



Relationship between organizational commitment, Interpersonal communication, and reward with employee quality of service (Survey at Manado State University)

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Abstract

This study was aimed at investigating the relationship between organizational commitment, interpersonal communication and reward with employee quality of service. A survey was conducted at the Manado University with a sample of 60 selected randomly. The research concludes that there be positive correlation between: (1) the organizational commitment and the employee quality of service, (2) the interpersonal communication and the employee quality of service, (3) the reward and the employee quality of service, (4) moreover there is a positive correlation between the organizational commitment, interpersonal communication, and reward system with employee quality of service. Therefore, based on the result of the study, the employee quality of service can be improved through the organizational commitment, interpersonal communication, and reward.

Keywords: organizational commitment, interpersonal communication, reward, employee, quality, service

Introduction

Based on experience and observations so far, it shows that human resources in this case are employees in the Manado State University environment actually having different services in carrying out their duties. This of course will affect the quality of service in the academic community. Differences in services may occur due to discipline, work environment, supervision, official work competence, managerial skills, communication, knowledge about leadership, appreciation, and others.

At present, there is a tendency for employees to be one of the factors causing the low quality of service to institutions. Criticism starts from the low organizational commitment to the institution so that the decline in work results in carrying out or carrying out basic tasks and responsibilities as employees, then criticism arises because of the inability to communicate interpersonal, has no administrative knowledge base, does not have the ability to manage good emotions, low work motivation, awards that are not in favor of employees, non-conformity of compensation received and so forth.

Based on the background of the problem, the problem of this research can be formulated as follows: (1) Is there a relationship between organizational commitment and the quality of employee services? (2) Is there a relationship between interpersonal communication with the quality of employee services? (3) is there a relationship between rewards and employee service quality? And (4) is there a relationship between organizational commitment, interpersonal communication, and appreciation together with the quality of employee services? When this research is empirically tested it means that the quality of employee services can be determined by the three independent variables mentioned above. For this reason, the leadership of the Manado State University in carrying out the university's vision and mission, several alternative suggestions can be proposed related to efforts to improve service quality through improvement and improvement of the three independent variables to be used as study material in their respective leadership.

Research methods

In general, this research has the purpose of finding out whether there is a good relationship within individuals or the organization along with variable, organizational commitment, interpersonal communication, and rewards for the quality of workers' service. This research is conducted in Universitas Negeri Manado for at least 10 months. Before the data collection is conducted, there were a few preparations which relate to the research, which are; framework of theory drafting, research instrument drafting, and instrument tryouts.

The method that is used to conduct this research is the survey method, with a correlational approach. This research will analyze the inter-variable relation of the research, and measure the contribution of 3 independent variables to a dependent variable. The link between the independent variables and the dependent variable can be seen in the research problem constellation below.

The population in this study were all non-educative employees in 7 (seven) faculties at the Manado State University (UNIMA). While the sample according to Kerlinger, if a sample size of more than 30 or more is used then the error is smaller. Based on these criteria, a sample of 60 non-educative employees was set across 7 (seven) Faculties in the UNIMA environment using proportional random sampling.

Data collection techniques are questionnaires or questionnaires arranged according to the Likert model (five possible answers are arranged based on the lattice of each independent variable (Y, X₁, X₂, X₃). This study measures four variables namely employee service quality (Y) as dependent variable, employee commitment (X₁), interpersonal communication (X₂), appreciation (X₃) respectively as independent variables Data analysis was carried out in two ways, namely descriptive analysis and data analysis.

Results and discussion

Data description

Based on the many variables and referring to the research problem, the description of the data can be grouped into four parts namely; (1) Quality of employee services, (2) Organizational Commitment, (3) Interpersonal Communication, and (4) Awards. A brief description of the results of the descriptive statistical calculations is: The results of the calculation of the description of service quality data obtained an average score of 143.35, the standard deviation or standard deviation of 6.669, the median of 144.2 mode of 147, the results of the description based on the percentage obtained score of quality data service employees who are below the average value of 27 respondents (45%), while those in the class group the average value is as much as 22 respondents (36.67 %) and who are above the average value of 11 respondent (18.33 %).

