

Effect of Servant Leadership, Trust in Leadership on Organizational Citizenship Behavior with Interpersonal Communications as Mediation Variables

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Abstract: The purpose of this study is to analyze the effect of servant leadership and trust in leadership on organizational citizenship behavior with interpersonal communication as a mediation variable to employees at Siki Bali Denpasar Foundation. The number of research samples were 49 respondents by using path analysis method. The results showed that servant leadership had positive and significant effect on interpersonal communication. Implementation of servant leadership will be able to encourage the creation of more effective interpersonal communication. Trust in leadership is also proven to have a positive and significant influence on interpersonal communication, so it can be interpreted that the increased trust in leadership will encourage the creation of better interpersonal communication. Interpersonal communication has been shown to have a positive and significant influence on organizational citizenship behavior. Servant leadership has also been shown to have a positive and significant impact on organizational citizenship behavior of employees. Trust in leadership has also been shown to have a positive and significant impact on organizational citizenship behavior. From the research results can be concluded the role of interpersonal communication proved able to mediate the positive relationship servant leadership and trust in leadership toward organizational citizenship behavior applied in Siki Bali Denpasar Foundation

Keywords - Servant Leadership, Trust in Leadership, Interpersonal Communication, Organizational Citizenship Behavior

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I. Introduction

The existence of human resources within a company plays a very important role. Therefore the potential of every human resources in the company should be utilized as well as possible for the success of the company. Recognizing this, it is necessary to increase awareness of the importance of organizational citizenship behavior (Abdu, 2014) [1]. According to Michelle (2010) [2] the extra behavior or organizational citizenship behavior of the members of the organization is well demonstrated, if the leader is trusted by the employee. The quality of leaders is often regarded as the most important factor that determines subordinate trust towards the leader, and becomes a benchmark of organizational success or failure. According to Greenleaf (1998: 75) [3] trust in leadership can increase the values of harmony within the company and make it easier to achieve company goals. Therefore, trust in leadership is based on effective communication skills between leaders and subordinates to be achieved in theory and practice.

One of the factors that play an important role in implementing organizational citizenship behavior in employees is interpersonal communication (Abdu, 2014) [1]. Interpersonal communication plays an important role for leaders and employees in performing key functions within the organization, namely control functions (control, supervision), motivation, emotional disclosure, and information. Interpersonal communication is communication done within the organization between individuals, both in face-to-face and face-to-face dialogue or through the media. Haider et al. (2015) [4] in his research proves that trust and servant leadership have a positive effect on the organizational citizenship behavior mediated by interpersonal communication. The same is stated by Hassan et al. (2010) [5] that interpersonal communication has a mediating role with a positive influence on servant leadership and trust in leadership on organizational citizenship behavior.

II. Literature Review

2.1 Servant leadership

Greenleaf (1998: 13)[3] mendefinisikan the servant leader atau pemimpin pelayan adalah seseorang yang menjadi pelayan lebih dulu. Penelitian Liden dalam Robert et al. (2015)[6] menyatakan bahwa servant leadership diukur melalui dimensi emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, dan behaving ethically

Servant leadership is a leadership attitude that begins with a sincere feeling that arises from within the heart of a leader, to serve, and become the first serving party. Greenleaf (1998: 13) [3] defines the servant leader is a servant first It begins with the natural feeling that one wants to serve. Then the conscious choice bring one to aspire to lead the difference manifests itself in the care taken by the servant - first to make sure the other people's highest priority needs are being served. (The servant leader is someone who becomes the servant first, starting from the consciousness of the heart that someone who wants to serve, must first serve so consciously leads someone to lead that is served Spears (2010: 27-29) [7] servant leader characteristics such as Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Carefulness, Openness, Commitment to Growth and Building Communities.

