

The Effects of Interpersonal Communication and Organizational Commitment on Organizational Citizenship Behavior (at Agam District Government)

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Abstract

This study aims to analyze the effect of interpersonal communication and organizational commitment on organizational citizenship behavior. The samples in this study were employees of Agam District Government. Data analysis in this study is using Partial Least Square (PLS). The results showed that interpersonal communication and organizational commitment had significant effect on Organizational Citizenship Behavior.

Keywords: Interpersonal Communication, Organizational Commitment, Organizational Citizenship Behavior

Introduction

In the Agam District Government, the results of the work achieved are measured in accordance with the mission of the Agam District Government; (1). Enhancing Religious and Customary Life Based on "*Adat Basandi Syarak, Syarak Basandi Kitabullah*"; (2) Realizing good governance and professionalism; (3) Improve the quality of human resources that are intelligent, healthy in faith and character; (4) Improve regional economic competitiveness through quality, sustainability and equitability economic growth; (5) Improve community welfare through the optimization of creative and innovative regional resources based on community empowerment; (6) Sustainable development, environmental insight, spatial planning, disaster mitigation and making Agam District as leading tourism destination; (7) Increase the quantity and quality of physical, economic and social infrastructure. To realize the above, the Agam District Government requires employees who have positive behavioral attitudes that are expressed consciously and voluntarily to work.

The success of the program is caused by the employee's responsibility; it will provide positive behavior to the organization. The behavior must be done (intra-role), and behavior in a non-formal manner carried out by employees (extra-role). This is known as Organizational Citizenship Behavior (OCB). Organ et al. (2006) defines Organizational Citizenship Behavior as discretionary individual behavior, which does not directly and explicitly get an award from the formal reward system and increases the efficiency and effectiveness of organizational functions. The behavior is not required by the requirements of the role or description of the position that is required under a contract with the organization. According to Katz (2004) OCB is behavior in work in a formal job description and highly valued when displayed by employees because it will increase the effectiveness and survival of the organization.

OCB is very important to support the effectiveness of organizational functions, especially in the long-term effectiveness. According to Balino et al. (2013), OCB influences organizational effectiveness. Individuals who contribute to the organization effectiveness by doing things outside their duties or their main role are assets for the organization (Luthans, 2006). Robbins (2015) suggest that successful organizations need members who will do more than their usual tasks and are willing to do tasks that are not listed in their job descriptions. It will deliver performance that exceeds expectations.

According to Shweta and Srirang (2010), the factors that influence OCB include: individual disposition and individual motivation, group cohesiveness, satisfaction, member attitude (organizational commitment), and interpersonal communication. Based on previous studies, there are

several factors that can affect OCB, including factors of interpersonal communication, organizational commitment, and job satisfaction (Anam, 2017).

David (2013) suggested that communication is a process where people create, maintain, and manage managerial activities in various activities. Orebiyi and Orebiyi (2011) also suggests that the communication model involves an encoding process (deciding what and how to communicate), decoding (interpreting the message) and interpreting the message received. Communication in the research Bambacas (2008) states that two-way communication between individuals is more effective than one-way communication because in interpersonal communication relates to the substance of the message, the relationship between communicators, and their credibility in producing interpretations of messages received by the receiver. So, it can be concluded that the communication process involves sending messages, listening and giving feedback.

Interpersonal communication is an activity such as managing, controlling and planning (Bambacas, 2008). Interpersonal communication is communication between individuals. Interpersonal communication is communication that involves only two people face-to-face, allows each participant to directly capture the reactions of others (verbally and nonverbally). Interpersonal communication skills between individuals can lead to effectiveness in communication (Martin, 2010).

Interpersonal communication activities are factors that influence OCB. In essence interpersonal communication is communication between communicators and communicants. This type of communication is considered the most effective in an effort to change the attitudes, opinions or behavior of a person. In interpersonal communication there is not only one-way communication, but also reciprocal or two-way communication occurs. The members are expected to create quality interpersonal communication so that the relationship is more effective, because through effective and quality interpersonal communication can strengthen members' positive attitudes of OCB.

