

***THE INFLUENCE OF MOTIVATION AND INTERPERSONAL
COMMUNICATION ON MEMBER COMMITMENT AT YRB***

**PENGARUH MOTIVASI DAN KOMUNIKASI INTERPERSONAL TERHADAP
KOMITMEN ANGGOTA DI YRB**

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ABSTRACT

This study aims to analyze the influence of motivation and interpersonal communication on member commitment in the nonprofit organization YRB. The research background is based on the decline in organizational membership during the 2021–2025 period and the low level of active member participation in organizational activities. This research employs a quantitative approach. The population consists of all active members of YRB, with motivation and interpersonal communication as independent variables, with organizational commitment as the dependent variable. Data were collected through questionnaires, while statistical analysis techniques were used to examine the relationships among variables. The results indicate that motivation has a significant effect on member commitment. In addition, interpersonal communication was found to influence both the increase and decrease of organizational commitment. Effective interpersonal communication strengthens members' commitment within the organization. These findings suggest that enhancing member commitment in YRB can be achieved by strengthening intrinsic and extrinsic motivation as well as improving interpersonal communication. This study is expected to provide theoretical contributions to human resource management and organizational behavior literature, and to serve as a practical reference for nonprofit organizations seeking to enhance member commitment.

Keywords: *Motivation, Interpersonal Communication, Organizational Commitment.*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi dan komunikasi antarpersonal terhadap komitmen anggota di organisasi nirlaba YRB. Latar belakang penelitian ini didasarkan pada penurunan jumlah keanggotaan organisasi selama periode 2021–2025 serta rendahnya tingkat partisipasi aktif anggota dalam kegiatan organisasi. Penelitian ini menggunakan pendekatan kuantitatif. Populasi penelitian terdiri dari seluruh anggota aktif YRB, dengan motivasi dan komunikasi antarpribadi sebagai variabel independen, serta komitmen organisasi sebagai variabel dependen. Data dikumpulkan melalui kuesioner, sementara teknik analisis statistik digunakan untuk menguji hubungan antar variabel. Hasil menunjukkan bahwa motivasi memiliki pengaruh yang signifikan terhadap komitmen anggota. Selain itu, komunikasi antarpribadi ditemukan mempengaruhi baik peningkatan maupun penurunan komitmen organisasi. Komunikasi interpersonal yang efektif memperkuat komitmen anggota dalam organisasi. Temuan ini menyarankan bahwa peningkatan komitmen anggota di YRB dapat dicapai dengan memperkuat motivasi intrinsik dan ekstrinsik serta meningkatkan komunikasi interpersonal. Studi ini diharapkan memberikan kontribusi teoretis bagi literatur manajemen sumber daya manusia dan perilaku organisasi, serta berfungsi sebagai referensi praktis bagi organisasi nirlaba yang berupaya meningkatkan komitmen anggota.

Kata kunci: Motivasi, Komunikasi Antarpersonal, Komitmen Organisasi.

INTRODUCTION

Organizational commitment is a crucial element within any organization. It emerges from an individual's psychological state that manifests in observable behavior. Organizational commitment can enhance performance, productivity, and member satisfaction, thereby encouraging individuals to remain within the organization. Meyer

and Allen (1997) argue that organizational commitment is essential for organizational leaders to develop because it encourages members to remain longer within the organization.

This condition also applies to nonprofit organizations such as YRB. The success of YRB in achieving its vision, implementing its mission, and realizing its organizational values

largely depends on the commitment of all its members. YRB is composed of a group of young people aged 10–30 who work voluntarily to support the vision and mission under the auspices of Yayasan Ecclesia. The organization regularly conducts large-scale social service events two to three times each year. During a similar event held on March 15, 2025, the organization experienced difficulties due to a shortage of human resources to fill service roles. As a result, 25% of members had to perform dual roles simultaneously during the event. This proportion was higher than in the previous year, when only 5% of members handled multiple roles. The event even experienced a one-hour delay because administrative and media services required additional time to manage overlapping responsibilities.

According to organizational administrative data, membership declined by 40% from December 17, 2021 (170 members) to April 6, 2025 (102 members). This decline occurred despite the organization annually recruiting five to ten new members through regeneration from the Yayasan Ecclesia youth community. Research by Robbins & Judge (2013) describes organizational commitment as the extent to which individuals identify themselves with an organization and desire to maintain membership. Considering that YRB is a nonprofit organization, the researcher seeks to further explore factors influencing members' commitment.

