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The Effect of Servant Leadership and Trust in Leadership on Organizational Citizenship Behavior with Interpersonal Communication Mediation

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Abstract. The purpose of this study was to analyze the effect of servant leadership and trust in leadership on interpersonal communication and organizational citizenship behavior (OCB). In addition, this study also aims to analyze the role of interpersonal communication as a mediation on the effect of servant leadership and trust in leadership on OCB among employees at the Faculty of Economics and Business, Udayana University. This study uses an associative approach with a locus at the Faculty of Economics and Business, Udayana University. So that the population of this research is all 122 employees of the Faculty of Economics and Business, University of Udayana, and the sample is taken with saturated sampling technique. Data were collected through a questionnaire and analyzed by path analysis. The results showed that servant leadership and trust in leadership had a positive and significant effect on interpersonal communication. Likewise, servant leadership, trust in leadership, and interpersonal communication also have a positive and significant effect on OCB. Interpersonal communication has also been shown to significantly mediate the effect of servant leadership and trust in leadership on OCB.

Keywords. interpersonal communication; organizational citizenship behavior (OCB); servant leadership; trust in leadership.

1. Introduction

Work dynamics in organizations require individuals who are effective and efficient at work, both personally and in teams. Organizations need to be supported by productive staff, play an active role in conveying ideas and are highly committed to achieving the vision and mission of the organization. Individual behavior that is needed is interpersonal skills which belong to the scope of organizational citizenship behavior (OCB).

Haider et al. (2015) revealed that one of the factors to stimulate staff to implement organizational citizenship behavior is servant leadership. Servant leadership provides flexibility for leaders and staff to carry out activities that benefit each other in the organization and society at large, servant leadership is a leadership style that is selfless, followed by a humble attitude, which believes that being a leader, it is the responsibility to serve staff who work for them (Spears, 2010: 21) in Heider et al., (2015).

Michelle (2010) states, organizational citizenship behavior of organizational members is shown well, so the effectiveness of the role of a leader is needed through trust in leadership. According to Greenleaf (1998: 75) trust in leadership can increase the values of harmony within the company to follow one another in achieving company goals. Therefore, trust in leadership is based on effective communication skills between leaders and staff that must be achieved in theory and practice in order to improve optimal performance.

One of the factors that plays an important role in implementing organizational citizenship behavior on staff is interpersonal communication (Ja'afaru Bambale, Abdu 2014). Interpersonal communication plays an important role for leaders and staff in carrying out the main functions within the organization, namely the function of conditions (control, supervision), motivation, emotional disclosure, and information.

Faculty of Economics and Business, Udayana University as a higher education institution that produces superior, independent, and cultured human resources in Southeast Asia in 2020. Faculty of Economics and Business, Udayana University in carrying out its operations is supported by Educators. The low organizational citizenship behavior of educators is shown from the results of interviews with randomly from each subsection.

The purpose of this study was to analyze the effect of servant leadership and trust in leadership on interpersonal communication and OCB. In addition, this study also aims to analyze the role of interpersonal communication as a mediation on the effect of servant leadership and trust in leadership on OCB among employees at the Faculty of Economics and Business, Udayana University.

2. Literature review

2.1 Social exchange theory

According to Blau, Peter M (1964), in which an exchange theory combines basic human social behavior with the broader structure of society, namely between groups, organizations or countries. Blau's study understands social structure at the level of analysis of the social processes that govern the relationship between individuals and groups. To be precise, investigate how social life is organized in such a way as a complex structure of human relationships.

Blau's concept of social exchange is limited to behavior that brings rewards, that is, behavior that will stop if he assumes that there will be no more reward. The rewards exchanged can be intrinsic (such as love, affection, and appreciation), it can also be extrinsic (such as money or other material goods).

If one group in the association needs something from another group but it is impossible to return it in equal return then four possibilities can occur. First, people can force others to help them. Second, they seek help from other sources to meet their needs. Third, they can survive and live on without getting what they need. Fourth, and most importantly that they can submit to other people who provide assistance to them.

2.2 Leader, leadership style, servant leadership, trust in leadership

Veithzal, et., Al (2004: 65) stated that a leader is a member of a group who is given a certain position and is expected to act according to his position. A leader is someone who has staff or followers for a purpose and his success is greatly influenced by the leadership he has (Edison et al, 2017: 87).

According to Tjiptono (2001: 161) leadership style is a way that leaders interact with their staff. Meanwhile, the leadership style according to Ranupandojo (2002: 224) is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain

goals. Meanwhile, according to the leadership style, it is a comprehensive pattern of the actions of a leader on his staff (Utaminingsih, 2014).