Servant leadership indicator proposed by Dennis (2004) [8] using servant leadership measurement scale ie Servant Leadership Assessment Instrument (SLAI), Servant Leadership indicator is as follows: Love, love-loving leadership. Love is to do the right thing at the right time for the best reasons and decisions. Empowerment, emphasis on cooperation is entrusting power to others, and listening to advice from followers. Vision (Vision), the direction of the organization in the future that will be brought by a leader. Vision will inspire action and help shape the future. Humility, maintains humility by showing respect for employees and recognizing the contribution of employees individually and in teams to the success that the organization has achieved. Conviction, servant-leader is the chosen individual based on an advantage that causes the leader to gain a sense of confidence from his employees Meily dan Yanuar (2012)[9] menyatakan dalam penelitiannya bahwa servant leadership berhubungan dengan komunikasi interpersonal. Adelia et al. (2015)[10] mengatakan bahwa penerapan servant leadership memberikan pengaruh positif terhadap komunikasi interpersonal. Fitriani et al. (2016)[11] menyatakan efektivitas komunikasi interpersonal bisa terlaksana dengan baik melalui peran positif servant leadership.

2.2 Trust in leadership

Robbins (2011: 99) [12] adds that trust in leadership is a key attribute associated with leadership, and if trust fades it will have a serious impact on employee performance. When employees trust their leaders, they will be willing to bear the impact of the leader's actions, believing that their rights and interests will not be misused. Trust is described as a complex concept, where thinking is centered on interpersonal relationships that are characteristic of the organization. Trust in leadership can increase the values of harmony within the organization to bind each other in order to achieve company goals.

Robbins (2011: 98) [12] states there are five (5) dimensions of trust, namely: the dimensions of honesty and truth, competence, consistency, loyalty and openness, this dimension is most important when someone judges others trustworthy or not. Competence, including knowledge and technical expertise of an individual as well as between individual personal. Consistency, relates to reliability, predictability, and good judgment of one's self in handling a situation. Loyalty, caring attitude to protect and save the dignity of others. Openness, including the transparency of a leader in making decisions for the benefit of the organization.

Trust in leadership shows the extent to which subordinates react to the support provided by leaders (Orebiyi (2011) .13 Asif et al. (2013) [14] stated that trust in leadership has a positive influence on organizational citizenship behavior Erlan Research 2013) [15] measures trust in leadership through the dimensions of integrity, competence, consistency, and loyalty.

2.3 Interpersonal Communication

Komunikasi interpersonal disebut juga dengan istilah komunikasi antar pribadi. Komunikasi interpersonal is sending messages from someone and accepted by person or group of others with direct effects and feedback. Here are the dimensions that determine the effectiveness of interpersonal communication within an organization according to De Vito (1997 in Sapril, 2011) [16] namely: Be assured that interpersonal communication within the organization will be more effective if one is not embarrassed, nervous or anxious about people others in various communication situations. Togetherness where interpersonal communication within the organization will be more effective if a person feels to be part of an organization. Interaction management where interpersonal communication will be more effective if one can manage the content, smoothness, and direction of conversation consistently. Expressive behavior in which interpersonal communication is more effective when someone provides relevant feedback. Orientation in others where

interpersonal communication will be more effective if someone appreciate different opinions or views with others in explaining a thing.

Interpersonal communication is a two-way communication that occurs between two or more people, which is usually not formally organized. In interpersonal communication, each participant uses all elements of the communication process (Effendy, 2009: 30) [17]. De Vito's research (in Syahfarnas, 2014) [18] suggests that interpersonal communication is measured through the dimensions of openness, clear information, managing conversations consistently, providing relevant feedback, and respecting differences.

2.4 Organizational Citizenship Behavior (OCB)

Baron & Greenberg (2011: 413) [19] states that Organizational Citizenship Behavior is the behaviors undertaken by members of the organization / employees who are not expressly rewarded if they do so and will not be punished if they do not do so. It is not part of the job description owned by the employee and is an employee behavior behavior that does not require prior practice to execute it. As mentioned in Greenberg and Baron (2011: 421) in (Reed, 2015) [20], there are five dimensions of OCB: Altruism (Helping), Conscientiousness, Sportmanship, Courtesy, Civic Virtue, while Graham (1991) in Wike and Meily (2012) [21] suggests three forms of OCB: Obedience describing the willingness of employees to accept and comply with organizational rules and procedures. Loyalty (Loyalty) and participation (Participation).