To strengthen the data, the researcher conducted a pre-survey based on these dimensions among 102 members of YRB. The pre-survey revealed that 15 respondents stated that being a member of YRB was not a source of pride, 20 respondents indicated that they did not feel a moral obligation toward the organization, and 23

respondents reported that they did not feel like part of a family within the organization.

Following interviews with five members from diverse backgrounds who completed the questionnaire, the researcher found that each member had different motivations for involvement. A review of personal profile data revealed that 20 of the 102 active members as of April 6, 2025 received additional financial assistance from the organization. Furthermore, 70 active members had received accommodation funds for organizational activities, including transportation reimbursement and meal allowances. These findings indicate that members received support for their involvement in the organization.

The researcher was also interested in the impact of interpersonal communication within YRB on member commitment. Data show that membership numbers remained stable from March 6 to December 26, 2024, before declining again on March 15, 2025. Activity records indicate that from March to December 2024, the organization conducted weekly small-group discussions involving five to ten members per group, referred to as “cell communication” (komsel). In addition, throughout 2024, YRB held weekly Friday dinners for all members after organizational activities, providing opportunities for interpersonal communication.

Based on these phenomena, the researcher is interested in further examining the causal relationship between the development and decline of organizational commitment in relation to individual motivation and interpersonal communication.

LITERATURE REVIEW

Organizational Commitment

Meyer and Allen (1997) define organizational commitment as a psychological condition that reflects an individual's attachment to an organization and influences the decision to maintain membership. According to Meyer and Allen, organizational commitment consists of three main dimensions: affective commitment, which relates to an individual's emotional attachment to the organization; continuance commitment, which is based on cost and risk considerations associated with leaving the organization; and normative commitment, which reflects a sense of obligation to remain part of the organization. A high level of commitment among organizational members can be an important factor in reducing member turnover.

Based on the data and document's analysis, the condition of organizational commitment among YRB members can be explained through the affective, normative, and continuance dimensions proposed by Meyer and Allen (1997)). As explained by Meyer and Allen (1997), members of nonprofit organizations tend to demonstrate strong normative commitment, which emerges when individuals perceive remaining in the organization as an ethical obligation rather than merely a personal choice. Etzioni (1975) explain that nonprofit organizations are generally based on social, humanitarian, or spiritual values, encouraging members to internalize organizational norms and goals as part of their moral responsibility. These values strengthen the perception that involvement in the organization represents a form of service that should be maintained consistently.

The continuous socialization of organizational values and culture further strengthens members' normative commitment. Intensive interaction,

shared values, and an emphasis on collective responsibility create awareness that organizational sustainability depends on the loyalty and consistent contributions of each member. As indicated in the data, several YRB members received financial assistance from the organization. Consequently, members may feel a moral responsibility to maintain membership and support organizational goals. This condition aligns with Meyer and Allen (1997) view that normative commitment arises when individuals feel a moral obligation to remain in the organization as a result of internalizing values, norms, and social experiences. Therefore, the normative commitment of YRB members can be understood as an important factor supporting membership stability and organizational sustainability.

In addition to normative commitment, YRB members also demonstrate continuance commitment, which is based on rational considerations regarding the consequences of leaving the organization (Meyer & Allen, 1997). This type of commitment emerges when members recognize that their participation involves investments of time, effort, service experience, and social relationships developed over time (Becker, 1960).

Motivation

Maslow (1954) stated that motivation arises from human needs arranged hierarchically, where unmet needs drive individual behavior. Motivation is also defined by Robbins & Judge (2013) as a process that explains the intensity, direction, and persistence of individuals in achieving goals. This definition emphasizes not only the strength of effort but also its direction and consistency. Similarly, Al-Madi et al. (2017) describe motivation as a stimulus that encourages individuals to take

action to achieve goals and fulfill psychological needs.

Motivation is generally categorized into intrinsic and extrinsic types, as proposed by Thomas and Velthouse (1990). Intrinsic motivation refers to positive experiences derived directly from performing tasks, such as responsibility, autonomy, opportunities for skill development, and feelings of achievement. Individuals who are intrinsically motivated tend to enjoy their tasks and are driven by personal satisfaction and success (Al-Madi et al., 2017).