Some experts have suggested that Greenleaf's (1998: 13) definition of servant leadership defines that leaders serve first, can ensure the interests of others, namely the priority to serve. Servant leadership is a leadership style that cares deeply for the growth and dynamics of the life of followers, themselves and their communities. Therefore, leaders tend to serve others first rather than achieve personal ambitions and preferences alone (Fitriani et al. 2016).

Maria's research results (2018) found that servant leadership has a positive and significant effect on interpersonal communication. Adelia et al., (2015) found that servant leadership did not have a significant effect on performance even though it was mediated by organizational citizenship behavior. Even servant leadership needs to understand the characteristics of staff behavior which tend to have a stronger effect on Organizational citizenship behavior.

Liden in Robert et al. (2015) stated that indicators of servant leadership have the following characteristics: (1) emotional healing; (2) creating value for the community; (3) conceptual skills; (4) empowering; (5) helping subordinates grow and succeed; (6) putting subordinates first; (7) behaving ethically. Robbins (2011: 99) adds that trust in leadership is a major attribute associated with leadership, and if trust is fading it will have a serious impact on staff performance. Robbins (2011: 98) states there are five dimensions of trust, namely: (1) integrity; (2) competence; (3) consistency; (4) loyalty; and (5) openness.

2.3 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is a free individual behavior, not directly or explicitly recognized in the reward and promotion system. Organizational citizenship behavior is employee behavior that exceeds the mandatory role, but is not directly or explicitly recognized by the formal reward system. Cem and Suat (2013) define that in general citizenship behavior refers to three elements, namely: obedience, loyalty and participation.

Greenberg and Baron (2011: 421) in (Reed, 2015) state that there are five dimensions of organizational citizenship behavior, namely: (1) altruism/helping; (2) conscientiousness; (3) sportsmanship; (4) courtesy; (5) civic virtue. Graham (1991) suggests three forms of OCB, namely obedience, loyalty, and participation.

2.4 Interpersonal communication

Communication comes from Latin, namely from the word *communo* which means to greet, where the communicator tries to establish a commonality (*communes*) with acceptance. So if we want to communicate with other parties, we must first determine a target as the basis for obtaining the same understanding (Sapril, 2011). Interpersonal communication, in short, is communicating between two or more people who are reciprocal.

The dimensions that determine the effectiveness of interpersonal communication within an organization according to De Vito (1997 in Sapril, 2011) are: (1) being confident; (2) togetherness; (3) interaction management; (4) expressive behavior; (5) orientation to others.

2.5 Conceptual framework and hypotheses

Servant leadership is related to organizational citizenship behavior, so organizational citizenship behavior is closely related to servant leadership (Syahfarnas, 2014; Michelle, 2010; Abdu, 2014; Harwiki, 2016; Maria, 2018; Ilham, 2020). Several studies have also concluded that trust in leadership can affect organizational citizenship behavior (Heider et al., 2015; Bright and Amos, 2014; Erlan, 2013; Robert et al., 2015; Ilham, 2020). Interpersonal communication has also been shown to influence OCB (Hassan et al., 2010; Manoela, 2013; Adelia et al., 2015; Maria, 2018). Meily and Yanuar (2012) stated in their research that servant leadership is related to interpersonal communication. The application of servant leadership has a positive influence on interpersonal communication (Adelia et al., 2015; Fitriani et al., 2016; Tiur, 2013; Harwiki, 2016). Other research also proves that trust in leadership can affect interpersonal

communication (Orebiyi, 2013; Manoela, 2013; Abdu, 2014; Bright and Amos, 2014; Tiur, 2013, Maria, 2018).

Based on a literature review and several previous studies, a conceptual framework for this study can be prepared as shown in Figure 1.

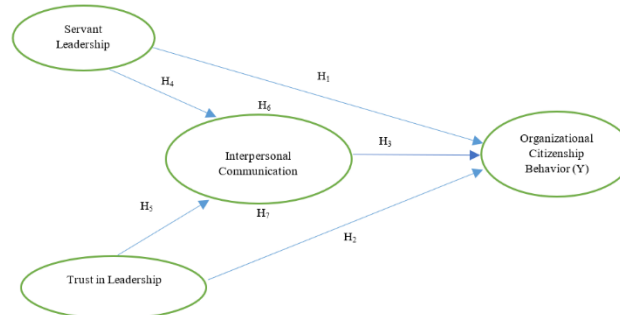


Figure 1. Conceptual framework

In accordance with the conceptual framework in Fig. 1, the hypothesis of this study is as follows.

H1: Servant leadership has a positive and significant effect on organizational citizenship behavior.

H2: Trust in leadership has a positive and significant effect on organizational citizenship behavior (OCB).

H3: Interpersonal communication has a positive and significant effect on organizational citizenship behavior (OCB)

H4: servant leadership has a positive and significant effect on interpersonal communication.

