

RELATIONSHIP BETWEEN INTERPERSONAL COMMUNICATION WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EMPLOYEES OF HUMAN RESOURCES DEPARTMENT PT. SEMEN PADANG

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ABSTRACT

This study discusses the relationship between interpersonal communication and organizational citizenship behavior on employees of human resources department PT. Semen Padang. The independent variable in this study is the interpersonal communication variables that are accepted are the behavior of the citizens of the organization. The measuring instrument used in this study is the scale of interpersonal communication and the scale of organizational citizenship behavior. The technique of taking samples in this study using saturated sample techniques. The sample in this study were 70 employees of the Human Resources Department of PT. Semen Padang. Validity and reliability test in this study using Alpha Cronbach technique. The results of the validity coefficient on the scale of interpersonal communication meetings from $r = 0.323$ to $r = 0.680$ and reliability of $\alpha = 0.939$ while on the OCB scale the value of the power index is different from $r = 0.336$ with $r = 0.833$ with reliability according to $\alpha = 0.947$. data, obtained an estimated value of $r = 0.455$ with a significance level of 0.000 which means the hypothesis is accepted. This shows that there is a significant relationship between interpersonal communication and organizational citizenship behavior on employees of human resources department PT. Semen Padang PT. Semen Padang.

Keywords: Interpersonal Communication, Organizational Citizenship Behavior, Employee.

PRELIMINARY

In this era of globalization, more and more people are competing to become employees for various reasons. However, the development of an increasingly advanced industrial and organizational world now demands intense competition among companies which impacts on the selectivity of companies filtering job seekers who will apply to their companies. This action is not without reason, because in reality the company certainly wants human resources that are in accordance with the company's vision and mission. One of them is human resources that can give more to the company.

Amanda (2014) said that effective organizations need employees who not only carry out certain roles, but also require employees who want to carry out behavior that is outside their formal obligations or perform extra role behaviors. This behavior in the context of industrial psychology and organization is known as organizational citizenship behavior. Hardaningtyas (in Setyawanti, 2012) revealed that OCB is more related to how employees act as social beings. OCB is a manifestation of voluntary activities of members of organizations that support organizational functions so that this behavior is more altruistic which is expressed in a form of concrete action that shows an attitude of selflessness and attention to the welfare of others. To do good things, a person is not always controlled by something that benefits him. With good

communication skills and empathy, employees can understand other people and their environment and can balance the individual values they adhere to with values that are trusted by their environment, so that behavior emerges as a good citizen.

Many factors influence an employee so that employees are willing to display behaviors such as OCB to become a good citizen. George and Brief (in Novianto, 2009) argue that the quality of interaction between fellow employees and the working group climate will positively influence a person's mood in making decisions to take action to help others. Good interactions among organizational members will be able to form associative communication patterns. Quality interactions between employees can occur if among employees there is effective communication (Hermawan, 2008). If employees already have good and effective interpersonal communication, then of course there will be similarities in meaning that are expected to be the same, appropriate and associative collective action.

Based on the results of observations and interviews, it was found that indeed employees focus busy to achieve their employment targets, employees revealed that indeed there is still a lack of altruism behavior in their work environment, it is caused by several things such as employees only focus on completing individual tasks that cause lack openness in communication, this also has an impact on the lack of OCB behavior among employees. When their work is difficult, their coworkers only give assistance with advice without any concrete action to help with various reasons such as lack of understanding, other matters, fear of being wrong, and not feeling authorized to do it.

LITERATURE REVIEW

A. *Organizational Citizenship Behavior*

Kartz (in Sumiyarsih et al., 2012) emphasizes that Organizational Citizenship Behavior is cooperative and mutually helpful behaviors that are outside the formal requirements that are very important for the functioning of an organization. According to Organ (in Kusumajati, 2014) Organizational Citizenship Behavior (OCB) is freedom of individual behavior, which is indirectly or explicitly recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions. OCB is also a behavior and attitude that benefits organizations that cannot be grown on the basis of formal role obligations or in the form of contracts or compensation. Greenberg & Baron (in Sumiyarsih et al., 2012) defines OCB as behavior that is informal, exceeds the normal expectations of the organization and all of them ultimately can make the welfare of the organization.

OCB Dimensions

According to the Organ (in Dewi & Fransistya, 2017) there are five dimensions to OCB namely:

- a. Altruism, is the behavior of employees in helping coworkers who experience difficulties in the situation being faced both regarding tasks in the organization and personal problems.
- b. Courtesy, is the behavior of maintaining good relations with colleagues to avoid interpersonal problems.
- c. Sportmanship, is a behavior that tolerates less ideal conditions in the organization without raising objections.
- d. Conscientiousness, is the behavior shown by trying to exceed what is expected by the company.
- e. Civic virtue, is a behavior that indicates responsibility for the life of the organization.

