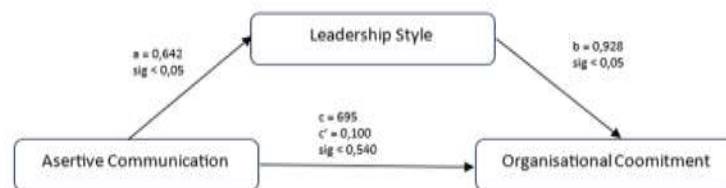


Figure2: Result Calculation

#### 4. CONCLUSION

From the results of the regression test conducted, it is found that assertive communication that implemented in the company under study has a direct influence on organisational commitment, which is 60.3%. This means that assertive communication implemented in the organisation will increase organisational commitment. And assertive communication also based on the results of the regression test also affects the mediating variable, in this case the leadership style, which is 64.2%. This means that assertive communication can also strengthen the leadership styles. And this is accordance with the conclusion of research conducted by (Aditia, 2021) which states that the communication pattern that occurs in this organization is a clear wheel-to-leader communication pattern, so that the leadership power is in a central position and is influential in the process of delivering the message where all running information must first be conveyed to the leadership.

While the results of the regression test between the assertive communication and organisational commitment mediated by the leadership style variable also have a positive and significant effect on organisational commitment, which is 74.2%. and the results showed that leadership style mediates assertive communication to organisational commitment absolutely, as evidenced by the causal step test with a decrease in the c' value from the previous  $c = 0.695$  to  $c' = 0.100$ . In general, this is in accordance with research conducted by (Muhammad Rozien Zakwan Bin Ab Rahman et al), which states that there's a positive and extremely high relationship between leadership behaviour and organizational commitment by observing the 'r' price organizational commitment by observing the 'r' price. Since  $\text{sig-value} (0.000) < p (0.005)$ . Thus, it can be concluded that assertive communication implemented in the company under study through leadership style has a positive and significant effect on the formation of organisational commitment, and it proves the hypothesis examined in this study. Therefore, assertive communication must always be implemented in organisations, especially by leaders in order to strengthen their leadership influence and thereby increase organisational commitment.

The result of this study will complement previous studies related to asertive communication in relation to organisational commitment and will form the basis for the future. The author hopes

that the results of this study provide an overview to us about the importance of leaders implementing effective communication in organisations, which in this case is assertive communication, so that organizational commitment will grow from employees, so that the goals and vision of the organisation can be achieved properly.

The author's suggestion for future research is to examine whether this organisational commitment will also affect employee loyalty and increased performance. This research is expected to make a theoretical contribution to the literature in this context, including in the context of human resource management.

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