Based on the research by Anam (2017), interpersonal communication has a positive and significant effect on Organizational Citizenship Behavior (OCB). The increasing practice of communication in an organization will increase organizational citizenship behavior in a better direction. Interpersonal communication is very potential to carry out instrumental functions as a tool to influence or persuade other people.

The research by Anam (2017), states that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). The research Maria Zayas (2015), states that there is a positive correlation between organizational commitment and indicators from OCB which consists of civic virtue, courtesy and altruism.

Employees who have organizational commitment will work with dedication because employees who have a high commitment assume the important thing that must be achieved in the organization. Employees who have high organizational commitment have a positive outlook and will do their best for the benefit of the organization. This provides personnel responsibilities that support the success of the organization in they work.

Employee Organizational Commitment can be influenced by several factors such as interpersonal communication and job satisfaction. The research by Martin et al (2010), state that interpersonal communication skills have a significant relationship with organizational commitment. Orebiyi and Orebiyi (2011), state that participation in work arrangements respects the feelings and aspirations of each other and shares relevant information while making the trustworthiness of the relationship.

This research is important to be carried out the effectiveness, efficiency and creativity in an organization depends on the willingness of people in the organization to contribute positively to change. In the literature of modern organizations, Organizational Citizenship Behavior (OCB) is a form of willingness to contribute more than a formal obligation. Then OCB can be influenced by interpersonal communication and organizational commitment which is expected to be a role model in decision making in the Agam District Government and other organizations.

Research is expected to contribute to the organization's leadership towards the success of the work program in the Agam District Government, especially in terms of policy making and operational steps in accordance with the actual field conditions. As an input for the Agam District Government, it

is important to implement operational mechanisms with applicable regulations so that employee OCBs can be implemented.

Based on several factors by various aspects possessed by the Agam District Government. In this study only limited to three aspects. Interpersonal communication, organizational commitment and job satisfaction are variables that will be examined in this study. The title of this study is "The Effects of Interpersonal Communication and Organizational Commitment on Organizational Citizenship Behavior At the Department of Population Control, Family Planning, Women's Empowerment and Child Protection, Agam Districts".

Methods

This study uses a quantitative approach. Quantitative research is an investigation of social problems or human problems based on testing a theory of variables, measured by numbers, and analyzed by statistical procedures to determine the predictive generalizations of the theory are correct. The population in this study was the employee of the Agam District Government with a total sample of 267 respondents. Sample members from the population for each subject can be seen in Table 1:

Table 1 Research Samples

Num.	Position	Gender	
		Male	Female
1	Eselon II	33	29
2	Eselon III	35	144
3	Eselon IV	1	0
4	PKB	4	2
5	Staff	11	9
	Sample	83	184
	Total Sample	267	

Source: Processed primary data 2018

Primary data collection is questionnaire. The questionnaire was tested for its validity and reliability. Data analysis in this study is using Partial Least Square (PLS) method. Testing the validity of the instrument through a trial questionnaire in the field to see the validity of each item in question, and is a simple validity test. The results of the validity test can be seen in the following table:

Table 2 Validity Test Results

Variable	R value	R table	Results
Interpersonal Communication	0.362 – 0.448	0.361	Valid
Organizational Commitment	0.636 – 0.801	0.361	Valid
Organizational Citizenship Behavior	0.444 – 0.766	0.361	Valid

Source: Results of data processing, 2019

Based on the results of the validity test, the r value on each statement from the variables of interpersonal communication, organizational commitment, and organizational citizenship behavior are in the valid category (> 0.361). The next step is to test reliability with the following results:

Table 3 Reliability Test Results

Variable	Cronbach Alpha	Criteria	Results
Interpersonal Communication	0.603	0.6	Reliable
Organizational Commitment	0.881	0.6	Reliable
Organizational Citizenship Behavior	0.862	0.6	Reliable

Source: Results of data processing, 2019

The reliability test results for each variable are on reliable criteria. After the instrument is valid and reliable, the instrument can be used to measure data analysis.

