Research Paper

The Effect of Leadership Style And Interpersonal Communication On Organizational Citizenship Behaviour

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ABSTRACT: *This research will investigate the role of leadership style and interpersonal communication toward organizational citizenship behaviour among employees in an organization or a company. Quantitative methods used in this research to achieve research objectives, with Likert scale as a tool to collect data. Leadership style measured using leadership style scale. Measuring interpersonal communication using interpersonal communication scale, and organizational citizenship behavior measurement using organizational citizenship behavior scale. This study involved 80 research subjects from a plantation company in Indonesia, PT. Perkebunan Nusantara IV. The results of this research showed that leadership style and interpersonal communication had a significant effect on organizational citizenship behavior both simultaneously and partially. The influence of leadership style and interpersonal communication on organizational citizenship behavior simultaneously (r=0.874, p<0.01) with the coefficient of determination (R²) of leadership style (directive type, supportive type, participative type, achievement-oriented type) and interpersonal communication shows a value of 0.764. It means that leadership style (directive type, supportive type, participative type, achievement-oriented type) and interpersonal communication influence organizational citizenship behavior variables (OCB) by 76.4%, while remaining 23.6% is Influenced by other factors. The implications of this research are expected to provide input for the company in managing existing human resources through organizational citizenship behavior that is displayed, because this can improve the performance of the activities of an organization or a company.*
KEYWORDS: Leadership Style, Interpersonal Communication, Organizational Citizenship Behaviour

I. INTRODUCTION

A government organization or a company in carrying out its activities requires various types of resources, including; capital, raw materials, machinery and human resources. Of these various resources, human resources are the leading factor and determine the success of the organization in achieving its goals. Without human resources, the company organization or government organization will not be able to carry out its functions properly.

Human resources stated as the prime asset in the organization, for the reason that human resources are the source that manages, maintains, and develops the organization in the face of various challenges. In that case, human resources should be considered, maintained, and developed. Therefore, there is an official description of the behavior that required (intra-role), and the one that not officially described to be done by the employee (extra-role). This is commonly acknowledged as Organizational Citizenship Behavior (OCB). OCB is not only have a positive impact for the members themselves but also contributes to the organization. Successful organizations have employees who are responsible for formal work and are able and willing to put in time and energy to succeed in jobs that aren't in their main job description.

The theoretical basis of organizational citizenship behavior is in the theory of social exchange in which researchers explain employees work behavior that is based on trust (Habeeb, 2019). In an organization, not all employees can complete extra work that is not their main task, only employees who are highly dedicated and have high Organizational Citizenship Behaviour (OCB) who can work extra such as collaborating when there is an excessive workload, help each other, give advice, providing extra services, participate actively, and use their

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working time effectively. Robbin and Judge (2013) state that an organization will have a better performance than other organizations when in that organization there are employees who have good OCB.

Organizational citizenship behaviour (OCB) contributes to the company or organization in a way that it is able to increase worker and manager productivity, saving management resources as well as the organization as a whole, increasing effectiveness in coordinating work group activities helping maintain group functions, strengthen the steadiness of the organization's work, increasing the organization's capability at attracting as well as retaining the greatest employees, increasing the organization's capability to adjust quickly and effectively to environmental changes (Podsakoff & Mackenzie, 1997).

In order for employees to display this OCB, the role of a leader is very necessary (Strickland, 2010). Leadership is a crucial part of organizational effectiveness, therefore the quality of the leader is often considered the most important factor that decides the success of the organization (Vondey, 2010). Every leader basically has a different behaviour in leading. This is often referred to as a leadership style. Great leaders are not only able to influence the followers but also able to influence the company performance (Darling and Heller, 2011; Sahaya, 2012). Organizational success lies in the leader's ability to effectively managing stress and address the numerous subordinates needs (Darling & Heller, 2011). Podsakoff, Mackenzie, Paine & Bachrach (2000) empirically discovered that the characteristics of leadership and work environment influence organizational citizenship behavior more than worker's personality.

