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The Impact of Organizational Communication on Organizational Citizenship Behavior

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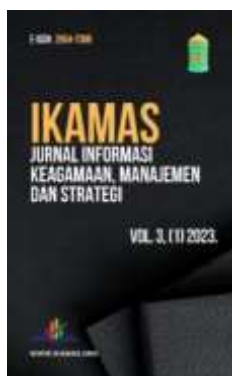
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ABSTRACT

This study aims to determine the relationship between organizational commitment and the behavior of organizational members. Correlation and standardized mean values have been carried out to reveal the effect of organizational communication on organizational citizenship behavior. Employee participation is critical to organizational effectiveness. In this case, the employee in question is an employee who is not only reliable, but also has loyalty and commitment, as well as readiness to provide more performance for the organization, or commonly referred to as behavior. The type of research used is descriptive qualitative, with a phenomenological approach to interpreting phenomena. occurs where the researcher is as an instrument, sampling data sources is done by data collection techniques in the form of interviews. Analysis using descriptive analysis and inferential analysis. The results of the descriptive analysis show that in this study, in the organizational circles communication dimension, only the communication dimension with managers is significantly correlated dimensions of altruism and civic virtue of organizational citizen behavior.

ABSTRACT

Penelitian ini bertujuan untuk mengetahui hubungan antara komitmen organisasi dan perilaku anggota organisasi. Korelasi dan nilai rata-rata standar telah dilakukan untuk mengungkapkan efek dari komunikasi organisasi pada perilaku kewargaan organisasi. Peran serta karyawan sangat penting bagi efektivitas organisasi. Dalam hal ini, karyawan yang dimaksud adalah karyawan yang tidak hanya handal, tetapi juga memiliki loyalitas dan komitmen, serta kesiapan untuk memberikan kinerja lebih bagi organisasi, atau biasa disebut dengan perilaku Jenis penelitian yang digunakan ialah deskriptif kualitatif, dengan pendekatan fenomenologi untuk

menafsirkan fenomena yang terjadi dimana peneliti adalah sebagai instrumen, pengambilan sampel sumber data dilakukan dengan teknik pengumpulan data berupa wawancara. Analisis menggunakan analisis deskriptif dan analisis inferensial. Hasil analisis deskriptif menunjukkan bahwa dalam penelitian ini, di kalangan organisasi dimensi komunikasi, hanya dimensi komunikasi dengan manajer berkorelasi secara signifikan dimensi altruisme dan kebijakan sipil dari perilaku warga organisasi.

INTRODUCTION

Challenges and change from the environment encourages organizations to continue to strive to make their organizations more effective and efficient. In this case one of the important factors that influence organizational effectiveness is human resources, which often time referred to as *Human Capital*. Matter This makes the organization required to be able to obtain and retain employees who are not only reliable and have high competence, but also who have personality characteristics Which good and no less important are those who have high loyalty and work commitment or in other words have Organizational Citizenship Behavior (PKO). PKO required by the organization because organizational citizenship behavior can help the organization in adapt to the environment (Organ, DW, Podsakoff, 2006) and can have an impact on the emergence of individual readiness to change (Mangundjaya, 2011) .

As is well known, the behavior of employees in the workplace has important consequences overall organizational effectiveness. Organizational behavior has been associated with the whole organization effectiveness. Organizational citizenship behavior (OCB) contributes positively to the organization as a whole effectiveness. In this study the relationship between organizational commitment and organizational citizenship per l u checked. O CB consists of behavior to do work and requires that behavior contribute to the whole organizational success.

Since the 1970s, OCB has been studied and a large body of literature is available. Researchers have developed various measures for OCB. Empirical research on the consequences of OCB focuses on organizational performance. (Smith, A, Organ, 1983) proposes a research model that includes altruism and compliance related to organizational effectiveness. The Bateman and Organ Research was one of the first measures of OCB compiled a 30-item OCB scale that

measures cooperation, altruism, compliance, punctuality, cleaning the house, protecting company property, strictly following company rules, and constancy. (Organ, 1988) deconstruct a five-factor model consisting of altruism, politeness, awareness, civic virtue, and sportsmanship.