Results and Discussion

There are three criteria in using data analysis techniques with Smart PLS to assess outer models: convergent validity, discriminant validity and composite reliability. Convergent validity assessment based on the correlation between item score / component score. Individual reflexive measures to be high if they correlate more than 0.70 with the measured construct. However, for the initial stage of research on the development of a scale of measurement the loading value of 0.5 to 0.6 is considered sufficient. In this study we will use a loading factor limit of 0.60. The value of the outer model or correlation between constructs and variables has met convergence validity because it has a value of loading factor more than 0.60. In conclusion the construct for all variables can be used to test the hypothesis.

Discriminant validity of a model is considered good if each loading value of each indicator from latent variable has the highest loading value with the value from other latent variables. The value of loading factor for indicators of latent variables has a value of loading factor greater than the value from other latent variables. It can be concluded latent variables have good discriminant validity.

The validity and reliability criteria can be seen from the reliability value of a construct and the value of Average Variance Extracted (AVE) of each construct. High reliability if the value is 0.70 and AVE is 0.50. In the following table, the Composite Reliability and AVE values will be presented for all variables.

Table 4 Composite Reliability and Average Variance Extracted

	Cronbach Alpha	rho_A	Composite Reliability	AVE
Organizational Commitment	0.906	0.911	0.928	0.682
Interpersonal Communication	0.705	0.711	0.818	0.529
OCB	0.9	0.906	0.92	0.591

Source: Results of data processing, 2019

Based on the result, it can be concluded that all constructs meet reliable criteria, this is indicated by the composite reliability value of > 0.70 and AVE > 0.50 as recommended criteria. The structural model or inner model is evaluated by looking at R² for the latent construct dependent by using the Stone-Geisser Q Square test and looking at the coefficient of the structural path. The results of the PLS R-Squares present the amount of variance from the construct described by the model. The following Table is the results of calculating the R-Squares value:

Table 5 R-Square Value

	R Square	R Square Adjusted
Organizational Commitment	0.166	0.145
Organizational Citizenship Behavior	0.623	0.608

Source: Results of data processing, 2019

This study uses 2 variables that are influenced by other variables, organizational commitment variables influenced by interpersonal communication, and Organizational Citizenship Behavior influenced by interpersonal communication and organizational commitment. R-square value for the organizational commitment variable obtained at 0.166 and for the OCB variable obtained at 0.623. These results indicate that 16.6% of organizational commitment variables are influenced by

interpersonal communication and 62.3% of OCB variables are influenced by interpersonal communication and organizational commitment.

The hypothesis testing in this study is the value in the result for inner weight output. The estimated output results for testing structural models can be seen in the following table:

Table 6 Result For Inner Weights

	Original Sampel	Sample Mean	Standar Deviation	T Statistic	P Value
Organizational Commitment -OCB	0.650	0.644	0.073	8.883	0.000
Interpersonal Communication - Organizational Commitment	0.276	0.297	0.104	2.661	0.008
Interpersonal Communication -OCB	0.241	0.252	0.086	2.815	0.005

Source: Results of data processing, 2019

First hypothesis examines the effect of interpersonal communication on Organizational Citizenship Behavior. Based on the results, it can be interpreted that Interpersonal Communication has a significant and positive effect on Organizational Citizenship Behavior. Interpersonal Communication is a driving factor for Organizational Citizenship Behavior. The results of research conducted by Anam (2017), interpersonal communication has a positive and significant effect on Organizational Citizenship Behavior (OCB). Increasing communication practices in an organization will increase organizational citizenship behavior in a better direction.

Downs and Hazen (2008) suggest that communication models that attract attention are in the coding process (deciding what and how to communicate) and decoding (interpreting messages). The development of two-way communication between individuals will produce a feedback process that is more effective than one-way communication. Interpersonal communication has an impact on the substance of the message, the relationship between the communicator.

Interpersonal Communication has been implemented in the Agam District Government. Interpersonal communication is an interaction between people, two directions, verbal and nonverbal. The purpose of verbal is two-way communication through words. Nonverbal is two-way communication is carried out through cues (hands, eyes, nodding / shaking head) and others. Communication is carried out by informants (communicators) with the recipient of the message (client).

The second hypothesis examines the effect of Organizational Commitment on Organizational Citizenship Behavior. Based on the results, it can be shown that organizational commitment has a significant and positive effect on Organizational Citizenship Behavior. It means Organizational Commitment is able to be a driving factor for Organizational Citizenship Behavior.