The results of the calculation of organizational commitment data description obtained an average score of 111.52 standard deviations or standard deviations of 11.142. the median is 110.5 mode by 108. Based on the frequency distribution table shows that the score of organizational commitment is below the average value of 17 respondents (28.33%), while those in the class group the average value is 18 respondents (30%) and those above the mean value of 25 respondents (41.67 %). The score of the study for interpersonal communication variables showed an average score of 124.02 standard deviations or standard deviations of 7.466, a median of 124.00, mode of 124. While the results of data based on frequency distribution show that the Interpersonal Communication score is below the average value of 26 respondents (43.33%), while those in the class group the average value is 12 respondents (20%) and those who are above the average value of 22 respondents (36.67 %).

While the results of the analysis of the description of the award data showed an average score of 105.85 standard deviations or a standard deviation of 5.813, a median of 106, a mode of 101. While the results of the analysis based on frequency distribution showed that the Award scores were d 'below the average value as many as 29 respondents (48.33%), while those in the class group average scores were 9 respondents (15%) and those above the average value of 22 respondents (36.67%).

Testing the estimated error of regression Y over X1 produces a maximum L_{count} value of 0.074 while the L_{table} at the alpha level of 0.05 obtained a value of 0.114. It turns out that $L_{count} < L_{table}$ or $0.074 < 0.114$. Testing the estimated error of regression Y over X2 resulted in a maximum L_{count} value of 0.064 while the L_{table} at the alpha level of 0.05 obtained a value of 0.114. Turns out $L_{hitung} < L_{table}$

Hypothesis test

Relationship between organizational commitment and quality of employee services

Based on the results of a simple linear regression analysis between pairs of organizational commitment data (variable X_1) and employee service quality (variable Y), the regression coefficient b is obtained by 0.311 and a constant value of A is 108.682 or $0.064 < 0.114$. While the test results of the estimated regression error Y 3'35 X3 produced a maximum L_{count} value of 0.111, while the L_{table} in level of alpha significance of 0.05 obtained a value of

0.114. It turns out that $L_{count} < L_{table}$ or $0.111 < 0.114$. Thus it can be concluded that the estimated error Y over Y over X_2 , and Y over X_3 is normally distributed. Thus hypothesis testing using correlation and regression analysis can be done. The overall normality test results are as follows

Table 1: Summary of the estimated error normality test Y - \hat{Y}

No	Estimated Error	L_0	L table (0,05)	Decision	Official Statement
1	Y over X_1	0,074	0,114	Accept	Normal
2	Y over X_2	0,064	0,114	Accept	Normal
3	Y over X_3	0,111	0,114	Accept	Normal

Then the regression equation between the organizational commitment variables and the quality of 'employee service is $\hat{Y} = 108.682 + 0.373X_1$. While the results of testing the death of the regression model equation and the significance of the linearity of the regression are summarized in the following table.

Table 2: Variance analysis table for significance and linear regression tests $\hat{Y} = 108.682 + 0.373X_1$.

Source of variation	dk	JK	RJK	F_{count}	F_{table}	
					$\alpha 0.05$	$\alpha 0.01$
Total Reduction.	59	2623.650				
Regression	1	707.908	707.908	21.432**	1.00	7.06
Residue	58	1915.742	33,030			
Tuna Cocok	33	909.742	27.568	0.685 ^{ns}	1.94	2.58
Error	25	1006.00	40.240			

Description

Nd = Number of degrees

Df = Degree of freedom

Ans = Average number of squares

** = Regression is very significant= ($F_h = 21.432 > F_t = 7.08$)

^{ns} = Linear regression ($F_h = 0.685 < F_t = 1.94$)

Based on the table above, that the data paired regression equation between organizational commitment and employee service quality is very significant, because the F count obtained is greater than F table ($21.432 > 7.06$) at $\alpha = 0.01$. Therefore, the regression equation $Y = 108.682 + 0.311 X_1$ can be used to explain and draw further conclusions about the relationship between organizational commitment and employee service quality.