According to Luthans (2006: 119) [22], the basis of personality in running the OCB can be seen from the characteristics of employees who are cooperative, helpful, thorough, and earnest in carrying out the work

III. Framework Concepts And Research Hypotheses

Based on that thought, the conceptual framework and research hypothesis is developed as follows:

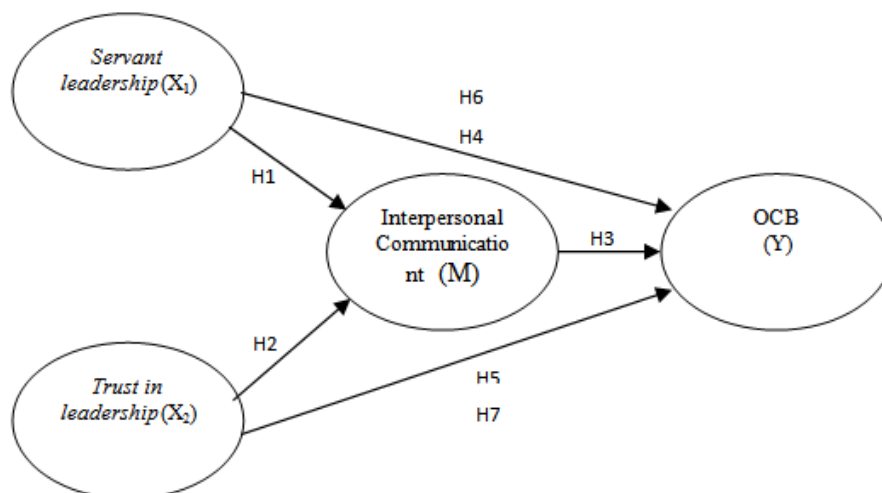


Figure 1. Concept Framework and Research Hypothesis

3.1 Relationship Servant Leadership on Interpersonal Communications

Meily and Yanuar (2012) [9] stated in his research that servant leadership is related to interpersonal communication. Adelia et al. (2015) [10] said that the application of servant leadership has a positive effect on interpersonal communication. Fitriani et al. (2016) [11] stated that the effectiveness of interpersonal communication can be done well through the positive role of servant leadership. Based on this understanding can be formulated the first hypothesis as follows.

H1 : servant leadership has a positive influence on interpersonal communication

3.2 Relationship Trust in Leadership on Interpersonal Communications

Other studies have also shown that trust in leadership can influence interpersonal communication. Orebiyi (2013) [13] concluded that trust in leadership has a positive influence on interpersonal communication in performing tasks assigned to employees. Abdu (2014) [1] concluded that trust as one of the important constructs of trust in leadership, has an influence on interpersonal communication. Based on this understanding can be formulated the second hypothesis as follows.

H2 : trust in leadership has a positive influence on interpersonal communication

3.3 Relationship Interpersonal Communication on Organizational Citizenship Behavior

Hassan et al. (2010) [5] states that interpersonal communication has a positive influence on organizational commitment in carrying out the tasks assigned to it. Organizational commitment will be created if every employee has good interpersonal communication (Manoela, 2013) [23]. Adelia et al. (2015) [10] proves that interpersonal communication through a person's personality has a positive relationship with organizational citizenship behavior. Based on this understanding can be formulated the third hypothesis as follows.

H3 : Interpersonal communication has a positive influence on organizational citizenship behavior

3.4 Relationship Servant Leadership on Organizational Citizenship Behavior

Serving leadership is a leadership that begins with a sincere feeling arising from a heart that desires to serve, that is to be the first serving party (Heider et al., 2015). Heider et al. (2015) said that the role of servant leadership is one of the factors that can give positive influence to organizational citizenship behavior. Michelle (2010) also stated in his research that servant leadership has a positive effect on organizational citizenship behavior. Abdu (2014) [1] proves the same thing where servant leadership has a positive relationship with organizational citizenship behavior. Based on this understanding can be formulated the fourth hypothesis as follows.

H4 : servant leadership has a positive influence on organizational citizenship behavior

3.5 Relationship Trust in leadership on Organizational Citizenship Behavior

Trust in leadership is part of the relationship between leadership and subordinates involving voluntary acceptance of risk (Heider et al., 2015). Abdu (2014) [1] in Heider et al. (2015) concluded trust as one of the most important constructs of trust in leadership has an influence on organizational citizenship behavior. Bright and Amos (2014) [24] proves trust in leadership has a positive influence on organizational citizenship behavior. The same is stated by Erlan (2013) [15] trust in leadership has a positive relationship with organizational citizenship behavior. Based on that understanding can be formulated the fifth hypothesis as follows.