The research of Anam (2017) that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). The results of the study from Ortiz, Rosario, Eulalia and Gruneiro (2015), found that there was a positive correlation between organizational commitment and OCB indicators. The dimensions of affective and moral commitment have the strongest correlation with the OCB dimension.

Schatz and Schatz (2008) say that commitment is the most fundamental thing in every person in their profession. Without commitment the tasks given are difficult to finish perfectly, because commitment makes someone do something well and full of sincerity. Erdogan and Yildirim (2017) say that commitment is a tendency in a person to be active with full responsibility. Someone who is more actively and full of responsibility in a job will be able to determine decisions.

Hoy and Miskey (2010) say that who have high commitment, usually show their loyalty and professional abilities. High loyalty to superiors or organization shows an attitude that is obedient,

respectful, loyal and disciplined. Loyalty is not shown to be able to survive in an organization and is able not to move to another organization.

The third hypothesis examines the total effect of interpersonal communication and organizational commitment on Organizational Citizenship Behavior. Based on the results, interpersonal communication and organizational commitment together have a significant and positive effect on Organizational Citizenship Behavior. It means interpersonal communication and organizational commitment together can be a driving factor for Government Employee Organizational Behavior. OCB involves several behaviors, including helping people, volunteering for extra tasks and obeying the rules and procedures at work. These behaviors describe "employee added value" and form of pro-social behavior, constructive and meaningful social behavior (Aldag and Resckhe, 2007)

OCB is a behavior in work that is not contained in a formal job description but is highly valued when displayed by employees because it will increase the effectiveness and survival of the organization (Katz, 2004). Organ (2008) describes OCB as a behavior is an individual choice and initiative, not related to the formal reward system in the organization. This means that the behavior is not included in the work requirements or job descriptions. So, it can be concluded that Organizational Citizenship Behavior (OCB) is a voluntary behavior and forced on things that prioritize organizational interests, is an individual behavior as a manifestation of satisfaction based on performance and not formally, and not directly related and openly with a formal reward system.

Conclusions

Based on the results of the research, some conclusions can be drawn: Interpersonal Communication has a positive and significant effect on Organizational Citizenship Behavior, Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior, and Interpersonal Communication and Organizational Commitment have a positive and significant effect on Organizational Citizenship Behavior simultaneously.

This study contributes to the investigation of Organizational Citizenship Behavior theory by considering the nature of the relationship between Organizational commitment and interpersonal communication. Overall, our study showed that this relationship is positive and significant and that organizational commitment on Organizational Citizenship Behavior and job satisfaction on Organizational Citizenship Behavior appear to mutually influence each other. Research is expected to contribute to the organization's leadership towards the success of the work program in the Agam District Government, especially in terms of policy making and operational steps in accordance with the actual field conditions. As an input for the Agam District Government, it is important to implement operational mechanisms with applicable regulations so that employee OCBs can be implemented.

Based on the results of the research and conclusions obtained in this study, the suggestions that can be given by the author are to increase Organizational Citizenship Behavior as follows: first, Increasing employee organizational commitment by making employees happy to spend the rest of their careers in this organization, feeling this organizational problem is their own problem, feeling like 'part of the family' in this organization, feeling 'emotionally bound' with this organization, an organization that has many meanings for employees, and strong sense of belonging to this organization. Second, improve interpersonal communication by making the interaction of employees who help in planning further work, able to learn the language and culture of someone who is often invited to interact, can express messages effectively in oral presentations, and can communicate messages effectively in writing

This study showed that organizational commitment had a significant effect on Organizational Citizenship Behavior and interpersonal communication had a significant effect on Organizational Citizenship Behavior. But this study has several limitations such as: first, sample selection is only for government organizations which may result differently from non-government organizations or private organizations. Second, there are many factors that can affect Organizational Citizenship Behavior such as work motivation, job satisfaction, compensation, leadership, and others. Third, there

is still a need to explore other factors that affect Organizational Citizenship Behavior and the benefits caused by Organizational Citizenship Behavior such as work performance or organization performance. It is expected that further research to select a wider sample is not only limited to one organization. Future research also explores other variables in influencing Organizational Citizenship Behavior.

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