H5: trust in leadership has a positive and significant effect on interpersonal communication.

H6: Interpersonal communication mediates the relationship between servant leadership and organizational citizenship behavior.

H7: Interpersonal communication mediates the relationship between trust in leadership and organizational citizenship behavior

3. Method

This study applies an associative research model (relationship), which is research that aims to determine the relationship of one or more variables (Sugiyono, 2014). The scope of this research includes the research location at the Faculty of Economics and Business, Udayana University. So that the population of this study were all 122 employees at the Faculty of Economics and Business, Udayana University, and all of them were sampled.

The variables in this study were servant leadership and trust in leadership (exogenous variables), OCB (endogenous variables), and interpersonal communication (mediating variables). Data were collected through a questionnaire instrument that had been tested for validity and reliability and then tabulated to be analyzed by path analysis

4. Results and discussion

From the path model formed, there are two structures to analyze. First, analysis of the effect of servant leadership and trust in leadership on interpersonal communication. Second, analysis of the effect of servant leadership, trust in leadership, and interpersonal communication on OCB. From the results of data processing with SPSS, the structural equation model or system of simultaneous equations for the first structure and the second structure, shows the results as in Table 1 and Table 2.

Table 1. Result of Regression Analysis (The Effect of Servant Leadership and Trust in Leadership on Interpersonal Communication)

Model	Unstandardized Coefficient		Standardized Coefficient		Sig.
	Beta	Std. Error	Beta	T	
(Constant)	0.957	0.331		2.891	0.005
Servant Leadership	0.353	0.083	0.326	4.248	0.000
Trust in Leadership	0.396	0.070	0.434	5.650	0.000
R ²	0.406				
F. Statistic	40.709				
Sig. F	0.000				

Table 2. Result of Regression Analysis (The Effect of Servant Leadership, Trust in Leadership, Interpersonal Communication on OCB)

Model	Unstandardized Coefficient		Standardized Coefficient		Sig.
	Beta	Std. Error	Beta	T	
(Constant)	0.151	0.281		0.537	0.593
Servant Leadership	0.342	0.073	0.314	4.665	0.000
Trust in Leadership	0.254	0.065	0.277	3.915	0.000
Interpersonal Communication	0.370	0.075	0.368	4.913	0.000
R ²	0.608				
F. Statistic	60.909				
Sig. F	0.000				

The goodness of fit test can be seen from the structural model goodness of fit in the path analysis in the form of the total coefficient of determination (R² m), which is calculated based on the R² value of each endogenous variable. The model is said to be fit if it is supported by empirical data. By paying attention to the results of the path analysis as presented in Table 5.12 and Table 5.13, it is known that for the interpersonal communication variable (M), the value of R² = 0.406 and for variable organizational citizenship behavior (Y) obtained R² = 0.406. The total determinant value of 0.647 means that 64.7% of empirical data can explain the model, or the model is said to be good. Thus, the model is feasible to provide explanation and hypothesis testing.

Hypotheses were tested by t-test on each of the direct partial influence pathways. The recapitulation of the path analysis results as a basis for testing the hypothesis is presented in Table 3.

Table 3. Recapitulation of Hypotheses Testing

Relation	Regression Coefficient (Standardized)	P-value	Result
Servant Leadership → Organizational Citizenship Behavior	0.314	0.000	Sig.
Trust in Leadership → Organizational Citizenship Behavior	0.277	0.000	Sig.
Interpersonal Communication → Organizational Citizenship Behavior	0.368	0.000	Sig.
Servant Leadership → Interpersonal	0.326	0.000	Sig.

Communication				
Trust in Leadership → Interpersonal Communication	0.434	0.000	Sig.	
Servant Leadership → Interpersonal Communication	0.131	0.000	Sig.	
Communication → Organizational Citizenship Behavior				
Trust in Leadership → Interpersonal Communication	0.147	0.000	Sig.	
Communication → Organizational Citizenship Behavior				

The results of testing the hypotheses of the direct influence pathways can also be seen in Figure 2.

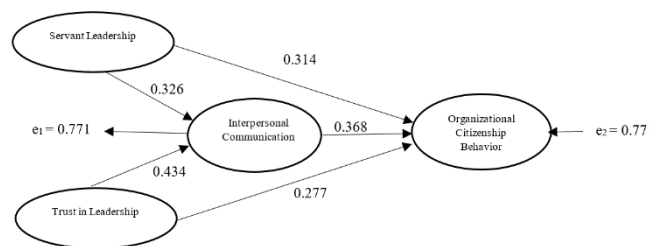


Figure 2. Result of Path Analysis

Based on the results of statistical hypothesis testing in Table 3 and Figure 2, the following results can be explained.