H5 : trust in leadership servant leadership has a positive influence on organizational citizenship behavior

3.6 The Role of Interpersonal Communication Mediates the Relationship of Servant Leadership to Organizational Citizenship Behavior

Communication within the company is further referred to as business communication (Manoela, 2013) [23]. Heider et al. (2015) also said that interpersonal communication has a positive influence of servant leadership on organizational citizenship behavior. Meily and Yanuar (2012) [9] gave the same opinion that interpersonal communication mediates the positive effect of servant leadership on organizational citizenship behavior. Michelle et al. (2010) [2] found in his research that servant leadership positively affects organizational citizenship behavior mediated by interpersonal communication. Based on that understanding can be formulated the sixth hypothesis as follows.

H6 : Interpersonal communication mediates the positive effect of servant leadership on organizational citizenship behavior

3.7 The Role of Interpersonal Communication Mediates the Trust in Leadership Relationship with Organizational Citizenship Behavior

Tiur (2013) [25] says that interpersonal communication is able to mediate the positive effect of trust in leadership on organizational citizenship behavior. Kurnia (2015) [26] proves that interpersonal communication has a positive effect on trust in leadership relationships on organizational citizenship behavior. Manoela (2013) [23] gives the same opinion that interpersonal communication mediates the positive effect of trust in leadership on organizational citizenship behavior. Orebiyi (2011) [13] found in his research that interpersonal communication mediates trust in leadership positively to organizational citizenship behavior. Based on that understanding can be formulated the seventh hypothesis is as follows.

H7 : Interpersonal communication mediates the positive effect of trust in leadership on organizational citizenship behavior

IV. Research Methods

This study uses an associative method that aims to determine the relationship and influence between two variables or more (Sugiyono, 2012: 56) [26]. This research was conducted at Siki Bali Foundation located at Jalan Jayagiri XI No.1 Renon Denpasar City. The reason behind the researcher in research at Siki Bali Denpasar Foundation is that this institution is a business engaged in foreign language course services, so should be able to provide assurance on the quality of services to students in order to support the smooth and comfortable learning process.

The object of research is a matter or what is the concern and what is being studied. As an object of research is the influence of servant leadership and trust in leadership on organizational citizenship behavior. Servant leadership variables (X1) and trust in leadership variables (X2), interpersonal communication (M), organizational citizenship behavior (Y).

Types of quantitative and qualitative data used such as employee data, respondents' answers to questionnaires and such as company history, organizational structure and corporate activities. Primary and secondary data sources are used such as observation and questionnaires to respondents and history of company establishment, corporate organizational structure, and number of employees.

The sample size is 49 employees not including the leader of Siki Bali Denpasar Foundation which is classified based on census method (Sugiyono, 2012: 115) [26]. The data collected in this study using observation methods, literature and questionnaires given to respondents who have been selected

IV. Results And Discussion

5.1 Instrument Validity and Reliability

The result of instrument test shows that all instruments used in this research are valid and reliable. This is shown in Table 1 and Table 2.

Table 1. Validity Test

No	Variables	Indicators	Correlation	Information
1	<i>Servant leadership (X₁)</i>	X1.1	0,834	<i>Valid</i>
		X1.2	0,902	<i>Valid</i>
		X1.3	0,904	<i>Valid</i>
		X1.4	0,846	<i>Valid</i>
		X1.5	0,901	<i>Valid</i>
		X1.6	0,880	<i>Valid</i>
		X1.7	0,945	<i>Valid</i>
2	<i>Trus leadership (X₂)</i>	X2.1	0,891	<i>Valid</i>
		X2.2	0,907	<i>Valid</i>
		X2.3	0,923	<i>Valid</i>
		X2.4	0,915	<i>Valid</i>
2	Komunikasi Interpersonal (M)	M.1	0,827	<i>Valid</i>
		M.2	0,893	<i>Valid</i>
		M.3	0,895	<i>Valid</i>
		M.4	0,888	<i>Valid</i>
		M.4	0,879	<i>Valid</i>
4	<i>Organizational citizenship behavior (Y)</i>	Y1	0,908	<i>Valid</i>
		Y2	0,941	<i>Valid</i>
		Y3	0,968	<i>Valid</i>
		Y4	0,947	<i>Valid</i>
		Y5	0,937	<i>Valid</i>

Table 1. It can be explained that each variable indicator has a person correlation value greater than 0.30, then this means the indicator / question used is appropriate to be used and reveal the data of the variables studied appropriately.