Conversely, extrinsic motivation originates from external factors, including rewards, recognition, promotion, or avoidance of negative consequences. This type of motivation is often associated with tangible rewards such as compensation, favorable working conditions, and recognition for performance (Charles & Marshall, 1992). These findings suggest that work motivation is a multidimensional concept influencing individual performance and organizational outcomes.

Furthermore, Maslow (1954) introduced the hierarchy of needs theory, which classifies human motivation into five levels: physiological needs, safety needs, social needs, esteem needs, and self-actualization. These hierarchical needs explain how individuals are motivated to act and contribute, particularly when higher-level psychological needs such as recognition and self-actualization are fulfilled.

Interpersonal Communication

Interpersonal communication occurs when two or more individuals interact reciprocally through verbal and nonverbal messages. Interpersonal communication as a direct interaction process between a communicator as the

sender of the message and a communicant as the receiver of the response.

Interpersonal communication is the basic unit of communication that takes place face-to-face with instant feedback, enabling communicators to recognize the communicant's response in real time. This process involves sending and receiving verbal and nonverbal messages as the basis for building social relationships.

Effective interpersonal communication can create harmonious relationships characterized by trust, empathy, support, and a positive atmosphere. Conversely, ineffective communication may lead to misunderstandings and conflicts among individuals.

Interpersonal communication consists of several important components, namely communicator, communicant, message, media, feedback, noise, and ethics. A similar view is expressed by Suranto (2011), who states that the components of interpersonal communication include message, communicator, communicant, media, noise, and feedback. In general, these components encompass the sender, message content, communication channel, receiver, feedback, communication barriers, and ethical considerations in communication.

DeVito (2019) explains that interpersonal communication consists of five main dimensions: openness, empathy, supportiveness, positiveness, and equality. These five dimensions serve as important indicators for creating effective interpersonal communication and fostering harmonious working relationships.

The Effect of Motivation on Organizational Commitment

Motivation significantly influences organizational commitment,

indicating that commitment encourages employees to engage in voluntary behaviors that benefit the organization. Developing motivated and committed members should be a primary organizational goal, as it is essential for success in competitive environments. Accordingly, organizational commitment plays a crucial role in enhancing both individual and organizational performance.

Furthermore, Fatima, (2009) demonstrated a strong positive relationship between work motivation and organizational commitment. Motivation has also been shown to significantly affect commitment, as evidenced in research on frontline retail employees in Jordan (Singh et al., 2022). Employees with strong affective commitment experience emotional attachment to their organization, leading to higher motivation and a greater willingness to contribute compared to those with weaker affective commitment (Singh et al., 2022).

Research by Utari et al. (2022), involving 52 employees of the Pusda Office in Bojonegoro Regency, concluded that motivation influences organizational commitment. This finding is consistent with a study conducted by Arshad et al. (2021) on 303 public-sector TVET educators in Pakistan, which demonstrated a significant effect of motivation on organizational commitment using regression analysis.

Furthermore, Rahim and Jam'an (2018) demonstrated a significant positive effect of motivation on organizational commitment among employees of PT Telkom Kandatel Gorontalo Province using SEM analysis. Similarly, Fernandes et al. (2024) employed regression analysis on 129 medical personnel at Petukangan Hospital and obtained comparable

results. Rachman (2022) also reinforced these findings in a study involving 160 employees of CV Garuda Ata Nusantara Sidoarjo.

The Effect of Interpersonal Communication on Organizational Commitment

In interpersonal communication, interactions occur in a two-way and reciprocal manner. When communication is conducted effectively, it is expected to enhance harmony within the organization and subsequently increase employees' work motivation (Utari et al., 2022).

If organizations maintain good communication, effective interpersonal communication can strengthen relationships across all organizational levels. This serves as a means to improve employee well-being and foster alignment between employees and the organization, which ultimately promotes organizational commitment. This is consistent with previous research which found that internal communication had a positive and significant effect on organizational commitment among employees of the Regional Financial Management Agency of Bantaeng Regency, as reported by (Khurniawan et al., 2023).