The calculation results also state that the regression equation of organizational commitment data pairs between the quality of employee services is linear, because the F count obtained is smaller than F table ($0.685 < 1.94$) at $\alpha = 0.05$. From the simple regression equation between organizational commitment and employee service quality, the form of the relationship can be illustrated as shown in the following figure.

Simple Linear Regression $Y = 108.682 + 0.311X_1$. Shows that each change of one organizational commitment score will result in an increase in the quality of employee services by 0.311 at a constant 108.682.

The results of the calculation of the simple correlation coefficient on the data pair of organizational commitment variables (X_1) with employee service quality variables (Y), resulting in a correlation coefficient value of r_{y1} is 0.519. This figure implies that the relationship between organizational commitment and employee service quality variables is positive.

While the significance of the correlation coefficient test results using the "t" test analysis, obtained t table (0.01)

obtained a magnitude of 2.660 which indicates that the correlation coefficient between organizational commitment (variable X_1) with the quality of employee services (variable Y) is very significant. A summary of the results is the simple correlation analysis of the X_1 variable with the Y variable and the t test as follows.

The results of this simple relationship analysis show that there is a positive relationship between organizational commitment and the quality of employee services. The strength of the relationship between organizational commitment (variable X_1) with employee service quality (variable Y) can be known from the results of calculations based on the coefficient of determination. The magnitude of the coefficient of determination is 0.2693. This magnitude gives an understanding that 26.93% of variations in employee service quality can be explained by variations in organizational commitment.

The results of the analysis of the partial correlation coefficient between variable Y with variable X_1 in the condition of variable X_2 (fixed), obtained an amount of $r_{y1.2}$ of 0.461. The results of the significance of the partial correlation coefficient $r_{y1.2}$ "t" test statistic obtained a t_{count} of 3.95. This magnitude indicates the value of $t = 4.629 > t_{table} = 2.66$. This means that the correlation coefficient between organizational commitment and employee service quality if interpersonal communication variables are controlled is still having a positive relationship.

The results of the analysis of the partial correlation coefficient between variable Y and variable X_1 under variable X_3 condition (fixed), obtained a magnitude of $r_{y1.3}$ of 0.084. The results of the significance of the partial

correlation coefficient $r_{y1.3}$ using the "t" test statistic showed that the t_{count} was $0.64 < t_{table} = 2.00$. This means the correlation coefficient between organizational commitment and the quality of employee service if the reward variable is controlled is that it still has a positive relationship but it only decreases the relationship level, while. The results of the analysis of the partial correlation coefficient between variable Y and variable X_1 under variable X_2 and X_3 are controlled (fixed).

Calculation results obtained amount of $r_{y1.23}$ of 0.068. However, after testing the significance of the partial correlation coefficient $r_{y1.23}$ using the "t" test statistic, the result of t_{count} is 0.52. The magnitude of the t -test value shows the relationship between organizational commitment and service quality is not a significant interpersonal variable communication and controlled appreciate, however the relationship remains positive despite a decrease in relationship levels.

The relationship between interpersonal communication and the quality of employee services

Based on the results of simple linear regression analysis between pairs of interpersonal communication data (variable X_2) and employee service quality (variable Y), the regression coefficient b is obtained by 0.311 and the constant value of a is 108.682. Then the regression equation between interpersonal communication variables with the quality of employee services is $y = 97.059 + 0.373X_2$.

While the results of testing the death of the regression model equation and the significance of the linearity of the regression are summarized in the following table.