In 1990, (Podsakoof, PM, MacKenzie, SB, Moorman, RH and Fetter, 1990) conducted an important study using the five dimensions of OCB: altruism, conscientiousness, sportsmanship, good manners, and civic virtue. These researchers developed a 24 item scale. (Organ, DW, & Ryan, 1995) proposed a correlation between perceptions of fairness, organizational commitment and leaders support with OCB. did a meta-analysis of 28 studies and found modest relationship between job satisfaction and OCB.

(LePine, JA, Erez, 2002) found that these five dimensions are very highly correlated and they are do not have much difference among the antecedents, indicating some overlapping dimensions. Shows the contribution of OCB to overall managerial performance. Conscientiousness consists of behavior that goes beyond the minimum role requirements of organization Law, Wong, and Chen, 2005 . Politeness has been defined as a discretionary behavior aims to prevent work-related conflicts with others . Civil virtues are characterized by behavior that shows the employee's deep concern for and active interest in organizational life , sportsmanship has been defined as the willingness on the part of that employee denotes employee tolerance of less than ideal organizational conditions without complaining and exaggerate the problem . (Nielsen, TM, Hrivnak, GA and Shaw, 2009) found that a similar relationship pattern existed for each OCB dimensions: civic virtue, sportsmanship, altruism, conscientiousness, and courtesy. (Podsakoff, NP, Blume, B.D., Whiting, SW and Podsakoff, 2009) demonstrated that OCB is positively related to unit level performance and customer satisfaction. (Podsakoff, NP, Whiting, SW, Podsakoff, PM and Mishra, 2010) investigated the effect of job candidate propensities on OCB.

Organizational communication is studied in the literature in detail by considering all aspects. In In general, organizational communication is divided into three main dimensions; (1) communication with colleagues, (2) communication with managers and (3) organizational communication policies. There it is a large body of literature on organizational communication. Researchers have developed a

variety steps for organizational communication. By indicating availability Communication Technologies and the effective use of these Technologies in organizations . Several studies have tried to determine the factors that influence organizational effectiveness communication . On the other hand, communication competence is also a very big issue for Prioritization of communication and needs Effective communication must be defined to improve overall organizational performance . In this study, we will focus on three main dimensions of organizational communication .

RESEARCH METHODS

This type of research is a field study, where research is carried out in everyday situations without any manipulation. Retrieval of respondents carried out with a convenience sampling technique, where members of the population do not have the same opportunity same for be the subject research . Study This using a measuring tool questionnaire using a Likert scale of 1–6 . There are three measuring instrument used in this study, which has been constructed based on existing concepts and studies before, and has been tested reliability and its validity . The data obtained from the questionnaire will be analyzed through SPSS statistics package programs and possible relationships will be tested through correlation analysis.

RESULTS AND DISCUSSION

Statistic analysis

In this study SPSS version 13.0 was used in the analysis. A search was made for employees in the textile sector. Questionnaires were administered to 200 people, randomly selected, from five different textile companies and the final number of valid questionnaires was 120 (percentage % 60). %72 workers are male, %71 between 22 and 39 and %58 are high school graduates. % 11.2 employees have been in a management position (Manager, Assistant Manager), for approximately 3.9 years and their total professional experience is approximately 6.2 years.

Measurement Tool

To measure the behavior of organizational members, the scale proposed by (Podsakoof, PM, MacKenzie, SB, Moorman, RH and Fetter, 1990) was used.

Organizational Citizenship Behavior Scale

The scale used in the study consisted of 18 expressions. Proposed by Podsakoff, P. M MacKenzie, SB, Moorman, RH and Fetter, R. to measure OCB. The scale consists of five sizes. Altruism: This is formed by the employee's voluntary behavior to help his colleagues in an organizational responsibility or with a problem. Altruism consists of principles based on voluntary behavior such as helping absent colleagues with their assignments or other tasks that require a lot of responsibility.