Furthermore, the study conducted by Khurniawan et al. (2023) at the Pusda Office of Bojonegoro Regency revealed that the better the interpersonal communication implemented within the organization, the stronger the members' commitment to the organization. This conclusion was drawn from the significant influence of interpersonal communication on employees' organizational commitment.

Khurniawan et al. (2023), in a study of 76 employees at PT Banoli Motor Denpasar using SEM-PLS, found that interpersonal communication

significantly affects organizational commitment. Similarly, research by Purwanto et al. (2023) involving 63 employees of PT Sentra Bumi Nirwana Sidoarjo supported this finding, demonstrating a significant effect of interpersonal communication on organizational commitment through multiple linear regression analysis. Comparable results were also reported by Istiyana and Fauzan (2022) in their study of 105 employees at CV Surya Utama Perkasa.

Conceptual Framework

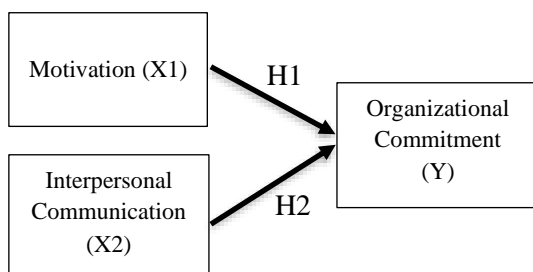


Figure 1. Conceptual Framework

The research paradigm illustrates the relationship among three main variables: motivation (X1) and interpersonal communication (X2) as independent variables, and organizational commitment (Y) as the dependent variable.

This study therefore aims to examine whether motivation influences members' organizational commitment and whether interpersonal communication strengthens commitment, leading members of YRB to contribute and remain longer in the organization. Based on the research framework and objectives, the hypotheses to be tested in this study are as follows:

H1: Motivation has an effect on member commitment.

H2: Interpersonal communication has an effect on member commitment.

RESEARCH METHODS

The research population includes all individuals within YRB. Population refers to the entire group of individuals to be. In this study, the population consists of all active members of YRB, totaling 102 individuals. Given that the population is relatively small and fully accessible, a saturated sampling technique is employed, in which all members of the population are used as the research sample (Sugiyono, 2018).

Data collection in this study was carried out through three approaches. First, a literature review was conducted by examining previous studies accessed through administrative documents of the Yayasan Ecclesia and digital platforms such as Google Scholar, ScienceDirect, and Emerald Insight, aiming to strengthen the theoretical foundation related to the research phenomenon. Second, a questionnaire survey was administered in two stages: a pre-questionnaire containing 11 items was initially distributed to all members of YRB to verify preliminary phenomena, followed by a structured questionnaire based on the variables of motivation, interpersonal communication, and organizational commitment, consisting of 32 items administered via Google Forms. The questionnaire was distributed online through communication platforms such as WhatsApp and Instagram, and one week later, the researcher contacted members individually via WhatsApp to increase response rates. Third, interviews were conducted during the pre-survey stage to further support the data collection process.

Data analysis in this study was conducted using IBM SPSS Statistics version 21. The data entered into the software were analyzed statistically through several tests.

Validity testing was performed to determine whether the research

questionnaire was appropriate and acceptable. This study applied the item–total correlation method by examining the relationship between each item and the total score. An item was considered valid if it showed a positive Pearson correlation with a significance level not exceeding 5%.

Reliability testing was conducted to assess the consistency and stability of the measurement results. The study used Cronbach’s Alpha, where items were considered reliable if the Alpha value exceeded 0.60.

Normality testing was applied using the Kolmogorov–Smirnov method to evaluate whether the independent and dependent variables were normally distributed. Data were considered normally distributed if the significance value exceeded 0.05. Outliers were identified as observations with extreme values differing substantially from others (Ghozali, 2016)

Multicollinearity testing was conducted using tolerance and VIF values. Independent variables were considered free from multicollinearity if tolerance values exceeded 0.10 and VIF values were below 10 (Ghozali, 2016). Heteroscedasticity testing employed the Glejser method by regressing absolute residual values; significance values greater than 0.05 indicated no heteroscedasticity.

Finally, multiple linear regression analysis was used to examine the effect of motivation and interpersonal communication on organizational commitment. This method predicts the influence of two or more independent variables on a dependent variable (Sugiyono, 2018). The hypothesis was accepted if the regression coefficient significance value did not exceed the 5% alpha level.