Table 3: Variance Analysis Table for Significance Test and Linearity Regression $Y = 97.059 + 0.373X_2$

Variation Source	Df	ND	ANS	F _{count}	F _{table}	
					α 0.05	α 0.01
Total Reduction	59	2623.650				
Regression (b a)	1	458.234	458.234	12.274**	1.00	7.06
Residue	58	2165.416	37.335			
Error Match	18	710.940	39.497	1.787 ^{ns}	1.90	2.49
	40	883.917	22.098			

Description

- Nd = Number of degree
- Df = Degree of freedom
- Ans = Average number of squares
- ** = Regression is very significant ($F_h = 12.274 > F_t 7.06$)
- NS = Linear regression ($F_h = 1.787 < F_t = 1.90$)

Based on the table above, that the data pair regression equation between interpersonal communication and employee service quality is very significant, because the F_{count} obtained is greater than F_{table} ($12,274 > 7.06$) in $\alpha = 0.01$. Therefore, the regression equation $Y = 97.059 + 0.373X_2$ can be used to explain and draw further conclusions about the relationship between interpersonal communication and employee service quality. The calculation results also state that the data paired regression equation between interpersonal communication and employee service quality is linear, because the F_{count} obtained is smaller than F_{table} ($1.787 < 1.90$) in $\alpha = 0.05$. From the simple regression equation the data pair between interpersonal communication and employee service quality turns out to be the form the relationship.

Simple Linear Regression $Y = 97.059 + 0.373X_2$

The figure above shows that every change of one score of interpersonal communication will result in an increase in the quality of employee services by 0.373 at a constant 97.059.

The results of the calculation of the simple correlation coefficient of the interpersonal communication variable data pair (X_2) with the employee service quality variable (Y), produce a correlation coefficient value of r_{y2} of 0.418. This figure implies that the relationship between interpersonal communication and employee service quality variables is positive.

While the significance of the correlation coefficient test results using the analysis of the "t" test, obtained the amount of t_{count} of 3.503. While the amount of t_{table} (0.01) obtained a magnitude of 2.660 which shows that the correlation coefficient between interpersonal communication (variable X_2) with the quality of employee service (variable Y) is very significant.

A summary of the results of the simple correlation analysis of the X_2 variable with the Y variable and the t test is in the following table.

Table 4: Summary of the results of a simple correlation analysis between interpersonal communication with employee service quality and significance test t.

n	r _{y1}	t _{count}	t _{table}	
			0.05	0.01
60	0.418	3.418**	2.00	2.66

**the correlation is very significant ($r_{count} > r_{table}$) in $\alpha=0.01$

The results of this simple relationship analysis show there is a positive relationship between interpersonal communications with the quality of employee services. The strength of the relationship between interpersonal communications (variable X2) with employee service quality (variable Y) can be known from the results of calculations based on the coefficient of determination. The magnitude of the coefficient of determination is equal to 0.175. This magnitude gives the understanding that 17.5% variations in the quality of employee services can be explained by variations in interpersonal communication.

The results of the analysis of the partial correlation coefficient between the Y variable with the X2 variable under the X1 variable (steady), the $r_{y2.1}$ magnitude is 0.461. The results of the significance test of the partial correlation coefficient $r_{y2.1}$ using 't' test statistic obtained the results arithmetic of 2.67 This indicates the value arithmetic = 2.67 > $t_{table} = 2.66$. This means that the correlation coefficient between interpersonal communications with employee service quality if the variable organizational commitment is controlled was still has a positive relationship.

The results of the analysis of the partial correlation coefficient between the Y variable with the X2 variable in

the X3 variable condition (steady), the magnitude of $r_{y2.3}$ is 0.297. The results of the significance of the partial correlation coefficient $r_{y2.3}$ using 't' test statistic obtained the results arithmetic of 2.36 This magnitude indicates the value arithmetic = 2.36 > $t_{table} = 2.00$. This means that the correlation coefficient between organizational commitment and employee service quality if the variable controlled appreciation is still having a positive relationship, it just decreases the level of the relationship, while. The results of the analysis of the partial correlation coefficient between the Y variable with the X2 variable under conditions X1 and X3 variables are controlled (steady). Calculation results obtained amount of $r_{y2.13}$ is 0.068. However, after testing the significance of the partial correlation coefficient $r_{y2.13}$ using 't' test statistic, the result of arithmetic was 2.33. The value arithmetic shows the relationship between interpersonal communications with the quality of service remains significant even though the variable organizational commitment and rewards are controlled.

