

## **The Effect Of Servant Leadership, Employee Engagement, And Career Development Policy On Organizational Commitment At Mulya Indah Permai Cooperative (MIP)**

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### **Abstract**

This study uses a quantitative approach with a survey method. The population in this study consists of all employees of Koprasi Mulya Indah Permai (MIP), totaling 43 respondents, so no sampling technique was used because a census was used. Data collection was conducted through the distribution of questionnaires using a Likert scale, while data analysis used the Partial Least Square-Structural Equation Modeling (PLS-SEM) method with the help of the SmartPLS application.

The results of the study indicate that servant leadership and employee engagement have not been able to make an optimal contribution to increasing employee organizational commitment. Instead, career development policies play a more dominant role in shaping and increasing employee organizational commitment. This study indicates that clarity of career direction, opportunities for competency development, and organizational support for employee career growth are important factors in strengthening employee attachment to the organization.

This study shows that strengthening career development policies is a key factor in increasing employee organizational commitment, particularly through career direction certainty, competency improvement, and organizational support. Therefore the management of Koprasi Mulya Indah Permai (MIP) is advised to focus on systematic and sustainable career development management, while continuing to optimize the implementation of servant leadership and employee engagement so that their role in employee commitment can be more effective.

**Keywords:** *Servant Leadership, Employee Engagement, Career Development Policies, Organizational Commitment.*

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### **INTRODUCTION**

Organizational commitment is one of the key factors in the sustainability and effectiveness of an organization, as it reflects the level of loyalty, emotional attachment, and desire of employees to remain part of the organization. Employees with high organizational commitment tend to demonstrate better performance, lower turnover rates, and a willingness to contribute optimally to achieving organizational goals. Therefore, organizations are required to manage various factors that can strengthen employee commitment on an ongoing basis (Nongka & Wijono, 2025).

One factor believed to influence organizational commitment is servant leadership. (Susanto et al., 2024) This leadership style emphasizes serving

subordinates, empathy, and empowering employees as top priorities. Leaders who implement servant leadership not only focus on organizational performance but also on employee development and well-being, thereby creating more meaningful and trusting working relationships. In addition to leadership, employee engagement is also an important element that describes the extent to which employees are cognitively, emotionally, and behaviorally involved in their work.

In addition, career development policies play a strategic role in increasing organizational commitment. Clear, fair, and competency-oriented policies send a positive signal that the organization values employee contributions and future. Opportunities for training, promotion, and continuous self-development can increase motivation and a sense of belonging to the organization. The combination of servant leadership, employee engagement, and career development policies is expected to foster strong organizational commitment (Hosen et al., 2024)

The problem in this study arises from the lack of optimal understanding of the factors that influence employee organizational commitment at the Mulya Indah Permai (MIP) Cooperative, even though organizational commitment plays an important role in supporting the sustainability and effectiveness of the organization. Although servant leadership, employee engagement, and career development policies are conceptually viewed as factors that can strengthen employee commitment, the actual influence of these three variables in the cooperative environment has not been empirically confirmed. The characteristics of cooperatives, which differ from those of organizations in general, have the potential to cause differences between theory and practice in the field. In addition, career development policies, which should provide certainty about the future and support for employee development, have not been fully understood in terms of their contribution to the formation of organizational commitment. Therefore, empirical research is needed to examine the influence of servant leadership, employee engagement, and career development policies on the organizational commitment of employees at the Mulya Indah Permai Cooperative (MIP).

This study aims to analyze the influence of servant leadership, employee engagement, and career development policies on organizational commitment at the Mulya Indah Permai (MIP) Cooperative. The cooperative was chosen as the object of this study based on its strategic role in supporting the community's economy and the importance of effective human resource management to maintain organizational sustainability. The results of this study are expected to contribute theoretically to the development of human resource management studies and provide practical implications for cooperative managers in improving employee commitment (Muji Rahayu et al., 2020)

## **METHODOLOGY**

This study uses a quantitative approach, which is a research method that aims to test the causal relationship between variables through numerical measurement and statistical analysis. This approach is used to analyze the influence of servant leadership, employee engagement, and career development policies on organizational commitment at the Mulya Indah Permai (MIP) Cooperative (Sukotjo & Aliddin, 2024).