RESULTS AND DISCUSSIONS

Descriptive Statistical Analysis

In accordance with the research objectives, the researcher successfully collected data from 100 respondents, representing an average response rate of 98%. Therefore, the research data were considered sufficient, as the response rate approached a near-complete level.

Validity and Reliability Results

The validity test results indicate that all items in the intrinsic motivation variable have r-calculated values greater than the critical r value (0.195). Data are presented in the following table:

Table 1. Validity of Intrinsic Motivation Variable

Question Item	r count	r table	Test Result
1	0,507	0.195	valid
2	0,420	0.195	valid
3	0,400	0.195	valid
4	0,467	0.195	valid
5	0,314	0.195	valid
6	0,467	0.195	valid

For the extrinsic motivation variable, all statement items also show r-calculated values exceeding the critical r value, namely 0.593, 0.593, 0.197, 0.271, and 0.242, respectively. Data are presented in the following table:

Table 2. Validity of Extrinsic Motivation Variable

Question Item	r count	r table	Test Result
1	0,593	0.195	valid
2	0,593	0.195	valid
3	0,197	0.195	valid
4	0,271	0.195	valid
5	0,242	0.195	valid

All statement items of the interpersonal communication variable show calculated r-values that are higher than the critical r-value. The obtained r-values range from 0.358 to 0.593. Data are presented in the following table:

Table 3. Validity of Interpersonal Communication Variable

Question Item	rcount	rtable	Test Result
1	0,420	0.195	valid
2	0,388	0.195	valid
3	0,358	0.195	valid
4	0,412	0.195	valid
5	0,452	0.195	valid
6	0,593	0.195	valid
7	0,397	0.195	valid
8	0,487	0.195	valid
9	0,502	0.195	valid
10	0,441	0.195	valid

The critical r-value was found to be 0.195. All statement items of the organizational commitment variable show calculated r-values that are higher than the critical r-value, with values ranging from 0.254 to 0.627. The data are presented in the following table:

Table 4. Validity of Organizational Commitment Variable

Question Item	rcount	rtable	Test Result
1	0,529	0.195	valid
2	0,583	0.195	valid
3	0,450	0.195	valid
4	0,593	0.195	valid
5	0,548	0.195	valid
6	0,254	0.195	valid
7	0,545	0.195	valid
8	0,441	0.195	valid
9	0,441	0.195	valid
10	0,502	0.195	valid
11	0,627	0.195	valid

According to Imam Ghozali (2011), a variable is considered reliable if it has a Cronbach's Alpha value greater than 0.60. The higher the Cronbach's Alpha value, the higher the level of internal consistency of the instrument. The following table presents the results of the reliability test in this study:

Table 5. Reliability Statistics

Cronbach's Alpha	N of Items
,872	32

Based on the data processing results, the Cronbach's Alpha value for the research variables was 0.872, which is higher than the threshold of 0.60. This indicates that all variables in this study meet the reliability criteria. Thus, it can be concluded that all statement items for the motivation, interpersonal communication, and organizational commitment variables are reliable. This means that the research instrument has a good level of consistency and is capable of producing trustworthy data.

Overall, the reliability test results confirm that the research instrument is not only valid but also consistent in measuring the variables under study, thereby supporting the accuracy of the research findings.

Normality Test

In this study, the normality test was conducted using the Kolmogorov-Smirnov method. The decision criterion for this test states that if the significance value is greater than 0.05, the data are normally distributed; conversely, if the significance value is less than 0.05, the data are not normally distributed. In addition, according to Sugiyono (2018), normally distributed data form a symmetrical pattern and are not extremely skewed to the left or right. Data are presented in the following table:

Table 6. One-Sample Kolmogorov-Smirnov Test

N	Unstandardize d Residual	
	Mean	100
Normal Parameters ^a b	Mean	,0000000
	Std. Deviation	4,10152650
	Absolute Positive	,052
		,042

Most Extreme Differences	Negative	-,052
Kolmogorov-Smirnov Z		,523
Asymp. Sig. (2-tailed)		,947

a. Test distribution is Normal.

b. Calculated from data.