B. Interpersonal Communication

According to De Vito (in Liliweri, 1997) interpersonal communication or interpersonal communication is the sending of messages from someone and accepted by others with direct effects and feedback. Meanwhile according to Effendy (in Liliweri, 1997) in essence interpersonal communication or interpersonal communication is communication between a communicator and communicant. This type of communication is considered the most effective way to change attitudes, opinions, or human behavior because the process is dialogic. Luthans (in Oktavia, 2016) also reveals that interpersonal communication is a basic method that influences basic changes in behavior.

Aspect of Interpersonal Communication

According to De Vito (in Walgito, 2006) there are five aspects of effective interpersonal communication:

- a. Openness, openness in interpersonal communication, including containing the desire to express themselves (self-disclose) when giving information about oneself which is generally hidden. Bilateral self-disclosure and reciprocal information exchange.
- b. Empathy, feel like what others feel or experience as experienced by others without losing their identity.
- c. Supportiveness, if in communication someone evaluates positively towards others, then it will give support to him. Conversely, if the evaluation is negative, people will not give support to him.
- d. Positiveness, a person's feelings (positive or negative) will be clearly seen during the conversation and will affect the satisfaction or dissatisfaction of the interaction, interpersonal communication requires positive thinking, especially to the person invited to communicate in addition to a positive attitude to themselves and the communication situation.
- e. Equality, recognition that both parties have interests and acknowledgment that both parties are equally valuable and need each other.

METODOLOGY

A. Identification Of Research Variable

The variables measured in this study are as follows:

Independent Variable : Interpersonal Communication

Dependent Variable : Organizational Citizenship Behavior

B. Research Populations and Samples

Populations

The population in this study were 70 employees of the Human Resources Department PT. Semen Padang.

Sample

The sampling technique used in this study is saturated sampling, which is a sampling technique if all members of the population are used as samples (Sugiyono, 2013). In this study, the sample was 70 employees from the human resources department of PT Semen Padang.

C. Research Measurement

The data collection method used in this study is a scale method. According to Azwar (2014) the reason for using the scale method is because the subject is the person who knows

best about himself. The scale used in this study is the scale of interpersonal communication and organizational citizenship behavior with the Likert model, namely a method of attitude statement that uses the subject's response as a value determinant that has been modified into four alternative answers and items in this scale are grouped in favorable and unfavorable items. . The scale form used to measure interpersonal communication and the scale of organizational citizenship behavior uses four alternative answers, namely SS (Strongly Agree), S (Agree), TS (Disagree), and STS (Strongly Disagree). Scoring criteria for the scale of interpersonal communication and organizational citizenship behavior with the following conditions:

Table 1. Scoring Criteria

Answer	Scor	
	Favorable	Unfavorable
Strongly agree (SS)	4	1
Agree (S)	3	2
Disagree (TS)	2	3
Strongly disagree (STS)	1	4

D. Data Analysis Technique

The scale in this study was analyzed using the Pearson Product Moment correlation technique, which is one technique to find the degree of closeness or attachment between independent variables and the dependent variable (Azwar, 2012). The scale of this study goes through various stages of analysis, using the help of the SPSS version 22.0 for Windows. The stages of analysis carried out are:

a. Normality Test

The normality test aims to find out whether the data in this study has been distributed in accordance with the principles of normal distribution so that it can be generalized to the population. Normality test is done to find out whether the distribution of a data is normal or not. Distribution normality test in this study was conducted for prove that the data of all variables in the form of scores obtained from the results of the study are spread according to normal rules. Normality test in this study using one sample test from Kolmogorov Smirnov with the help of the SPSS program version 22.0 for windows (Azwar, 2012).

b. Linearity Test

Linearity test aims to prove whether the independent variable has a linear relationship with the dependent variable. The statistical model used to see the linearity of the two variables uses test for linearity with the SPSS version 22.0 for windows (Azwar, 2012).

c. Test the Hypothesis

Hypothesis testing aims to find out whether conclusions in the sample can apply to the population or can be generalized (Priyatno, 2013). The hypothesis testing in this study uses the Product Moment Person correlation technique to find the relationship of the dependent variable with the independent variable. The correlation hypothesis test used in this study is if $p < 0.05$, it is said that the two research variables have significant relationship contributions. The research data was analyzed using SPSS version 22.0 for Windows.

RESULT

Hypothesis Test Result

Hypothesis testing aims to find out whether conclusions in the sample can apply to the population or can be generalized (Priyatno, 2013). Test the hypothesis in this study using the product moment correlation technique from Pearson using the help of a computer program. Based on the results of data processing regarding the relationship between interpersonal

communication and OCB in the human resources department of PT. Semen Padang employees as many as 70 people, the following results were obtained:

Table 2. Corellations Test

N	P	Correlations Value (r)
70	0,000	0,455

Based on the description of the table above, the correlation coefficient between interpersonal communication variables and OCB variables was obtained by $r = 0.455$ with a significance level of $p = 0.000$, it can be concluded that there is a relationship between interpersonal communication and OCB with the direction of positive relationships. This means that if interpersonal communication is effective, there will be a high OCB behavior, and vice versa if interpersonal communication is not effective or bad then OCB behavior will be low.

