

The Influence of Leadership and Work Communication on Organizational Citizenship Behavior

Melawati Dewi¹, Edy Hartono², Sandi Nasrudin Wibowo^{3*}

Faculty of Economics, Management, Universitas Swadaya Gunung Jati, Cirebon,
Indonesia^{1,2,3}

sandi.nwibowo@ugj.ac.id³

Abstract

This study aims to determine the effect of leadership and work communication partially or simultaneously on OCB. The sampling technique is random sampling. The population in this study was 191 and the sample taken was 66 respondents. The results of this study indicate that leadership has a significant effect on OCB seen from t that is $10,805 > 1,669$ and the value (sig) $0.000 < 0.05$, work communication has a positive and significant effect on OCB seen also from t that is $10,817 > 1,669$ and the value (sig) $0.000 < 0.05$ and the variables of leadership and work communication (simultaneous) have a positive and significant effect on OCB which is indicated by $F_{count} > F_{table}$, namely $101.208 > 3.14$ and the value (sig) $0.000 < 0.05$.

Keywords: Leadership, Work Communication, and Organizational Citizenship Behavior

INTRODUCTION

Organizational Citizenship Behavior (OCB) is the positive behavior of people in the organization, which is expressed in the form of a conscious and voluntary willingness to work. The emergence of Organizational Citizenship Behavior (OCB) has a positive impact not only on the employees themselves, but also contributes to the company more than what is formally required by the company. OCB can occur in private companies or companies owned by local governments.

Regional Companies are all companies established under the law. There are several regional companies established in Cirebon City according to their respective areas of work. One form of company in the City of Cirebon is the Regional Public Company for Drinking Water Tirta Giri Nata, Cirebon City. The Tirta Giri Nata Regional Public Drinking Water Company, Cirebon City, which is engaged in drinking water supply services, serves the water needs of the citizens of Cirebon City and has a role as a means of providing clean water which is supervised by the local government, along with the increase in population and economic activities of the community, the needs Water has also increased, both in terms of quantity and quality.

The following is data on Organizational Citizenship Behavior (OCB), which is about a Special Assignment Letter outside the job description or outside the work responsibilities. This task is assigned to all Section Heads and is carried out voluntarily and consciously.

Table 1

Special Assignment Letter

About	ASSIGN
Public Accounting Firm (KAP)	Person responsible:
Audit Result Report	1. Directors of the Tirta Giri Nata Regional
(Director of the Tirta Giri Nata	Public Drinking Water Company, Cirebon City
Regional Public Water	Chairman:
Company, Cirebon City)	1. Head of SPI
	Vice Chairman:
	1. Head of SPP
	Secretary:
	1. Head of Personnel

2. Head of Career Development and Welfare

3. Head of Personnel Information System

Member:

1. Head of General Affairs and Equipment

2. Head of Subscription Services Bagian

3. Head of Production

4. Head of Perwastek

5. Head of Production

Source: PERUMDA Tirta Giri Nata Assignment Letter, Cirebon City

Based on the table regarding the assignment letter of the Regional Public Company for Drinking Water Tirta Giri Nata, Cirebon City regarding the OCB variable, the assignment is regarding the Audit Report with Financial Accounting Standards for Entities Without Public Accountability (ETAP) applicable in Indonesia. Regarding the Audit Report assigning the Heads of Sections. All the Heads of Sections participated in the Financial Audit assignments voluntarily and consciously, not only voluntarily but the Heads of Sections also often worked overtime outside office hours in order to produce Audit Reports with the applicable Financial Accounting Standards for Entities Without Public Accountability (ETAP). in Indonesia. In today's world of work, where tasks are increasingly being done in teams and flexibility is essential. Companies need members who pay attention to Organizational Citizenship Behavior (OCB), such as helping other individuals on the team, volunteering to do extra work, avoiding unnecessary conflicts, and by tolerating company-related distractions. In order for the extra-role behavior or Organizational Citizenship Behavior (OCB) of employees to be displayed properly, the effectiveness of the role of a leader is very necessary.

The factors that influence Organizational Citizenship Behavior (OCB) are leadership, because leadership is very influential on Organizational Citizenship Behavior (OCB) and can also contribute to a stronger development of perceptions of organizational and individual facilities. Leadership according to Affandi (2018) is an activity to be able to influence people to be directed to achieve organizational goals. Leadership can also be interpreted as the process of influencing the group towards the achievement of goals.