Table 1. Reliability Test

No	Variables	Cronbach's Alpha	Information
1	Servant leadership	0,953	<i>Reliabel</i>
2	Trust leadership	0,929	<i>Reliabel</i>
3	Komunikasi Interpersonal	0,925	<i>Reliabel</i>
4	Organizational citizenship behavior	0,967	<i>Reliabel</i>

Table 2 above explains that the Cronbach's Alpha value for each variable is > 0.6, this means the gauge will give consistent results for examining the same object.

Confirmatory factor analysis is used to test whether the indicator is really an indicator of a variable as follows:

Table 3 Correlation Coefficient of Variable Matrix

No	Variables	Chi-square	Sig
1	Servant leadership	359,491	0,000
2	Trust leadership	123,410	0,000
3	Komunikasi Interpersonal	152,879	0,000
4	Organizational citizenship behavior	228,651	0,000

Table 3 shows that Chi-square values for each variable with a significance value below 0.05, then this means that each item on the instrument has a strong correlation value so it is feasible to be used in factor analysis.

Tabel 4 Kaiser Mayer Olkin (KMO) test

No	Variables	KMO	Information
1	Servant leadership	0,898	Valid
2	Trust leadership	0,838	Valid
3	Komunikasi Interpersonal	0,860	Valid
4	Organizational citizenship behavior	0,899	Valid

Based on Table 4 shows that the value of Kaiser Mayer Olkin (KMO) for each variable is greater than 0.5. This means each variable has sufficient sample to perform factor analysis.

Table 5 Measure of Sampling Adequacy Analysis (MSA)

No	Variabels	Item Statement	MSA value
1	<i>Servant leadership (X₁)</i>	X1.1	0,901
		X1.2	0,933
		X1.3	0,899
		X1.4	0,859
		X1.5	0,907
		X1.6	0,910
		X1.7	0,880
2	<i>Trus leadership (X₂)</i>	X2.1	0,850
		X2.2	0,866
		X2.3	0,803
		X2.4	0,840
2	Komunikasi Interpersonal (M)	M.1	0,846
		M.2	0,867
		M.3	0,834
		M.4	0,918
		M.4	0,848
4	<i>Organizational citizenship behavior (Y)</i>	Y1	0,903
		Y2	0,931
		Y3	0,859
		Y4	0,887
		Y5	0,925

Table 5 shows the value of MSA for each indicator variable greater than 0.5, then this means the model used is feasible used in the factor analysis model.

Table 6 Eigen Value

No	Variables	Eigen Value	Cumulative (persent)	Variance
1	<i>Servant leadership</i>	5,610	80,148	
2	<i>Trust leadership</i>	3,145	78,615	
3	Komunikasi Interpersonal	3,667	73,347	
4	<i>Organizational citizenship behavior</i>	4,150	82,994	

Table 6 shows the eigenvalues value and each variable is greater than 1, and the percentage of variance is greater than 5 percent, so it is feasible to be used in the model.

Tabel 7 Coefficient Loading Factor

No	Variables	Indicators	Loading Faktor	Information
1	<i>Servant leadership (X₁)</i>	X1.1	0,867	Valid
		X1.2	0,887	Valid
		X1.3	0,900	Valid
		X1.4	0,862	Valid
		X1.5	0,908	Valid
		X1.6	0,891	Valid
		X1.7	0,948	Valid
2	<i>Trus leadership (X₂)</i>	X2.1	0,869	Valid
		X2.2	0,876	Valid
		X2.3	0,914	Valid
		X2.4	0,886	Valid
2	Komunikasi Interpersonal (M)	M.1	0,836	Valid
		M.2	0,890	Valid
		M.3	0,906	Valid
		M.4	0,813	Valid
		M.4	0,833	Valid
4	<i>Organizational citizenship behavior (Y)</i>	Y1	0,891	Valid
		Y2	0,892	Valid
		Y3	0,947	Valid
		Y4	0,932	Valid
		Y5	0,891	Valid

Table 7 shows that the instrument rotation value for each variable is greater than 0.4 then this means that all instruments of each variable are eligible and show a strong correlation.