The population in this study consisted of all 43 employees of the Mulya Indah Permai (MIP) Cooperative located in Ogan Komering Ilir (OKI) Regency. The cooperative's employees consist of permanent and temporary employees who are

directly involved in the cooperative's operational activities, including administration, plantation management, and services to cooperative members. All employees play a strategic role in supporting the achievement of the cooperative's objectives, so they are considered relevant as units of analysis in this study (Erlinda et al., 2025).

Data collection was conducted using a questionnaire developed based on research variable indicators adapted from previous studies. The research instrument was measured using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure the respondents' level of perception of the statements provided (Koo & Yang, 2025). Before further analysis, the research instrument was tested for validity and reliability to ensure the accuracy and consistency of the measurements (Taherdoost et al., 2016).

Data analysis was performed using the Partial Least Square (PLS)-based Structural Equation Modeling (SEM) method using SmartPLS software. The PLS-SEM method was chosen because it is capable of testing complex research models involving mediating variables and does not require strict data distribution assumptions (Hair & Alamer, 2022). The analysis stages included evaluation of the measurement model (outer model) through construct validity and reliability tests, as well as evaluation of the structural model (inner model) to test the research hypotheses based on path coefficient values, t-statistics, and p-values (Yarsasi, 2025).

**Table 1. Variable Indicators**

Variable	Indicators
<b>Servant Leadership (SL)</b> (Dierendonck & Nuijten, 2011)	1. Service to others 2. Empathy 3. Humility
<b>Employee Engagement (EE)</b> (Bakker, 2006)	1. Vigor 2. Dedication 3. Absorption
<b>Career Development Policy (CDP)</b> (Khan & Ray, n.d. 2023)	1. Training and Development 2. Organizational Support 3. Evaluation
<b>Organizational Commitment (OC)</b> (Benkarim & Imbeau, 2021)	1. Effective 2. Sustainable 3. Normative

## RESULTS AND DISCUSSION

### Respondent Characteristics

Based on the results of descriptive analysis, the majority The questionnaire results show that 24 employees are male or 55.8% and 19 employees are female or 44.2%. This indicates that there are more male employees than female employees at the Mulya Indah Permai (MIP) Village Unit Cooperative (KUD) in the Ogan Komering Ilir (OKI) district. In terms of the marital status results from the questionnaire show that 5 employees or 11.6% of employees are married, 37 employees or 86% of employees are unmarried, and 1 employee or 2.3% are widowed. This shows that most KUD MIP employees are unmarried. In terms of status, the questionnaire results show that 24 employees or 55.8% of employees are non-permanent employees, and 19 employees or 44.2% of employees are non-permanent employees. The results of the questionnaire based on age show that 7 employees or 16.3% of employees are aged 18-20 years, 28 employees or 65.1% of employees are aged 21-30 years, and 8 employees or 18.6% of employees are aged 31-45 years. This shows that most KUD MIP employees

are aged 21-30 years. From the results of the respondent questionnaire based on e. Respondents Based on Latest Education, the survey results show that 1 employee or 2.3% had a junior high school education, 26 employees or 60.5% had a diploma, 15 employees or 34.9% had a bachelor's degree, and 1 employee or 2.3% had a doctorate. The data shows that the majority of respondents have a diploma. Meanwhile, based on the questionnaire results, 43 employees or 93% of employees have been working for 3 months, and 3 employees or 7% of employees have not been working for 3 months. The data shows that the majority of respondents have been working for 3 months at KUD MIP in Ogan Komering Ilir (OKI) Regency.

**Table 2.** Results of Respondent Characteristics Test

Category	Information	Amount	Presentation
Gender	Man	24	55.8%
	Woman	19	44.2%
Marital Status	Married	5	11.6%
	Unmarried	37	86%
	Widower	1	2.3%
Employment status	Permanent	24	55.8%
	Employees	19	44.2%
	Temporary Employees		
Age	18-20 years old	7	16.3%
	21-30 years old	28	65.1%
	31-45 years old	8	18.6%
Highest level of education	High School	1	2.3%
	Diploma	26	60.5%
	S1	15	34.9%
	S2	1	2.3%
Length of service	Yes	40	93%
	No	3	7%