Another aspect that can affect Organizational Citizenship Behavior (OCB) is communication. Communication is very important for all companies because the purpose of communication is to convey different opinions, both from employees and superiors and the importance of communication in the organization can be seen through a good or appropriate communication strategy, so that all problems that arise can be resolved. Because through

effective and quality communication can form and strengthen positive attitudes of employees as a form of Organizational Citizenship Behavior (OCB). Communication can be interpreted as sharing information with someone, exchanging ideas with someone, talking to someone, and so on. According to Afandi(2018) argues that communication is a way to convey a message in any form that is meaningful as thoughts and feelings in the form of information, ideas, beliefs, hopes, and so on. In terms of communication that occurs between employees, good communication will also influence the positive behavior of employees as a reflection of Organizational Citizenship Behavior (OCB), so that employees are able to acquire, develop and complete the tasks they carry out (Anam, 2017).

This research is also supported by several previous studies such as that conducted by Setiani & Hidayat (2020) which states that leadership has a positive and significant effect on OCB. Another study which states the same thing is Winarto & Purba(2018). Different results were obtained in the study by Idris et al(2021) which states that leadership has no effect on OCB. Furthermore, the research on communication variables on OCB conducted by (Yildirim, 2014) states that there is an effect of communication on OCB. The same result was also carried out by Anam(2017) and Dewinda & Annisa(2019). Then other research on leadership and communication variables on OCB which states that there is an influence, namely research by (Triyanthi & Subudi, 2018) and Komang et al(2017).

Based on the explanation above, the purpose of this study is to determine and analyze the influence of leadership and work communication on Organizational Citizenship Behavior (OCB) of the Tirta Giri Nata Regional Public Water Company, Cirebon City, either partially or simultaneously.

Literature review

Leaders have a responsibility both physically and spiritually for the success of the work activities they lead, so being a leader is not easy and not everyone will have the same in carrying out their leadership. (Lasut et al., 2019). Leadership is an action that influences other people or their subordinates to cooperate to achieve certain goals (Edison et al., 2018). Based on this explanation, it can be concluded that leadership is someone who has an important role in the organization and is responsible for what he does.

Communicating can be interpreted as trying to achieve the same meaning or meaning, "commonness" or through communication trying to share information, ideas or attitudes with other participants. (Son, 2016). Communication is a way to convey a message in any form that is meaningful as thoughts and feelings in the form of information, ideas, beliefs, hopes and so on. It is a guide that one person gives to another (Afandi, 2018). So it can be concluded that communication is a process of delivering messages that can be in the form of information, ideas, emotions, skills, and so on through symbols or symbols that can cause effects in the form of behavior carried out by certain media.

According to Robbins and Hakim (2013) in the Journal of Nisa et al., (2018) shows that Organizational Citizenship Behavior (OCB) is a preferred behavior that is not part of an employee's formal job obligations, but supports the effective functioning of the organization. Organizational Citizenship Behavior (OCB) is a person's freedom to behave outside of the duties and regulations of the organization so that they cannot be rewarded by the organization but if done by employees it can improve the functioning of the organization, thus Organizational Citizenship Behavior (OCB) is expected to be able to encourage progress and achieve company goals (Setiani & Hidayat, 2020). Furthermore, according to Winarto & Purba(2018) states that OCB is an individual behavior, which if carried out in aggregate/together by all individuals in an organization, will improve the function and effectiveness of the organization. According to Titisari(2014) suggested that the focus of

Organizational Citizenship Behavior (OCB) is to identify employee behavior that is often measured using traditional employee performance measurement tools. From the above understanding that Organizational Citizenship Behavior (OCB) is a behavior where employees show behavior that exceeds orders or demands from superiors.

Hypothesis

Based on the theory and findings above, the research hypothesis can be formulated as follows:

- H1 :Leadership influences Organizational Citizenship Behavior (OCB).
 H2 : Work Communication has an effect on Organizational Citizenship Behavior (OCB).
 H3 :Leadership and Communication simultaneously affect Organizational Citizenship Behavior (OCB).