The right leadership style will encourage employees to be happy with their work and achieve. Positive leadership behaviour will encourage employees to do work beyond their formal job desription and will always support the goals of the organization with all its capabilities, as well as a form of "reward" and commitment to the organization that has provided comfort and justice in carrying out their duties and work. In addition, if employees have a positive perception of their leaders, it will make employees feel valued within the company. This appreciation from leaders can later increase employee OCB (Vondey, 2010).

Another factor that affects OCB is the existence of communication activities owned by employees in an organization or company. Certain communication skills could be a strong predictor of the dimensions of OCB. Bad organizational communication will increase job burnout and stress. Whereas a great communication inside the organization will boost the satisfaction of employees, as well as have a positive impact on their performance and build a positive organizational climate (Ghiyasvandian, Sedighiyani, Kazemnejad & Iranshahi, 2017). 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. Researh by Bambacas (2008) states that joint communication between individuals is more effective than one-sided 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 involves sending messages, listening and giving feedback. The increasing practice of communication in an organization will increase organizational citizenship behavior in a better direction.

Furthermore, interpersonal communication can lead to the expected similarity of meaning among fellow employees. This will result in collective, appropriate and associative action. Effective interpersonal communication is expected to assist employees in realizing collective behavior, both in-role and extra-role based on the vision, mission, and values of a company. Podsakoff (Podsakoff & Mackenzie, 1997) also suggests that communication between employees can shape and strengthen positive attitudes of members as a form of organizational citizenship behavior.

From the explanation about OCB, leadership style and interpersonal communication, it can be seen that leadership style and interpersonal communication have an influence on OCB. Therefore, it will be seen further how big the contribution of leadership style and interpersonal communication to organizational citizenship behaviour in an organization or company.

II. LITERATURE REVIEW

Organizational Citizenship Behaviour

Organ (2006) defined Organizational Citizenship Behaviour (OCB) as the behaviour of people that has the freedom to choose and act, which is indirectly acknowledged by the existing official reward system, and contribute on the efficiency and effectiveness of functions within an organization. Organizational citizenship behaviour is a voluntary action, which means that the behaviour is not required by job descriptions or role requirements, which are explicitly required by contract but rather as a choice.

According to Organ (2006), Organizational Citizenship Behavior has five important dimensions. Those dimensions are altruism, courtesy, civic virtue, sportsmanship, conscientiousness. Altruism is the act of giving help to coworkers who are experiencing difficulties without thinking about personal gain, and do it voluntarily. Courtesy is behaviour that purpose is to maintain good relations with another employees in order to prevent interpersonal problems. Civic virtue refers to the involvement of individuals in an organizational activity.

Sportsmanship is behaviour that tolerates inadequate conditions in the organization without protest. Then, the last dimension, Conscientiousness is the genuineness of employees in doing their work, in which the employees work beyond the job description and above that are expected by the organization, or wililingly to do things that benefit the organization above the minimum requirements.

Leadership Style
    According to Newstrom (2007), leadership is the series of actions to influence and support others to work diligently toward goals of success. As stated by Yukl (2010), leadership is the action of persuading another people to have a deep understanding and agree on what they need to do and how they should do it, to achieve a common goal. It is a process that encourages individual and collective efforts to do so. Achua & Lussier (2010) stated that leadership is a process that influences from leader to follower, or not only in one direction, but also in each other or in two directions. Al-Khasawneh and Futa (2013) stated that Leadership is an activity of convincing employees to willingly play a part in achieving organizational goals. The element which is usual to practically every single one of the definitions of leadership itself according to Germain (2012), is a persuading method that assists individuals towards goal achievement.

    The types used refer to the path-goal theory of leadership from Robert House (1996). Path-goal theory leadership is that leaders help followers achieve goals and direct or provide support as needed to ensure that their goals are in line with group or organizational goals. House (1996) identified four types of leadership styles; directive type, used in situations where followers are submissive and obedient, where tasks are confusing and organizational rules and procedures are not clear to them. This type of directive leadership has the following characteristics: only the leader has the right to make decisions, policy is always made by the leader, communication takes place in one direction from superiors to subordinates, supervision of behavior, activities, work is carried out strictly, and subordinate tasks are given instructively.