Source: processed primary data, 2025

### Validity Test

**Tabel 3.** Validity Test

Variables	Indicators	Outer Loading	Information
Servant Leadership	SL2	0.770	valid
	SL3	0.817	valid
	SL4	0.723	valid
	SL6	0.834	valid
	SL7	0.809	valid
	SL8	0.828	valid
Employee Engagement	EE2	0.911	valid
	EE4	0.825	valid
	EE5	0.831	valid
	EE6	0.810	valid
	EE8	0.763	valid
Career Development Policy (CDP)	CDP1	0.926	valid
	CDP2	0.741	valid
	CDP3	0.826	valid
	CDP4	0.735	valid
	CDP5	0.782	valid
	CDP6	0.846	valid
	CDP7	0.856	valid

	CDP8	0.888	valid
	CDP9	0.838	valid
	OC1	0.835	valid
	OC2	0.794	valid
	OC3	0.745	valid
	OC4	0.875	valid
<b>Organizational Commitment (OC)</b>	OC5	0.830	valid
	OC6	0.798	valid
	OC7	0.809	valid
	OC8	0.789	valid
	OC9	0.814	valid

Source: primary data processed, 2025

The outer loading test results on the measurement model using SmartPLS show that the test results on SL, EE, KPK, and KO indicate that the data results are valid. The table above shows the results of the outer loading calculation with SmartPLS, which indicates that the loading factor value is >0.7. Thus, the construct formation indicators are categorized as valid.

### Reliability Test

Reliability tests are conducted to assess the extent to which the indicators in a construct show stable internal consistency.

**Table 4.** Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	AVE
<b>Servant Leadership</b>	0.887	0.913	0.636
<b>Employee Engagement</b>	0.886	0.916	0.688
<b>Career Development Policy</b>	0.947	0.951	0.686
<b>Organizational Commitment</b>	0.935	0.945	0.657

Source: SmartPLS 4 data processed by researchers, 2025

The results of the reliability and convergent validity analysis show that all constructs have Cronbach's Alpha values above 0.80, namely Servant Leadership (0.887), Employee Engagement (0.886), Career Development Policy (0.947), and Organizational Commitment (0.935), which indicates excellent internal reliability. In addition, the Composite Reliability (CR) for each construct exceeded the threshold of 0.70, with values of Servant Leadership (0.913), Employee Engagement (0.916), Career Development Policy (0.951), and Organizational Commitment (0.945), thus supporting the internal consistency of the measurement model. The Average Variance Extracted (AVE) also meets the >0.50 criterion for all variables, namely Servant Leadership (0.636), Employee Engagement (0.688), Career Development Policy (0.686), and Organizational Commitment (0.657), confirming convergent validity and that the construct indicators effectively explain construct variance. Overall, these data prove that the measurement instruments in this study are reliable and valid for further analysis.

### Vit Model Test

Table 5 presents the results of model suitability testing, which aims to evaluate the level of conformity between the proposed research model and the empirical data obtained from data analysis.

**Table 5.** Vit Model Test

Parameter	Saturated Model	Estimated Model
SRMR	0.101	0.101

d_ULS	4.457	4.457
d_G	11.745	11.745
Chi-square	1.167.352	1.167.352
NFI	0.425	0.425

Source: Primary Data Processed 2025

The SRMR value in the saturated model and estimated model of 0.101 indicates that the difference between empirical data and model estimation results is still at an acceptable level, even though the model fit is not yet fully optimal. Meanwhile, the NFI value of 0.425 indicates that the model’s ability to explain the overall data structure is still relatively low. However, in the PLS-SEM approach, model feasibility is not only based on global fit indices, but also emphasizes predictive ability and the strength of inter-variable relationships, so that this research model is still feasible to use considering other evaluation results.

### R-square Test

Table 6 shows the results of the R-Square test used to assess the ability of independent variables to explain the variation in the effect on the dependent variable in this study.

**Tabel 6.** R-square Test

Dependent Variable	R-square	R-square adjusted
Organizational Commitment	0.586	0.555

Source: Primary data processing results, 2025

Based on Table 6, the adjusted R<sup>2</sup> value for organizational commitment is 0.555, which means that the independent variables in this study are able to explain 55.5% of the change in organizational commitment (0.555 x 100 = 55.5%). While the remaining 44.5% is explained by other factors outside the model (100% - 55.5% = 44.5%). This value is quite good in explaining the factors that influence organizational commitment.