Politeness: This is established by an employee seeking the advice of other co-workers on a decision if they might be affected and informing them in advance. Sportsmanship: This dimension consists of principals like employees who do not complain about organizational problems. Employees who do not complain about unimportant problems at work make organizational management easier.

Conscientiousness: Formed by employees meeting organizational expectations by exaggerating ways for some role behaviors. Taking a short break is an example of being fair. Virtue of Citizenship: Shaped by voluntary behavior such as adhering to changes and improvements in the organization and taking an active part in the acceptance of changes and contributing in a positive way to the image of the organization.

Organizational Communication Scale

In general, organizational communication is divided into three main dimensions; (1) communication with colleagues, (2) communication with managers and (3) organizational communication policies. In this study, employee evaluations of the efficiency of organizational communication were obtained by examining the scale through the focus group method. *Cronbach's alpha* values were calculated for the dimensions of the scale (0.77, 0.76 and 0.79 respectively) but indicated that the scale had internal consistency. The statements on the scale are arranged on a 5-point Likert scale and the "always" option is assigned 5 and the "never" option is assigned 1 point. Thus, the high point is taken in each figure measure that workers find communicating effectively with respect to the associated dimension and the low point describes the opposite situation.

The opinion of (Kreitner, Robert & Kinicki, 2008) states that job satisfaction

has a positive relationship with PKO, where employees with high job satisfaction tend to have high PKO. This condition is related to the presence of a reciprocal relationship occurs between individuals and besides that, the results of this study also support previous research which states that there is a relationship and contribution of job satisfaction to PKO.

(Beach, LM & Wayne, 1993) and (Shore, LM & Shore, 1995) Perceptions of organizational support have a significant positive relationship with the altruism dimension of PKO. Likewise, it is stated that the perception of organizational support has a significant relationship with the interpersonal helping dimension. In this study, it was not proven that there was a significant relationship between Perceptions of Organizational Support and PKO (which included dimensions of altruism and interpersonal helping). In this case, although the score obtained regarding Perceived Organizational Support is quite high, this has nothing to do with loyalty to the organization and its willingness to provide more performance for the organization or company. (Farth, JI, Earley, PC, & Lingg, 1997) and (Farth, JI Zhong, cb, & Organ, 2004) conducted research on Organizational Citizenship Behavior by making comparisons between two different cultures and organizations. The results of this study indicate that in different organizational cultures, the dimensions of citizenship behavior displayed by individuals are also different. Research to determine the relationship between citizenship behavior and organizational change readiness has also been carried out by (Mangundjaya, 2011) . The results of this study indicate that there is a positive and significant correlation between Organizational Citizenship Behavior and readiness to change. In this case, individuals who have high Organizational Citizenship Behavior will voluntarily participate in organizational development and are willing to be involved in change efforts that serve to develop the organization in a better direction.

The behavior of workers in the organization is not only influenced by job satisfaction but also by other factors, including the Perception of Organizational Support towards oneself. (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, 1986) in this case defines Perceived Organizational Support as employees' global beliefs about the extent to which the organization cares about their well-being and values their contributions. The global belief in question is that there is consistency from employees regarding various assessments from the organization that may be

given to them and various actions that the organization can take, both profitable and detrimental for them. Perceived organizational support is a key concept of *organizational support theory*. Organizational support theory states that to meet socio-emotional needs and assess the benefits of increased effort at work, employees form a general perception of the extent to which the organization values their contribution and cares about their well-being (perceived organizational support). Employee concern for the organization and the achievement of organizational goals can be shown by displaying a positive attitude and work behavior that is in accordance with what is expected by the organization .

CONCLUSION

In this study, it is known that there is a relationship between organizational communication and organizational citizenship behavior of employees. In other words, effective communication is not only necessary to establish proper channels between managers and employees, but also necessary contribute implicitly to the overall performance of the organization. According to the findings, organization Communication should be considered as an important issue to encourage employee organizational citizenship behavior. To clarify the correlation between communication and OCB in detail, it should be noted that the number of participants will be a very important key factor of the new search .

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