    Supportive type; encourage members to take initiative. Supportive leadership is leadership that is willing to help subordinates to solve all of their problems, is approachable and satisfies employees. The leader creates a work environment that is able to strengthen each follower's desire to do their best job, cooperate with others, and develop his/her own skills, tolerant of the needs of subordinates by paying attention for employee well-being and create familiarity with subordinates and a pleasant work environment.

    A participative leadership style is one that asks for and considers suggestions from subordinates while making decisions. This sort of leader allows organizational members or subordinates to take part in goal-setting, deciding, and order-description. In this type, the leader tends to ask employees for their opinion and use their suggestions and ideas before making a decision and uses the employee's method of solving problems and making those decisions if deemed appropriate by the leader.

    Achivement-oriented type is type of leader who create a set of challenging goals and expects his subordinates to perform optimally and make continuous improvement. The more a leader's focus on achievement is emphasized, the more subordinates believe it will lead to effective work implementation. This type of leader sets goals that challenge and stimulate employees, expect employees to perform as high as possible, believe in their abilities to achieve them, and continually seek to improve their work or work. Based on the description above, the researcher determines the leadership style dimensions from House (1996) which will be used to develop a leadership style measurement tool.

Interpersonal Communication
    Employees, groups, and organizations that communicate effectively can achieve their objectives and perform well (George & Jones, 2012).Interpersonal communication is an activity such as managing, controlling and planning (Bambacas, 2008). Interpersonal communication is communication that involves only two people one-on-one, allows each person to right away see the other person's response (verbally and nonverbally).

    Joseph A. DeVito (2015) stated that interpersonal communication is communication between a pair individuals or group of people. Communication in the study of interpersonal communication defined as communication of a continuing personal (rather than impersonal and temporary) nature, which is communication among or between those involved in close relationship, such as family, friends, romantic partners, and coworkers. Interpersonal communication is the foundation for getting a job and being successful at work (Harris & Nelson, 2008). People with great interpersonal communication have the ability to be positively responsive toward individual needs, and create fair work environment where employees can improve their ability (Avkiran, 2000). Furthermore, absence of communication can lead to discontent, mistrust, skepticism, suspicion and unnecessary turnover (Lockwood, 2007).

    De Vito (2015) said that there are five aspects for effective interpersonal communication; Openness is a quality that allows you to accept input from others and be happy to share essential information with them. This does not imply that people should immediately open all of his life's events, but it does indicate that he was eager to provide information when others needed it. In other words, in effective interpersonal communication, there are three characteristics or signs of openness. First, good interpersonal communicators should be open to the

person with whom they communicate; second, communicators should be willing to honestly react to the stimulus that is presented; and third, communicators should "own" their feelings and thoughts.

Empathy is a multi-dimensional construct that considers both the intellectual and emotional states of another person and is used to comprehend others' viewpoints and emotionally engage with them (Davis, 1983). In general, empathy refers to the tendency to be empathetic and supportive of others when they are confronted with personal flaws (Abele, 2016).

The third aspect is supportivenes, that refer to supportive attitudes from both parties in interpersonal communication. This means that each of the communicating parties has a commitment to support the implementation of open interactions. Good supportive behavior can be proven if you are able to show mutual support without evaluating and spontaneously

Aspects of positive attitude is shown in the form of attitudes and behavior. The parties involved in interpersonal communication must have feelings and possitive thoughts, not bias and suspicion. The first indicator of positive attitudes in effective interpersonal communication is if a person has a favorable attitude toward oneself; the second indicator is whether a person has positive thoughts about the communication situation in general.

Lastly, the equality attitude, that can be described as an acknowledgment that both parties have interests, need each other, and equally valuable. Realization or awareness, as well as a willingness to put oneself in the same position as the communication partner, is referred to as the intention of equality. Thus, it can be said that placing oneself on an equal footing with others, realizing the importance of differences, realizing the importance of the presence of others, not forcing one's will, two-way communication, mutual need, and an intimate and comfortable atmosphere.