- 1) Servant Leadership (X1) is proven to have a positive and significant effect on OCB (Y), which is indicated by the path coefficient value of 0.342, with a significance level or p value = 0.000, which means very significant. The path coefficient is marked as positive, which means that the increased implementation of servant leadership carried out by a leader in providing guidance and input to staff will be able to realize organizational citizenship behavior. Thus, hypothesis 1 which states that servant leadership has a positive and significant effect on organizational citizenship behavior is supported.
- 2) The effect of Trust In Leadership (X2) on OCB (Y) is proven to have a positive and significant effect, as indicated by the path coefficient value of 0.254, with a significance level or p value = 0.000, which means very significant. The path coefficient is positive, it means that the attitude of trust in leadership will provide high opportunities for the realization of organizational citizenship behavior. Thus, hypothesis 2 which says, trust in leadership has a positive and significant effect on organizational citizenship behavior. Is supported.
- 3) The effect of interpersonal communication (M) on OCB (Y) is proven to have a positive and significant effect, as shown by the path coefficient value of 0.370, with a significance level or p value = 0.000, which means very significant. Path coefficient is marked positive, it can be interpreted that well-executed interpersonal communication such as delivering messages, solving problems together and directly will create organizational citizenship behavior. Thus, hypothesis 3 which says, interpersonal communication has a positive and significant effect on organizational citizenship behavior, is supported.
- 4) Servant Leadership (X1) is proven to have a positive and significant effect on interpersonal communication (M), which is shown by the path coefficient value of 0.353, with a significance level or p value = 0.000, which means very significant. The path coefficient is positive, which means that the increased implementation of servant leadership will be able

to encourage the creation of more effective interpersonal communication. Thus, hypothesis 4 which says, servant leadership has a positive and significant effect on interpersonal communication, is supported.

- 5) The effect of trust in leadership (X2) on interpersonal communication (M) is proven to have a positive and significant effect, as shown by the path coefficient value of 0.396, with a significance level or p value = 0.000, which means very significant. The path coefficient is positive, which means that the increase in trust in leadership will be able to encourage the creation of more effective interpersonal communication. Thus, hypothesis 5 which says, trust in leadership has a positive and significant effect on interpersonal communication, is supported.
- 6) The role of interpersonal communication is proven to mediate the positive effect of servant leadership (X1) on OCB (Y), which is indicated by the path coefficient value of 0.132, with a significant level or p value = 0.000, which means very significant. Path coefficient is marked as positive, which means that the role of interpersonal communication will effectively increase the implementation of servant leadership carried out by a leader so that it plays an important role in realizing organizational citizenship behavior. Thus, hypothesis 6 which says, the role of interpersonal communication mediates the positive influence of servant leadership on organizational citizenship behavior is supported.
- 7) The role of interpersonal communication is proven to mediate the positive influence of trust in leadership (X2) on OCB (Y), which is indicated by the path coefficient value of 0.146, with a significant level or p value = 0,000, which means very significant. The path coefficient is positive, which means that the role of interpersonal communication will effectively increase the trust in leadership of a leader so that this belief will create organizational citizenship behavior. Thus, hypothesis 7 which says, the role of interpersonal communication mediates the positive effect of trust in leadership on organizational citizenship behavior is supported.

To test the significance of the mediating role of interpersonal communication variables, the Sobel formula is used. The results of calculations with the Sobel formula based on the input in Table 1 and Table 2 show that servant leadership and trust in leadership have a significant positive effect on organizational citizenship behavior through interpersonal communication to staff or educators (piercing) at the Faculty of Economics and Business, Udayana University, so it can be said that interpersonal communication is a mediating variable for the effect of servant leadership on organizational citizenship behavior.

5. Conclusions

Servant leadership and trust in leadership have a positive and significant effect on organizational citizenship behavior, meaning that the better implementation of servant leadership, will increase organizational citizenship behavior at the Faculty of Economics and Business, Udayana University. Servant leadership, trust in leadership, and interpersonal communication have a positive and significant influence on organizational citizenship behavior, meaning that the more effective interpersonal communication will have an impact on the good organizational citizenship behavior at the Faculty of Economics and Business, Udayana University.

Interpersonal communication is able to mediate a positive relationship between servant leadership and trust in leadership towards organizational citizenship behavior, meaning that effective interpersonal communication has an important role in implementing servant leadership which will directly increase organizational citizenship behavior at the Faculty of Economics and Business, Udayana University.

The leadership of the Faculty of Economics and Business, Udayana University further improves the application of servant leadership, to further develop themselves by facilitating in participating in training that will improve work skills. In terms of communication, leaders need to encourage staff to be more open to other leaders and staff. For further research, it is suggested that the next researcher can add variables such as work stress, communication style, and work motivation. In addition, further researchers can conduct research at different agencies or institutions such as banks, MSMEs, or state-owned enterprises.

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