5.2 Moderation Regression Analysis

Moderating Regression Analysis results are as follows

Table 8 Recapitulation of Regression Results Structure 1

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	0.147	0.272		0.541	0.591
SL	0.611	0.100	0.623	6.133	0.000
TL	0.351	0.110	0.325	3.201	0.002
R ²	: 0,807				
F Statistik	: 96,253				
Sig.F	: 0,000				

Table 9 Recapitulation of Structural Regression Results 2

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	-0.405	0.214		-1.891	0,065
SL	0.464	0.105	0.437	4.407	0.000
TL	0.254	0.095	0.217	2.667	0.011
KI	0.382	0.116	0.353	3.306	0.002
R ²	: 0,901				
F Statistik	: 136,867				
Sig.F	: 0,000				

5.3 Goodness of Fit Model Test

Goodness of fit test can be seen from the total determination value of 0.982 means that as much as 98.2% empirical data can explain the model, or the model is said to be good. Thus, the model deserves to provide an explanation and hypothesis testing

Table 10 Recapitulation of Hypothesis Testing Results

No.	Relationship Between Variables	Path Coefficient (Standardize)	P-Value	Information
P1	<i>Servant Leadership</i> → Kom. Interpersonal	0,611	0,000	Significance
P2	<i>Trust in Leadership</i> → Kom. Interpersonal	0,351	0,002	Significance
P3	Kom. Interpersonal → OCB	0,382	0,002	Significance
P4	<i>Servant Leadership</i> → OCB	0,464	0,000	Significance

P5	<i>Trust in Leadership</i> → OCB	0,254	0,011	Significance
P6	<i>Servant Leadership</i> → Kom. Interpersonal → OCB	0,844	0,002	Significance
P7	<i>Trust in Leadership</i> → Kom. Interpersonal → OCB	0,485	0,002	Significance

The results of hypothesis testing can be seen in Figure 2 Path Coefficient.

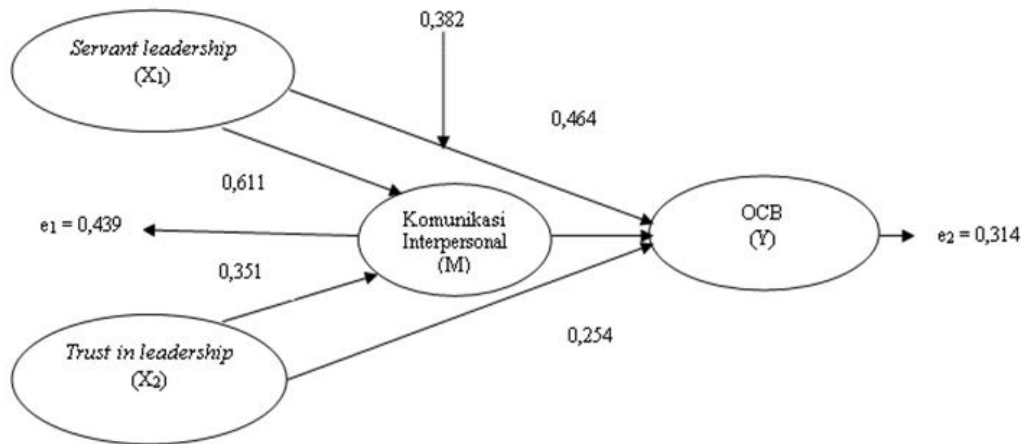


Figure 2. Path Coefficients

5.4 Testing Result of Mediation Variable (Test Sobel)

The calculation results obtained comparison of z calculation of $4.05 > z$ table of 1.96, then H_0 accepted and H_1 rejected. This means that servant leadership and trust in leadership have a significant positive effect on organizational citizenship behavior through interpersonal communication to employees at Siki Bali Denpasar Foundation.

5.5 Discussion of Data Analysis Results

Partial test results show that servant leadership has a positive and significant effect on interpersonal communication. This means that both variables have a strong and close positive relationship between servant leadership and interpersonal communication. This result is in accordance with the results of Meily and Yanuar (2012) [9] study which stated in his research that servant leadership is related to interpersonal communication. Adelia et al. (2015) [10] said that the application of servant leadership can provide a positive influence in fostering interpersonal communication.