The relationship between Awards and the quality of employee services

Based on the results of a simple linear regression analysis between the data pair of rewards (variable X3) and the quality of employee services (variable Y), the regression coefficient value b is obtained for 0.718 and a constant value of 67.312. Then the regression equation between organizational commitment variables and employee service quality is $Y = 67.312 + 0.718 X_3$.

While the results of testing the significance of regression model equation, and the significance of the linearity of the regression are summarized in the following table.

Table 5: Analysis of Variance (ANOVA) Table for Tests of Significance and Linearity of Regression $\hat{Y} = 67.312 + 0.718X_3$

variation sources	dk	jk	rjk	Tarith metic	F table	
					α 0.05	α 0.01
Total Reduction	59	2623.650				
Regression (bja)	1	1028.793	1028.793	37.414**	1.00	7.06
Remaining	58	1594.857	27.498			
Tuna matched	18	710.940	39.497	1.787 ^{ns}	1.90	2.49
an error	40	883.917	22.098			

JK = Total Quadratedk

Dk= Degree of Freedom

Rjk = Number Average of Squares

** = Very Significant Regression ($F_h = 37.414 > F_t = 7.06$)

ns = Linear Regression ($F_h = 1.787 < F_t = 1.90$)

Based on the table above, that the data pair regression equation between organizational commitment and employee service quality is very significant, because $F_{arithmetic}$ obtained is greater than F_{table} ($37,414 > 7.06$) at $\alpha = 0.01$. Therefore, the regression equation $\hat{Y} = 67,312 + 0.718 X_3$ can be used to explain and draw further conclusions about the relationship between organizational commitment and the quality of employee services.

The calculation results also state that the equation of the pair of data between Organizational Commitment and employee service quality is linear, because the $F_{arithmetic}$ obtained is smaller than F_{table} ($1,787 < 1.90$) on $\alpha = 0.05$. From the simple regression equation the pair of data between appreciation and employee service quality turns out the form of the relationship can be illustrated as shown below. Simple Linear Regression $\hat{Y} = 67.312 + 0.718X_3$. Shows that any change in the award score will result in an

increase in employee service quality by 0.718 at a constant 67.312.

The results of the calculation of the simple correlation coefficient on the data pair award variable (X3) with employee service quality variables (Y), resulting in a correlation coefficient of r_{y3} of 0.626. This figure implies that the relationship between rewards and employee service quality variables is positive.

While the results of the significance test of the correlation coefficient using 't' test analysis, obtained a magnitude $t_{arithmetic}$ of 6.117. While the magnitude t_{table} (0.01) obtained a magnitude of 2,660 which shows that the correlation coefficient between rewards (variable X₁) and employee service quality (variable Y) is very significant. A summary of the results of the simple correlation analysis of the X₁ variable with the Y variable and the t test as follows: The result of simple relationship analysis shows there is a positive relationship between rewards and employee service quality. The strength of the relationship between rewards (variable X₁) and employee service quality (variable Y) can be known from the results of calculations based on the coefficient of determination. The magnitude of the

coefficient of determination is 0.392. This magnitude gives the understanding that 39.2% variation in the quality of employee services can be explained by variations in rewards.

The results of the analysis of the partial correlation coefficient between variable Y and variable X_3 in the condition of variable X_1 (steady), the magnitude of $r_{y3.1}$ is 0.416. The results of the significance test of the partial correlation coefficient $r_{y3.1}$ using the 't' test statistic obtained the results $t_{arithmetic}$ of 3,483. This magnitude shows the value of $t_{arithmetic} = 3.483 > t_{table} = 2.66$. This means that the correlation coefficient between rewards and employee service quality if the interpersonal communication variable is controlled is still having a positive relationship.