Based on the data processing results, the Kolmogorov–Smirnov test produced a significance value of 0.947. This value is greater than 0.05 (5%), indicating that the data in this study are normally distributed.

Therefore, it can be concluded that the research data meet the normality assumption and are suitable for further analysis. Overall, the fulfillment of the normality assumption indicates that the research model is appropriate and capable of producing unbiased estimates.

Multicollinearity Test

The multicollinearity test in this study was conducted by examining the Tolerance and Variance Inflation Factor (VIF) values. The decision criterion states that if the Tolerance value is greater than 0.10 and the VIF value is less than 10, then multicollinearity does not occur. Conversely, if the Tolerance value is less than or equal to 0.10 and the VIF value is greater than or equal to 10, multicollinearity is present.

Based on the data processing results, the Tolerance value for each independent variable was 0.770, which is greater than 0.10, and the VIF value was 1.298, which is less than 10. These results indicate that there is no multicollinearity in the regression model used in this study. The following table presents the results of the test in this study:

Table 7. Multicollinearity Test

Variable	Tolerance	VIF
Motivation	0,770	1,298
Interpersonal Communication	0,770	1,298

Thus, it can be concluded that the motivation, interpersonal communication, and organizational commitment variables are not highly correlated with one another, allowing each independent variable to explain the dependent variable independently. Overall, the multicollinearity test results demonstrate that the regression model satisfies the classical assumption requirements and is appropriate for further analysis.

Heteroscedasticity Test

The data processing results showed significance values of 0.15 for the Motivation variable and 0.60 for the Interpersonal Communication variable. Both values are greater than 0.05, indicating that there is no heteroskedasticity problem in the regression model used. The following table presents the results of the test:

Table 8. Heteroscedasticity Test

Variable	Significance Value
Motivasi	0,15
Komunikasi Interpersonal	0,60

Thus, it can be concluded that the research model meets the homoscedasticity assumption and is suitable for further analysis. The absence of heteroskedasticity also indicates that the model is capable of producing more stable and reliable estimates.

Regression Analysis

According to Sugiyono (2018), regression analysis is used to determine the direction and magnitude of the influence of independent variables on the dependent variable.

Based on the data processing results, a significance value of 0.000 (< 0.05) was obtained, indicating that the independent variables (Motivation and

Interpersonal Communication) have a significant effect on the dependent variable (Commitment). Furthermore, the correlation coefficient (R) was 0.526,

and the coefficient of determination (R Square) was positive at 0.277. The following table presents the results of the test:

Table 9. Coefficient Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,526 ^a	,277	,262	4,144

a. Predictors: (Constant), KI, M

These findings indicate that the independent variables (Motivation and Interpersonal Communication) influence the dependent variable (Commitment).

The decision criterion for the t-test states that if the significance value is less than 0.05, the independent variable has a significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05, the independent variable does not have a significant effect on the dependent variable. The following table presents the results of the test:

Partial Test (t-test)

N = 100

K = 3

t = [5% (df = 100 - 3)]

t = (5% : 97)

t = 1,985

Table 10. Partial Test

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error				Beta	Tolerance	VIF
1	(Constant)	11,789	5,905		1,996	,049		
	M	,413	,129	,315	3,207	,002	,770	1,298
	KI	,376	,125	,296	3,011	,003	,770	1,298

a. Dependent Variable: K

After conducting the t-test, the significance value for the Motivation variable was 0.002, and for the Interpersonal Communication variable it was 0.03, both of which are less than 0.05. Furthermore, the t-table value (1.985) was lower than the t-calculated value for Motivation (3.207) and Interpersonal Communication (3.011). Therefore, the independent variables (Motivation and Interpersonal Communication) significantly influence the dependent variable (Commitment).

The decision criteria for the F-test are as follows:

- a. If the significance value is less than 0.05, the independent variables simultaneously have a significant effect on the dependent variable.
- b. If the significance value is greater than 0.05, the independent variables simultaneously do not have a significant effect on the dependent variable.