III. METHODOLOGY

This research used Multiple Regression Analysis method, probability sampling with a simple random sampling technique as the sampling method, and Likert scale that has 5 distribution points and consists of favorable and unfavorable items to collect datas. Then, for the subjects in this research were 80 employees of PT. Perkebunan Nusantara IV. The workers that used as subjects in this research, were asked to respond to the statement in accordance with the actual situation.

Furthermore, to make sure the scale is reliable, this research used reliability test. The results is, the cronbach's alpha coefficient value for all variables in this research shown a range of coefficient value from .927 to .963 accordingly. The variable of organizational citizenship behavior scale had a highest reliability coefficient of .963 as compared to the other variables. The variables of interpersonal communication had coefficient values of .959 and leadership style had coefficient values of .927, respectively.

IV. RESULT

The following Table specifies the profile of subject involved in the study.

Variable	Total	Percentage
Age		
11–19 Years Old	-	-
20-40 Years Old	50	63%
41-60 Years Old	30	37%
Working Peroid		
< 7 Years	35	44%
7 – 15 Years	27	34%
16 - 23 Years	3	4%
24 – 30 Years	15	18%

Table. 1: Profile of The Subjects

Based of off the table 1, it is apparent that the subjects in the adolescent age category (11-19 years old) are 0%, the early adult age category (20-40 years old) is 62.5%, and the middle adult category (41-60 years old) is 37.5%. It means that the majority of the subjects are in the category of working period of less than 7 years, with the total of 44% or 35 people. Then, in the category of working period of 7-15 years, has a total of 345 or 27 people. The category of working period of 24-30 years as much as 18% or 15 people. Lastly, the category that has the lowest percentage is the category of 16-23 years working period, with the total of 4% or only 3 people..

Before doing the multiple linear regression analysis, testing is conducted to see if the model meets the assumptions of the basic requirements of the regression. There are several tests that is normality test, linearity test, autocorrelation test, multicollinearity test and heteroscedasticity test.

	Unstandardized Residual
N	80
Kolmogorov-Smirnov Z	,579
Asymp. Sig. (2-tailed)	**,891**

a. Test distribution is Normal.
b. Calculated from data.

Table. 2: One-Sample KolmogorovSmirnov Test

The normality test is designed to identify whether the data is normally distributed in the normality distribution curve. Based on the table above, we can conclude that the data are normally distributed with a significance value of 0891 (> 0.05).

The next test, which is linearity test, is used to determine whether the data of the three variables, that is the variables of leadership style, interpersonal communication and organizational citizenship behavior (OCB) are correlated to meet the assumption of a linear line.

Variable	Linearity	Conclusion
Organizational Citizenship Behaviour *Leader Style	0,568	Linear
Organizational Citizenship Behaviour *Interpersonal Communication	0,052	Linear

Table. 3: Linearity Test Result

Based on the table above, the leadership style variable with organizational citizenship behavior (OCB) meets the assumption of a linear line (p) of 0.568 (>0.05) and interpersonal communication with organizational citizenship behavior (OCB) meets the assumption of a linear line (p) of 0.052 (>0.05).

The autocorrelation test aims to determine if there is a correlation in the linear regression model between the confounding error in period t and the confounding error in period t1. Autocorrelation occurs because successive observations over time are related to each other. This problem arises because the residual/interference error is not independent from one observation to the next. A good regression model is a regression that is free from autocorrelation. A method to identify the existence of autocorrelation is to check the Durbin Watson value in the test output. These values are compared with table values, amount of study data, and number of explanatory variables at a significant 5% du < Durbin-Watson < 4-du.