The results of the analysis of the partial correlation coefficient between variable Y with variable X_3 under condition variable X_2 (steady), obtained a magnitude of $r_{y3.2}$ of 0.573. Significance test results of the partial correlation coefficient $r_{y3.2}$ using 't' test statistics obtained the results $t_{arithmetic}$ of 5.324. This magnitude shows the value $t_{arithmetic} = 5.324 > t_{table} = 2.00$. This means that the correlation coefficient between rewards and employee service quality if the interpersonal communication variable is controlled is still having a relationship. The results of the analysis of the partial correlation coefficient between variable Y and variable X_3 under variable X_1 and X_2 are controlled (steady). Calculation results obtained amount of $r_{y3.12}$ of 0.389. However, after testing the significance of the correlation coefficient $r_{y3.12}$ using the 't' test statistic, the result $t_{arithmetic}$ was 3,215. The magnitude of this value indicates that the value of $t_{arithmetic} = 3215 > t_{table} = 2.00$ this shows that the relationship between rewards and service quality remains significant even though the variable of organizational commitment and interpersonal communication is controlled.

Relationship between organizational commitment, interpersonal communication and reward together with the quality of employee services

Based on the results of the multiple regression analysis between data pairs Organizational Commitment (variable X_1), Interpersonal Communication (variable X_2), and Awards (variable X_3) together with the quality of employee services (variable Y), it is known that the multiple regression coefficient value $b_1 = 0.047$, $b_2 = 0.215$ and $b_3 = 0.563$ with a constant value of 51,956. Thus, the form of the relationship between the variables Organizational Commitment (variable X_1), Interpersonal Communication (variable X_2) and Awards (variable X_3) with the quality of employee service (variable Y) is illustrated by the regression equation, namely $\hat{Y} = 51,956 + 0.047X_1 + 0.215X_2 + 0.563X_3$, however, in connection with the results of the test of the significance of organizational commitment to service quality if the interpersonal communication variables and awards above are insignificant, this is indicated by the value $t_{arithmetic} = 0.508 < t_{table} = 2.66$, which can be seen from the calculation results by using the SPSS Program in appendix 10 in the Coefficients table, then the multiple regression model can be described as follows, $\hat{Y} = 51,956 + 0.215x_2 + 0.563x_3$

To find out whether the regression line equation model can be used to draw conclusions or whether the regression line equation is significant or not, it can be tested using analysis

of variance (F-test) as shown in appendix IV.10. While the summary of the analysis of variance.

The equation of the data pair regression between Organizational Commitment, Interpersonal Communication and Awards together with the quality of employee services is very significant, because the F_{count} obtained is greater than F_{table} ($15,159 > 2.78$) at $\alpha = 0.01$. Therefore the regression equation $\hat{Y} = 51,956 + 0.215X_2 + 0.563X_3$ can be used to explain and draw further conclusions about the relationship between Organizational Commitment, Interpersonal Communication and Awards together with the Quality of employee services.

Analysis of multiple correlation coefficients of data pairs Organizational Commitment, Interpersonal Communication and Awards with Quality of service employees produce a double correlation coefficient of 0.669. A summary of the results of the multiple correlation analysis between Organizational Commitment, Interpersonal Communication and Awards with the quality of employee services and the F test can be seen in Appendix IV.10.

The results of the analysis in the appendix show that the magnitude of the $R_{y1.23}$ correlation coefficient of 0.669 means that Organizational Commitment, Interpersonal Communication and Awards together have a positive relationship with the quality of employee service. This means that the stronger the commitment of employees to the organization, the better interpersonal communication is established and the better. An award is accepted by an employee, so the employee service will be more qualified.