RESEARCH METHODS

The type of research that will be used is quantitative method. Sugiyono(2018) argued that "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine a particular population or sample, collect data using research instruments, analyze quantitative/statistical data, with the aim of testing the applied hypothesis". tested using statistical test equipment using the associative method. The associative method according to Sugiyono(2018) is "Associative research is a research problem formulation that asks the relationship between two or more variables".

The population in this study were 191 employees of the Tirta Giri Nata Regional Drinking Water Company, Cirebon City. This study selected 191 objects or populations at PDAM Tirta Giri Nata, Cirebon City, West Java. The sample in this study used the Probability Sampling method with the type of Simple Random Sampling. Definition of random sampling according to Sugiyono(2018) explained that "The Probability Sampling Method is a sampling technique that provides equal opportunities for each (member) of the population to be selected as a member of the sample".

The sampling system uses the Simple Random Sampling technique, Sugiyono(2018) states that "Simple Random Sampling can be said to be a (simple) sample because the sampling of members of the population is carried out randomly without regard to starting in the population". The sample in this study were employees of the Tirta Giri Nata Regional Water Company, Cirebon City, West Java. In the sample random sampling In this case, the population is 191 permanent employees. To determine the number of samples in this study using the Slovin formula.

RESULTS AND DISCUSSION

Based on testing with the help of SPSS For Windows 25.0, the results can be presented as in table 4.20

Table 2
Multiple Linear Regression Calculation Results

Model	coefficient			T	Signat ure
	Non-standard coefficient	Standard Coefficien t			

		B	Std. Error	Beta		
1	(Constant)	3,310	2,599		1,273	,208
	Leadership	,489	,088	,474	5.553	,000
	Communicati on_Work	,609	,109	,475	5.566	,000

a. Dependent Variable: Organizational_Citizenship_Behavior

The linear regression equation above shows the direction of each independent variable to the dependent variable which can be described as follows:

- 1). The constant value is 0.310. This means that if the value of leadership and work communication is 0, then Organizational Citizenship Behavior is 3.310.
- 2). The regression coefficient for the leadership variable is 0.489, which means that there is a positive (unidirectional) relationship between leadership and OCB. This means that for every increase in the leadership variable by 1 OCB, it is 0.489.
- 3). The regression coefficient for the work communication variable is 0.609, which means that there is a positive (unidirectional) relationship between work communication and OCB. This means that every increase in the work communication variable is 1, OCB is 0.609.

Test results

Table 3
Hypothesis Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardize	t	Sig.
		B	Std. Error	d Coefficients		
1	(Constant)	6,257	3.084		2.029	0.047
	Leadership	,830	,077	,804	10,805	,000

a. Dependent Variable: Organizational_Citizenship_Behavior

Based on the table above, it can be concluded that the leadership variable has an influence on organizational citizenship behavior. This is evidenced by the p-value (Sig) < 0.05, namely $0.000 < 0.05$ and the value of $t_{hitung} >$ that is $10,805 > 1,669$ then H_0 is rejected and H_a is accepted t_{tabel} . So it can be concluded that the leadership variable has a positive and significant effect on organizational citizenship behavior.

Table 4

Hypothesis Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,398	2,607		4,372	,000
	Communication_Work	1.030	,095	,804	10,817	,000

a. Dependent Variable: Organizational_Citizenship_Behavior

Based on the table above, it can be concluded that the work communication variable has an influence on organizational citizenship behavior. This is evidenced by the p-value (Sig) < 0.05, namely $0.000 < 0.05$ and the value of $t_{hitung} >$ that is $10,817 > 1,669$ then H_0 is rejected and H_a is accepted t_{tabel} . So it can be concluded that the work communication variable has a positive and significant effect on organizational citizenship behavior.