Partial test results show that trust in leadership has a positive and significant effect on interpersonal communication. This means that both variables have a strong and close positive relationship between trust in leadership and interpersonal communication. This result is in accordance with the results of Orebiyi's (2013) study [13] that trust in leadership has a positive influence on interpersonal communication in performing tasks assigned to employees. Abdu (2014) [1] concluded that trust is one of the most important constructs of trust in leadership and has an influence on interpersonal communication.

Partial test results show that interpersonal communication has a positive and significant effect on organizational citizenship behavior. This means that both variables have a strong and close positive relationship between interpersonal communication and organizational citizenship behavior. This result is in accordance with a study by Hassan et al. (2010) [5] that interpersonal communication has a positive influence on organizational commitment in carrying out the tasks assigned to it. Tiur (2013) [25] says that interpersonal communication has a positive relationship to organizational commitment.

Partial test results show that servant leadership has a positive and significant effect on organizational citizenship behavior. Both variables have a strong and close positive relationship between servant leadership and organizational citizenship behavior. This result is consistent with the results of Heider et al. (2015) who said that the role of servant leadership is one of the factors that can give a positive influence on organizational citizenship behavior. Syahfarnas (2014) [18] gave the same opinion that servant leadership positively influences organizational citizenship behavior.

Partial test results show that trust in leadership has positive and significant effect on organizational citizenship behavior. This means that both variables have a strong and close positive relationship between trust in leadership and organizational citizenship behavior. This result is consistent with the results of a study conducted by Heider et al. (2015) that trust in leadership has a positive influence on the organizational

citizenship behavior of employees, in carrying out the tasks assigned to it. Abdu (2014) [1] in Heider et al. (2015) concluded that trust as one of the constructs of trust in leadership plays an important role and has an influence on organizational citizenship behavior.

The results of the mediation test suggest that interpersonal communication is able to mediate the positive effect of servant leadership on organizational citizenship behavior. These results are consistent with studies conducted by Heider et al. (2015) who said the role of interpersonal communication in mediating the positive effect of servant leadership on organizational citizenship behavior. Meily and Yanuar (2012) [9] share the same opinion that interpersonal communication mediates the positive effect of servant leadership on organizational citizenship behavior.

The results of the mediation test suggest that interpersonal communication is able to mediate the positive effect of trust in leadership on organizational citizenship behavior. These results are consistent with research conducted by Tiur (2013) [25] saying that interpersonal communication is able to mediate the positive effect of trust in leadership on organizational citizenship behavior. Kurnia (2015) [26] also proves that interpersonal communication has a positive effect on trust in leadership relationships on organizational citizenship behavior. Manoela (2013) [25] gives the same opinion that interpersonal communication mediates the positive effect of trust in leadership on organizational citizenship behavior.

V. Conclusion And Recommendation

Based on the discussion in the previous chapters, then as for things that can be concluded that, servant leadership has a positive and significant influence on interpersonal communication applied in Siki Bali Denpasar Foundation. Trust in leadership has a positive and significant influence on interpersonal communication applied in Siki Bali Denpasar Foundation. Interpersonal communication has a positive and significant influence on organizational citizenship behavior applied in Siki Bali Denpasar Foundation. Servant leadership has a positive and significant influence on the organizational citizenship behavior applied in Siki Bali Denpasar Foundation. Trust in leadership has a positive and significant influence on the organizational citizenship behavior applied in Siki Bali Denpasar Foundation. Interpersonal communication is able to mediate the positive relationship servant leadership towards organizational citizenship behavior applied in Siki Bali Denpasar Foundation. Interpersonal communication is able to mediate the positive relationship of trust in leadership toward organizational citizenship behavior applied in Siki Bali Denpasar Foundation.

Based on the conclusions, suggestions that can be given to the management of Siki Bali Denpasar Foundation should prioritize the application of servant leadership, trust in leadership and effective interpersonal communication, for example by always involving employees to be able to provide input and suggestions in order to determine attitudes and make decisions together to determine the best for the organization and its members. The implementation of leadership servant leadership is needed so that it can provide motivation and restore employee morale. This can be done by prioritizing a sense of understanding and attention to the work environment situation, as well as considering the needs and needs that support employees in the work, so that employees want to work with high spirits.

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