To find out whether the $R_{y1.23}$ correlation coefficient obtained is significant or not, it can be tested using the F Test. The results of the "F" test analysis obtained a magnitude of 15,159, this quantity was consulted with the F_{table} scale (001) obtained a magnitude of 2.78, which shows that the correlation coefficient between Organizational Commitment, Interpersonal Communication and Awards together with the quality of employee services is very significant, thus the fourth hypothesis stating there is a positive relationship between Organizational Commitment, Interpersonal Communication and Awards together with the quality of employee services received and the results testing can be declared very significant.

To find out the amount of contribution of Organizational Commitment variables. Interpersonal communication and appreciation of the quality of employee services can be done by squaring the correlation coefficient. The results of the squaring of the quantities obtained amounted to 0.448. Thus it can be concluded that the large contribution of Organizational Commitment, Interpersonal Communication and Awards to the Quality of employee services is 44.8%, in the sense that 55.2 percent of the others are influenced by other variables not observed in this study. Next. The strength of the relationship between research variables can also be compared based on their partial correlation rank.

The relationship between Award and the Quality of employee services is ranked first if Organizational Commitment and Interpersonal Communication is controlled. The Relationship of Interpersonal Communication with the Quality of Employee Services is ranked second if Organizational Commitment and Awards are controlled. Whereas the relationship of Organizational Commitment to the quality of employee services is ranked third if Interpersonal Communication and Awards are controlled.

Discussion of research results

The results of the description of service quality data shows that of 60 respondents, 27 or 29% of respondents fall into the category of service quality under the average score, 22 or 36.67% of respondents fall into the category of average service quality, den 11 or 18.33% respondents were categorized as high quality or above average service group. From the results of the description of employee service quality data generally employees provide good service, this is indicated by the range of scores carried by an average score that is between the range of scores up to a score of 143 and scores above the average between the range of scores up to 144 with a score of 161., the findings of the study of employee service quality variables showed good service quality and there were no significant differences between the results of the study with conditions in the field. The results of the description of organizational commitment value data show that of 60 respondents, 17 or 28.33% of respondents fall into the category of organizational commitment under the average score, 18 or 30% of respondents fall into the category of average organizational commitment group, and 25 or 41, 67% of respondents fall into the category of high organizational commitment group or above average. From the results of the data description of organizational commitment in general, the organization is concerned with the needs and expectations of employees, this is marked by the range of scores brought below the average score between the range of 89 to 104 and the score above the average is between the range of scores 1105 up to a score of 136. That is, the findings of the study of organizational commitment variables indicate good organizational commitment and there are insignificant differences between.

Results of research by conditions on the ground are still visible organization work unit employees not in favor of the employee.

The results of the data description indicates the value of interpersonal communication of 60 respondents there were 26 or 43.33% of respondents enter the category of interpersonal communication group below the average score, 12 or 20% of respondents enter the category of interpersonal communication group average, while the remaining 22 or 36.67% of respondents enter the category of interpersonal communication group high or above average. From the results of the data description of interpersonal communication generally interpersonal communication excellent employees, it is characterized by the range of scores below the average score is between the range of score of 109 up to a score of 123 and a score above the average is between the range of a score of 124 up to a score of 138. That is, the findings of the study of interpersonal communication variables showed good interpersonal communication and there were no differences between the results of the study with conditions in the field. Results showed appreciation value data description of 60 respondents there were 29 or 43.33% of respondents entered the category of award under the average score, 9 or 15% of respondents enter the category average appreciation group, and 22 or 36.67% respondent entered the category of high honors or above average. From the description of the data is generally awards is quite good, it is characterized by the range of scores below the average score is between a score of 94 up to a score of 105 and a score above the average is between the range of scores with a score of 106

to 117. That is, the research findings show appreciation awards variables are good and there are significant differences between the results of research by conditions on the ground, this is indicated by the fact that some employees do not feel any appreciation from their superiors. Based on the results of testing the four research hypothesis proved to reject H_0 . Organizational Commitment variables (X1), Interpersonal Communication (X2), and Award (X3) positively and significantly associated with quality of service employees (Y). Positive and significant relationship between independent variables and the dependent variable in this study are described as follows:

First

Based on the results of simple correlation analysis on variables Organizational Commitment with quality of service of employees earned large correlation coefficient of 0.519 were respectively significant at $\alpha = 0.01$. This proves that the commitment of the Organization is one of the predictors of quality of service of employees. Both of these variables are related to positive and highly significant, in which 26.93% of the variance occurs in the quality of service that employees can be explained by the Organization's commitment through the regression line equation $Y = 108.682 + 0.311 X1$. These findings suggest that a strong organizational commitment provides improvement of quality of service of employees. Second, through a simple correlation analysis on the variables of interpersonal communication with employee service quality obtained correlation coefficient of 0, 418, each of which is significant at $\alpha = 0.01$, respectively. Both of these variables are related to positive and very significant, where 17.5% of the variance occurs in the employee service quality can be explained by the Interpersonal Communication regression line $Y = 97.059 + 0.373 X2$.

Third

The results of a simple regression analysis and correlation of appreciation and quality of service of employees indicate that the award is one of the predictors of quality of service of employees. This is evidenced by the regression line equation $Y = 67.312 + 0.718X3$ and the correlation coefficient 0.626, each of which is significant at $\alpha = 0.01$. Both of these variables are related to positive and very significant, where 39.2% of the variance occurs in the quality of service the employee can be explained by the appreciation of the regression line.

Fourth

The results of multiple correlation analysis on Organizational Commitment, Interpersonal Communication, and awards together with the quality of service the employee obtained a correlation coefficient of 0.669 magnitude of each significant at $\alpha = 0.01$. The independent variables and the dependent variable associated positive and very significant, where 44.8% of the variance that occurs in the quality of service the employee can be explained together through Commitment Organizational, Interpersonal Communication, and awards through the regression equation. These findings prove that the variables Organizational Commitment, Interpersonal Communication, and jointly Choice is a predictor of quality of service of employees.

Research limitations

In conducting this research various attempts have been made to avoid things that can reduce the accuracy of the results of this study, but it is recognized there are many things that the limitations and weaknesses that cannot be controlled, among other things: 1) in charge of research instruments there is a possibility of respondents chose the alternative the ideal choice in his opinion, so that the data obtained are less able to reflect the real situation; 2) there is no control over other variables are also related to the quality of service of employees, so there is a possible relationship between the study variables caused by other variables which are predominant; 3) this research was only carried out on faculties with very limited sample sizes, so generalizations were also limited to faculty populations with the same characteristics as the research conducted.

Conclusion

The first hypothesis stated that there is a positive relationship between organizational commitment to employee service quality proved to be true, namely to reject H0 and accept H1, this is evidenced by the results of the significance test of correlation, which results t greater than t table. This means that service quality can be improved through increased employee commitment to the organization. In other words, the higher organizational commitment, the higher the quality of service of employees. The second hypothesis states there is a positive relationship between interpersonal communication with the quality of employee services, proven to be true, is rejecting H0 and accepting H1, this is evidenced by the results of the correlation significance test, where the t count results are greater than the t table. That is, the quality of employee services can be improved through increased interpersonal communication. In other words, the better interpersonal communication, the higher the quality of employee service. The third hypothesis which states that there is a positive relationship between rewards and employee service quality, is proven to be true, namely rejecting H0 and accepting H1, this is evidenced by the results of the significance of the correlation test, where the t test results are greater than the t table. That is, the quality of employee services can be improved through increased appreciation. In other words, the higher the quality of employee services. The fourth hypothesis which states there is a positive relationship between organizational commitment, interpersonal communication, and appreciation together with the quality of employee services, proved the truth of rejecting H0 and accepting H1, this is evidenced by the results of the correlation significance test, this is evidenced by the test results the significance of correlation, where the result of F count is greater than F table. This means that the quality of employee services can be improved through increasing organizational commitment, increasing interpersonal communication and increasing respect for. In other words, the higher organizational commitment, the better interpersonal communication, the higher the quality of employee services.

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