### Hypothesis Testing

**Tabel 7.** Hypothesis Testing

Variable	T statistics	P values
H1. Servant Leadership -> Organizational Commitment	0.962	0.336
H2. Employee Engagement->Organizational Commitment	1.248	0.212
H3. Career Development Policy->Organizational Commitment	2.488	0.013

Source: SmarPLS 2025 data analysis

Based on the results of testing the hypothesis that servant leadership (H1) affects organizational commitment, the T-statistics value is 0.962 with a P-value of 0.336, which means that it does not meet the criteria for statistical significance (T-statistics < 1.96 and P-value > 0.05). Therefore H1 is rejected and it can be concluded that servant leadership does not have a significant effect on organizational commitment.

Furthermore, employee engagement (H2) also showed insignificant results on organizational commitment with a T-statistics value of 1.248 and a P-value of 0.212, so H2 is rejected, indicating that the level of employee engagement has not been able to directly encourage organizational commitment.

Unlike the two variables above, career development policy (H3) showed a T-statistics value of 2.488 with a P-value of 0.013, which met the significance criteria (T-statistics > 1.96 and P-value < 0.05), so H3 was accepted and it can be concluded that career development policy has a positive and significant effect on organizational commitment.

## DISCUSSION

### Hypothesis Development

Hypothesis development is used to formulate initial assumptions about the relationship between variables based on theory and previous research findings. Hypotheses serve as research guidelines that direct the empirical testing process and assist researchers in systematically analyzing and interpreting research results.

### The influence of servant leadership on organizational commitment

Based on the results of hypothesis testing, shows that servant leadership does not have a significant effect on organizational commitment, so hypothesis H1 is rejected. Conceptually, servant leadership is a leadership style that emphasizes service, empathy, and humility of leaders towards employees, which theoretically can foster a sense of appreciation (Canavesi & Minelli, 2022). However, the findings of this study indicate that the application of servant leadership at the Mulya Indah Permai (MIP) Cooperative has not been able to have a tangible impact on shaping organizational commitment. This can be explained theoretically by the fact that the effectiveness of servant leadership is highly dependent on the consistency of the leader's behavior and the support of the organizational system (Ramli et al., 2013). When employees' primary needs are more focused on job security and clarity about the future than on a relational leadership approach, servant leadership does not yet become a dominant factor in increasing commitment to the organizational

### Employee engagement towards organizational commitment

The results of hypothesis testing, shows that employee engagement does not have a significant effect on organizational commitment, so hypothesis H2 is rejected. In theory, employee engagement reflects the level of emotional, cognitive, and behavioral involvement of employees in carrying out their work, which should encourage loyalty and attachment to the organization (Rameshkumar, 2020). However, the results of this study indicate that employee engagement at the Mulya Indah Permai (MIP) Cooperative is still more oriented towards the performance of work tasks and has not developed into long-term attachment to the organization. Theoretically, high work engagement does not automatically result in organizational structural factors, such as a fair reward system, job security, and clarity of career development (Nurlita et al., 2025). Therefore, the employee engagement felt by employees is not yet strong enough to form sustainable organizational commitment.

### Career development policies and organizational commitment

The result of the third hypothesis test show that career development policies have a positive and significant effect on organizational commitment, thus accepting hypothesis H3. Theoretically, career development policies are one of the main factors in increasing organizational commitment because they provide certainty of career direction, opportunities for competency development, and organizational support for employee professional growth (Adhikari & Thapa, 2025), (Sinaga et al., 2024). Employees who receive training opportunities, objective performance evaluations,

and continuous career support tend to have higher levels of sustained and normative commitment (Alessandro Senewe & Satrya, 2025). In the context of the Mulya Indah Permai (MIP) Cooperative, career development policies have proven to be the most dominant factor in shaping organizational commitment because they provide a sense of security, hope for the future, and encouragement to remain and contribute optimally to the organization.

## CONCLUSION

Based on the results of data processing and analysis, it can be concluded that the application of servant leadership has not shown a significant effect on employee organizational commitment at the Mulya Indah Permai Cooperative (MIP), even though leaders have attempted to apply leadership principles oriented towards service, empathy, and humility. In addition, employee engagement has also not been proven to have a significant effect on organizational commitment, indicating that employee engagement is still more focused on the implementation of tasks and work activities, and has not developed into a long-term commitment to the organization. Conversely, career development policies have been proven to have a positive and significant effect on employee organizational commitment, confirming that clarity of career direction, opportunities for competency improvement, and organizational support for career development are key factors in strengthening employee attachment and loyalty (Irawan et al., 2024). Simultaneously, servant leadership, employee engagement, and career development policies influence organizational commitment, with career development policies being the variable that contributes most significantly (Asih et al., 2024).

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