The following table presents the results of the test:

Simultaneous Test (F-test)

Table 11. Simultaneous Test

ANOVA ^a	
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Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	637,531	2	318,765	18,566	,000 ^b
	Residual	1665,429	97	17,169		
	Total	2302,960	99			

F-table = F (k-1; n-k)
= F (3-1 ; 100 – 3)
= F (2 ; 97)
= 3,090

In addition, the decision can also be based on the comparison between the calculated F value and the F table value:

- If F calculated > F table, then H₀ is rejected and H₁ is accepted.
- If F calculated < F table, then H₀ is accepted and H₁ is rejected.

After conducting the F-test, the results showed that the significance value (0.000) was less than 0.05 and the F-table value (3.090) was lower than the F-calculated value (18.566). This indicates that the independent variables (Motivation and Interpersonal Communication) simultaneously influence the dependent variable (Commitment).

Discussion

Based on the results of the data analysis, this study aims to determine the influence of motivation and interpersonal communication on organizational commitment among members of YRB. The discussion of the research findings is presented as follows:

The Effect of Motivation on Organizational Commitment

The findings indicate that extrinsic motivation influences organizational commitment. This suggests that external factors such as appreciation, organizational support, and a conducive environment can enhance members' attachment to the organization.

These findings are consistent with the theory proposed by Herzberg et al.

(1959), which states that extrinsic factors (hygiene factors), such as working conditions, interpersonal relationships, and organizational policies, can influence individual satisfaction and involvement. In the context of nonprofit organizations, extrinsic motivation does not always take the form of financial rewards but may include recognition, experience, and social relationships developed within the organization. Therefore, the better the motivation perceived by members, the higher their organizational commitment.

The results also reveal that intrinsic motivation plays an important role in shaping organizational commitment. Intrinsic motivation refers to internal drives originating from personal values, calling, and the desire to contribute. According to Maslow (1954), individuals are motivated to fulfill higher-level needs such as self-esteem and self-actualization, which ultimately influence their commitment to an organization.

In nonprofit organizations such as YRB, intrinsic motivation often becomes the dominant factor, as members join not merely to obtain rewards but due to shared values, goals, and a desire to contribute. Thus, intrinsic motivation can strengthen organizational commitment more deeply, particularly in affective and normative aspects, as proposed by Meyer and Allen (1997).

The Effect of Interpersonal Communication on Organizational Commitment

The results indicate that interpersonal communication influences

organizational commitment. This demonstrates that the quality of interaction among members, such as openness, empathy, and mutual support, plays an important role in building members' attachment to the organization.

These findings align with the perspective of Joseph A. DeVito (2019), who stated that effective interpersonal communication is characterized by openness, empathy, a positive attitude, and equality, all of which improve the quality of interpersonal relationships. Effective communication allows members to feel valued, heard, and accepted within the organization, thereby strengthening organizational commitment, particularly the affective (emotional) component.

CONCLUSION AND SUGGESTION

Based on the findings and discussion presented above, it can be concluded that both motivation and interpersonal communication have a significant influence on organizational commitment among members of YRB. In terms of motivation, both extrinsic and intrinsic dimensions contribute meaningfully to members' commitment to the organization. Extrinsic motivation, including recognition, organizational support, and a conducive environment, enhances members' sense of attachment, while intrinsic motivation, rooted in personal values, calling, and the desire to contribute, strengthens commitment more deeply, particularly in its affective and normative aspects. Furthermore, interpersonal communication plays a vital role in fostering organizational commitment, as the quality of interaction among members, characterized by openness, empathy, and mutual support, creates a sense of belonging and emotional attachment to the organization. These findings affirm that in the context of a nonprofit organization such as YRB,

non-material and relational factors are key determinants of sustained organizational commitment.

Based on the conclusions drawn from this study, several suggestions are proposed for both practical and academic purposes. From a practical standpoint, the leadership and management of YRB are encouraged to continuously nurture both extrinsic and intrinsic motivation among its members by providing meaningful recognition, creating a supportive organizational climate, and aligning organizational activities with members' personal values and sense of calling. In addition, YRB should invest in building a healthy interpersonal communication culture by promoting openness, empathy, and equality in every interaction among members, as these qualities are proven to strengthen emotional bonds and long-term commitment. From an academic perspective, future researchers are encouraged to explore additional variables that may influence organizational commitment in nonprofit settings, such as leadership style, organizational culture, or spiritual well-being, and to consider employing qualitative or mixed-method approaches to gain a deeper understanding of the motivational and communicative dynamics within volunteer-based organizations

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