The following is the output of the autocorrelation test using the Durbin Watson test:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,864[a]	,746	,739	9,066	2,050

a. Predictors: (Constant), Komunikasi Interpersonal, Gaya Kepemimpinan
b. Dependent Variable: Organizational Citizenship Behaviour

Table. 4: Autocorrelation Test Result

Durbin Watson value obtained is 2.050. This value will be compared with the value of the Durbin Watson table using a significance value of 5%, the amount of data n = 80 and the number of independent variables 2 (k = 2), the values obtained are dL = 1.586, and du = 1.688. So as the basis for decision making in the Durbin Watson test du < Durbin-Watson < 4-du (1.688 < 2.050 < 2.311) it can be concluded that there is no problem or symptom of autocorrelation.

Multicollinearity tests aim to determine if there is a correlation between independent variables. In a good regression model, there should be no correlation between the independent variables. In the regression model, the presence of multicollinearity can be detected when the tolerance value is < 0.10 or if the Variance Inflation Factor (VIF) > 10. Based on the multicollinearity test, the tolerance values and the coefficient of variation expansion (VIF) are shown in the following table.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	12,799	7,155		1,789	,078		
Leadership Style	,470	,143	,340	3,283	,002	,308	3,245
Interpersonal Communication	,564	,104	,560	5,413	,000	,308	3,245

a. Dependent Variable: Organizational Citizenship Behaviour
Table. 5: Multicollinearity Test Result

Based on the data in the table above, there isn't a single independent variable with tolerance value of 10. Thus, multicollinearity between the independent variables in the regression model is not found.

Lastly, there is the heteroscedasticity test. This test aims to determine if there are deviations from the classical assumption of heteroscedasticity. This condition can be seen by examining the data distribution in the scatter plot. From the graph below, the distribution of the points on the graph spreads randomly (no systematic pattern) around 0, it can be concluded that there are no signs of heteroscedasticity. Therefore, there is no heteroscedasticity of residuals.
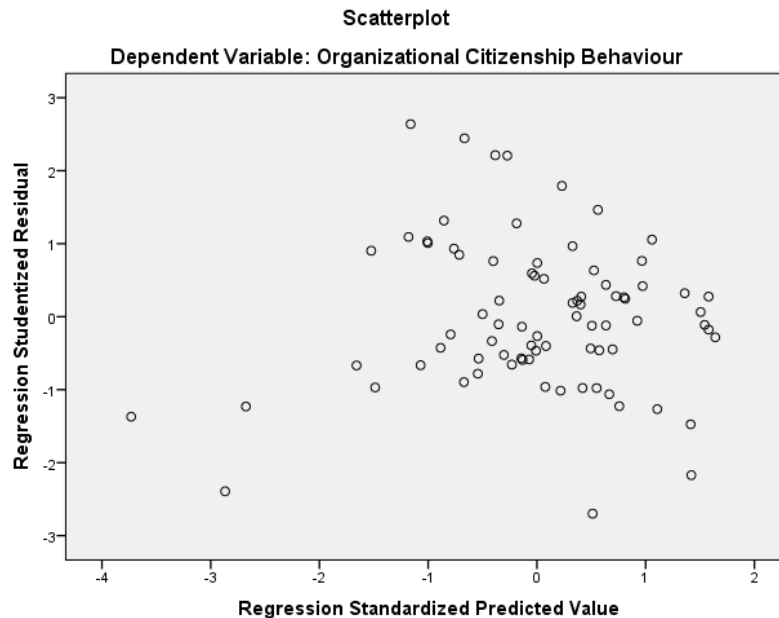
Figure. 1: Heteroscedasticity Test Result

The analysis used is multiple linear regression with the following results:

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19027,684	5	3805,537	47,921	,000[b]
Residual	5876,516	74	79,412		
Total	24904,200	79			

a. Dependent Variable: Organizational Citizenship Behaviour
b. Predictors: (Constant), Interpersonal Communication, Directive Type, Supportive Type, Achieveent-Oriented Type, Particpative Type
Table. 6: ANOVA Result

Based on the table 6, it is apparent that the value of F = 47,921, and p 0.000 < 0.05, which indicates that there is a significant influence of leadership style (directive, supportive, participative and achievement-oriented) and interpersonal communication on Organizational Citizenship Behavior (OCB).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,874[a]	,764	,748	8,911

a. Predictors: (Constant), Interpersonal Communication, Directive Type, Supportive Type, Achieveent-Oriented Type, Particpative

Table. 7: Model Summary

Furthermore, on the table 7, it can be seen that the coefficient of determination (R^2) of leadership style (directive, supportive, participative, achievement-oriented), and interpersonal communication shows a value of 0.764. It means, directive, supportive, participatory, achievement-oriented leadership style, and interpersonal communication influence Organizational Citizenship Behavior (OCB) by 76.4%, then for the remaining 23.6% is influenced by other factors.