Discussion

The Effect of Leadership (X1) on Organizational Citizenship Behavior (Y)

Based on the average score of the questionnaire results from the analysis of the frequency distribution for the Leadership variable at the Regional Public Company (Perumda) Water Drinking Tirta Gini Nata City number 9 with an average score of 3.51, the leadership always respects the differences of opinion of members to achieve common goals, meaning According to the author, there must be a separate leader's performance appraisal or appraiser for the leader because with this evaluation or opinion the leader will listen to the opinions of subordinates and for the highest average value there is statement number 1 with a score of 4.15, namely the leader has a good strategy. clear and realistic. This means that the average answer on the leadership variable has a score of 3.95,

Based on the results of the first hypothesis, namely regarding the leadership variable in *civic organizational behavior* with p-value (Sig) < 0.05 that is $0.000 < 0.05$ and the value of $t_{hitung} >$ that is $10,805 > 1,669$ then H_0 is rejected and H_a is accepted t_{tabel} . So it can be concluded that the leadership variable has a positive and significant effect on organizational citizenship behavior. These results are in accordance with research conducted by Setiani & Hidayat (2020) which states that leadership has a positive and significant effect on OCB. Another study which states the same thing is Winarto & Purba (2018).

The Effect of Work Communication (X2) on Organizational Citizenship Behavior (Y)

Based on the average score of the questionnaire results from the analysis of the frequency distribution for the work communication variable in the Regional Public Company (Perumda) Water Drinking Tirta Gini Nata City number 4 with an average score of 3.72, namely in communicating I always use good language accompanied by language. a polite body, meaning that according to the author there is more approach between employees or other people then

creating comfort between circumstances so that to communicate they will feel comfortable and the highest average value is in statements number 2 and 1 with a score of 4.05, namely I am always polite in communicate with colleagues and in the work communication process, employees can understand task information clearly. This means that the average answer on the communication variable shows that the average answer on the work communication variable has a score of 2.72, meaning that work communication can be said to be moderate because it is in the interval 2.60 - 3.39 of the assessment criteria.

Based on the results of the second hypothesis regarding the work communication variable *at citizenship organizational behavior* that the communication variable has an influence on organizational citizenship behavior. This is evidenced by the p-value (Sig) < 0.05, namely $0.000 < 0.05$ and the value of $t_{hitung} > t_{tabel}$ that is $10,817 > 1,669$ then H_0 is rejected and H_a is accepted. So it can be concluded that the work communication variable has a positive and significant effect on organizational citizenship behavior. Previous research which states the same results is research from Anam(2017) and Dewinda & Annisa(2019).

The Effect of Leadership (X1) and Work Communication (X2) Together on Organizational Citizenship Behavior (Y)

Based on the average score of the questionnaire results from the analysis of the frequency distribution for the variable *citizenship organizational behavior* at the Regional Public Company (Perumda) Drinking Water Tirta Gini, Nata City number 3 with an average score of 3.80, namely I have a work attitude that exceeds what is expected, meaning that according to the author the variable *citizenship organizational behavior* improved again by means of training in kinejer so that they have a work attitude beyond their capabilities and the highest average value is in statement number 1 with a score of 4.09, namely employees have an attitude of helping each other between co-workers. This means that the average answer on the variable Organizational Citizenship Behavior has a score of 3.92, this means that Organizational Citizenship Behavior can be said to be high because it is in the interval 3.40 - 4.19 of the assessment criteria.

Based on the results of the third hypothesis that leadership and work communication have a significant effect on *Organizational behavior of citizenship*. This can be proven by the value of p-value (Sig) < 0.05 which is 0.000 and $F_{count} > F_{table}$ which is $101.208 > 3.14$ which means that the leadership and work communication variables together have a positive and significant effect on *civic organizational behavior*. These results are in accordance with previous research by (Triyanthi & Subudi, 2018) and Komang et al(2017).

Based on the results of data analysis regarding the influence of leadership (X1) and work communication (X2) on Organizational Citizenship Behavior (Y) at PDAM Tirta Giri Nata, Cirebon City, it can be concluded as follows:

1. Leadership has a positive and significant effect on Organizational Citizenship Behavior at the Tirta Giri Nata Regional Drinking Water Company, Cirebon City. This means that the better the leadership policy, the better the Organizational Citizenship Behavior of employees.
2. Work Communication has a positive and significant effect on Organizational Citizenship Behavior at the Tirta Giri Nata Drinking Water Company, Cirebon City. This means that the better the leadership and work communication that is established.
3. Leadership and Work Communication simultaneously have a positive and significant influence on Organizational Citizenship Behavior at the Tirta Giri Nata Water Supply Company, Cirebon City. This means that the better the leadership and work communication that exists in

the company, it will be able to improve Organizational Citizenship Behavior in employees

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