The following is a descriptive statistical table of interpersonal communication variables and OCB based on the empirical mean as follows:

Table 3. Descriptive Statistic

Variable	N	Mean	Std.Deviation	Minimum	Maximum
Interpersonal Communications	70	99,20	3,110	93	107
OCB	70	113,59	3,653	106	122

Data analysis was carried out on the assessment of the study sample scores, both on interpersonal and OCB communication totaling 70 people. Data analysis was conducted to determine the differences in the categories of interpersonal and OCB communication sample scores. Based on empirical mean values, the sample scores can be categorized into three categories, namely high, medium and low (Azwar, 2012).

Table 4. Categorization Norms

Norm	Categorizations
$X < (\mu - 1,0\sigma)$	Low
$(\mu - 1,0\sigma) \leq X < (\mu + 1,0\sigma)$	Medium
$(\mu + 1,0\sigma) \geq X$	Height

Informations :

μ = Mean

σ = Standar deviation

X = Sample raw score

Table 5. Grouping Subject Categories

Variable	Scor	Total	Percentage	Category
Interpersonal Communications	<96	8	11%	Low
	96-102	53	76%	Medium
	≥ 102	9	13%	High
OCB	<109	5	7%	Low
	109-117	52	74%	Medium
	≥ 117	13	19%	High

Based on the table above, it can be seen that 11% interpersonal communication is categorized as low, 76% interpersonal communication in the medium category and 13% interpersonal communication in the high category whereas for the OCB variable it can be seen that 7% OCB is low, 74% OCB in the medium category and at 19% OCB in the high category.

DISCUSSION

This study aims to determine the relationship between interpersonal communication with organizational citizenship behavior in employees of the human resources department of PT Semen Padang. Based on the hypothesis test conducted, it shows that there is a significant relationship between interpersonal communication and organizational citizenship behavior in employees of the human resources department of PT. Padang, which is shown by the number of the rxy correlation coefficient = 0.455 with a significance level of correlation $p = 0,000$. Positive values on the correlation coefficient indicate a positive relationship between interpersonal communication with organizational citizenship behavior in the human resources department of PT Semen Padang, meaning that the higher the level of interpersonal communication, the higher the organizational behavior of citizenship behavior displayed by employees, and the lower the lower the level of interpersonal communication, the lower the level of organizational citizenship behavior displayed by employees.

Many factors influence an employee so that employees are willing to display behaviors such as OCB to become a good citizen. George and Brief (in Novianto, 2009) argue that the quality of interactions between fellow employees and the working group climate will positively influence a person's mood in making decisions to help others.

Good interactions among organizational members will be able to form associative communication patterns. Quality interactions between employees can occur if among employees there is effective interpersonal communication (Hermawan, 2008).

Shweta and Srirang (2010) also say there are several factors that influence the emergence of OCB behavior in the organization namely, individual disposition and individual motives, group cohesiveness, leadership, member attitudes (organizational commitment) and interpersonal communication. If employees already have good and effective interpersonal communication, then of course there will be similarities in meaning that are expected to be the same, appropriate and associative collective action. Effective interpersonal communication is expected to assist employees in realizing collective behavior whether in the role or extra role cause in the organization certainly will not be separated from how human resources work in it.

Judging from the descriptive assessment of 70 PT Semen Padang employees in the human resources department, it can be seen that 11% interpersonal communication is categorized as low, 76% interpersonal communication in the middle category and 13% interpersonal communication in the high category while the OCB variable is illustrated that 7% OCB in the low category is 74% OCB in the medium category and 19% OCB in the high category. The effective contribution of interpersonal communication to OCB is 21% while 79% is influenced by other factors such as individual disposition and individual motives, group cohesiveness, organizational justice, quality of superior and subordinate interactions and member attitudes (Shweta and Srirang, 2010).

CONCLUSION

Based on the results of the analysis and discussion described earlier, then conclusions are drawn which are also answers to the objectives of this study, namely:

There is a significant positive relationship between interpersonal communication with organizational citizenship behavior on employees of the Human Resources Department PT. Semen Padang. The level of interpersonal communication and the level of organizational citizenship behavior in this study are classified as moderate. The contribution of interpersonal

communication to organizational citizenship behavior in employees of the Human Resources Department PT. Semen Padang at 21%.

ADVICE

Further researchers are expected to develop and consider other variables related to interpersonal communication and organizational citizenship behavior to further enrich research in the field of psychology, especially in the fields of industry and organizations.

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