Variabel	R	Sig
Directive Type	0.123	0.279
Supportive Type	0.704	0.000
Participative Type	0.740	0.000
Achievement Oriented Type	0.774	0.000

Table. 8: Analysis of the effect of the type of leadership style on Organizational Citizenship Behavior

Based on the table 8, the directive type of leadership style has a correlation (R) with a value of 0.123 and a significance of p = 0.279 (>0.05). It can be said that there is no effect of the directive type of leadership style on organizational citizenship behavior. Then, for the supportive type of leadership style, the correlation value (R) is 0.704 with a significance of 0.000 (<0.05). The participatory type, a correlation value (R) of 0.740 was obtained with a significance of 0.000 (<0.05) and the last type of leadership style, namely, the achievement-oriented type, obtained a correlation value (R) of 0.774 with a significance of 0.000 (<0.05). It means that there is a partial effect of supportive, participatory, and achievement-oriented leadership styles on organizational citizenship behavior.

Another variable, namely, interpersonal communication, obtained the results of the analysis as follows:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	,843[a]	,710	,707	9,618	,000

a. Predictors: (Constant), Interpersonal Communication

Table. 9: Model Summary Interpersonal Communication on Oganizational Citizenship Behaviour

Based on the table 9, it is apparent that the correlation value (R) is 0.843 with p value = 0.000 (p < 0.05). It shows that interpersonal communication has an effect on the organizational citizenship behavior. Then, for the R-Square value, it shows a value of 0.710 or 71%, which means that 71% of variations in organizational citizenship behavior owned by employees are influenced by interpersonal communication.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20,797	7,136		2,914	,005
Interpersonal Communication	,849	,061	,843	13,828	,000

a. Dependent Variable: Organizational Citizenship Behaviour

Table. 10: Coefficients[a] Interpersonal Communication on Organizational Citizenship Behaviour

Based on the table 10, it is apparent that the value of the interpersonal communication constant is 20,797, which means if interpersonal communication is ignored, then organizational citizenship behavior of employees is 20,797. Furthermore, on the table 6, it shows the value of Beta = 0.843 and the regression coefficient of interpersonal communication variable is 0.849 with p = 0.000 (p < 0.05), which means that interpersonal communication has a positive effect on organizational citizenship behavior.

V.   DISCUSSION AND IMPLICATION

In this research, the effect of leadership style (directive, supportive, participatory and achievement-oriented) and interpersonal communication on organizational citizenship behavior will be analyzed. The results of the F test, obtained the value of Sig. F 0.000 < (0.05) or F-count (47.921) > F-table (3.115) with a determinant coefficient value (R2) 0.764 which concludes that all independent variables; leadership style (directive, supportive, participative and achievement-oriented) and interpersonal communication simultaneously have a significant effect on organizational citizenship behavior, and provide an effective contribution of 76.4%. Padsakoff (2000) states that the factors that influence organizational citizenship behavior consist of intrinsic and extrinsic factors. Extrinsic factor include interpersonal communication and intrinsic factor include perception of leadership style. The results obtained from this study are in line with the finding of research by Wayne, Shore & Green (1993), in which it stated that extrinsic and intrinsic factors have an influence on the rise of organizational citizenship behavior in employees, namely leadership style and interpersonal communication.

According to Gunavathy and Indumathi (2011), leadership style has a significant impact on organizational effectiveness and, in particular, the propensity of subordinates to engage in OCB. In leadership style, there are several "types" including directive type, supportive type, participatory type and achievement-oriented type. The directive type showed a correlation (R) with a value of 0.123 with a significance of p = 0.279 (>0.05), it can be concluded that there is no effect of the directive type of leadership style on organizational citizenship behavior. The other type, supportive type of leadership style obtaied the correlation value (R) is 0.704 with a significance of p = 0.000 (<0.05). On the participatory type of leadership style obtained the correlation value (R) is 0.740 with a significance of p = 0.000 (<0.05). And the achievement-oriented type obtained a correlation value (R) of 0.774 with a significance of 0.000 (<0.05) so it can be inferred that there is an effect of supportive type leadership style, participatory type and achievement-oriented type on organizational citizenship behavior.

In order for organizational citizenship behavior to be displayed properly, the effectiveness of the role of a leader is important. According to Davis and Newstrom (2006) directive leadership is a leader who concentrates power and decision-making on himself, the leader creates a complicated work situation for employees, the leader has full authority and assumes full responsibility. This is contrary to the opinion of Euwema, Wendt and Emmerik (2007) that an effective leadership style in building organizational citizenship behavior is a leadership style that can create a climate where members feel empowered to act, collaborate with others and can help subordinates take the initiative in overcoming a problem. This is in line with the outcome of the study which stated that there was no effect of the directive type of leadership style on organizational citizenship behaviour.

The results of supportive type show that there is an effect of the suppotive type of leadership style on organizational citizenship behavior. This is in accordance with the finding of research by Schnake, Cochran, and Dumler (1995), that employees would show OCB, as they would feel compelled to reciprocate a leader's help in the accomplishment of theirtasks, which shows that there is a positive and significant influence of supportive leadership style on organizational citizenship behavior. Perception of supportive leader behavior requires subordinates to perceive that their leader cares about them, which in turn make them want to return the favor by doing extra-role behaviors as a sign of gratitude. This confirms earlier discovery that supportive leader behavior tends to have a strong relationship with OCB (Brief & Aldag, 1977; Organ et al., 2006).

Further results show that there is a significant and positive influence of participatory leadership style on organizational citizenship behavior. The results is in line with findings in research by Bathi, Ju, Akram & Bilal (2019), which states that participatory leadership style affects the degree of strength of organizational citizenship behavior in employees, which means that the application of participatory leadership style to subordinates can improve organizational citizenship behavior in employees.

Then, the effect of achievement-oriented leadership style on organizational citizenship behaviour is in line with research by McShane & Glinow (2010), which states that achievement-oriented leadership style has a positive influence on organizational citizenship behavior in employees. It means that the application of achievement-oriented leadership style to subordinates can improve organizational citizenship behavior on employees. Leaders with an achievement-oriented style are characterized by setting challenging goals and expecting their subordinates to excel as much as possible and continuously seeking achievement development in achieving these goals. Employees who have a need to develop and do difficult tasks, achievement-oriented leadership attitude is very appropriate to be applied to subordinates (House, 1996).

Another variable, interpersonal communication obtained a correlation value (R) of 0.843 and a value of p = 0.000 (p < 0.05) with a constant value of 20,797. This shows that interpersonal communication has an effect on organizational citizenship behavior. If interpersonal communication is ignored, then the organization citizenship behavior of employees is 20,797. Robbins and Judge (2013) state that good employee communication will improve team understanding and performance. Podsakoff, et. al (2000) suggests that communication can shape and strengthen positive attitudes of members as a form of organizational citizenship

behavior. This is supported by the results of research by Shweta & Srirang (2010) that 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 fulfill instrumental functions as a tool to persuade other people.

VI. CONCLUSION

The result of this research sh ow that leadership style and interpersonal communication have a significant effect on organizational citizenship behaviour. Moreover, there is a partial influence of interpersonal communication on organizational citizenship behavior. In leadership style, there is no partial directive leadership style effect on organizational citizenship behavior. However, there is an influence on each leadership style of the suportif, participatory and achievement-oriented type partially on organizational citizenship behavior.

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