The role of Interpersonal Communication and Trust as antecedents of Organizational Citizenship Behavior (OCB)

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Abstract. Since Organizational Citizenship Behavior (OCB) has been found to be a factor that plays an important role in achieving organizational goals and employee work productivity, a lot of research has been conducted by scholars to show this. Social exchange theory shows that the level of employee contribution is determined, in part, by the degree of trust between organizational members. The aim of this research is to find factors that play an important role in the emergence of OCB among employees. This study involves OCB, trust, and interpersonal communication. This study was conducted on production employees at a manufacturing company engaged in the production of medical equipment, totalling 114 employees using a survey method and quantitative approach, using a questionnaire as the main instrument. In this research, it was found that interpersonal communication and trust are factors that significantly influence employee OCB. Strengthening interpersonal communication and trust will increase OCB. In this research, it was also found that trust plays a role in mediating interpersonal communication and OCB. To increase OCB, organizations should first strengthen trust among employees.

Keywords: Trust; Interpersonal communication; Organizational effectiveness; Efficiency; Organizational goal.

Abstrak. Organizational Citizenship Behavior (OCB) diketahui menjadi faktor yang berperan penting dalam mencapai tujuan organisasi dan produktivitas kerja karyawan, maka banyak penelitian yang dilakukan oleh para sarjana untuk menunjukkan hal tersebut. Teori pertukaran sosial menunjukkan bahwa tingkat kontribusi karyawan sebagian ditentukan oleh tingkat kepercayaan antar anggota organisasi. Tujuan dari penelitian ini adalah untuk mengetahui faktor-faktor yang berperan penting terhadap munculnya OCB di kalangan karyawan. Penelitian ini melibatkan OCB, kepercayaan, dan komunikasi interpersonal. Penelitian ini dilakukan terhadap karyawan produksi pada perusahaan manufaktur yang bergerak di bidang produksi alat kesehatan yang berjumlah 114 karyawan dengan menggunakan metode survei dan pendekatan kuantitatif, dengan menggunakan kuesioner sebagai instrumen utama. Dalam penelitian ini ditemukan bahwa

komunikasi interpersonal dan kepercayaan merupakan faktor yang mempengaruhi OCB karyawan secara signifikan. Penguatan komunikasi interpersonal dan kepercayaan akan meningkatkan OCB. Dalam penelitian ini juga ditemukan bahwa kepercayaan berperan dalam memediasi komunikasi interpersonal dan OCB. Untuk meningkatkan OCB, organisasi harus memperkuat kepercayaan antar karyawan terlebih dahulu.

Kata Kunci: Kepercayaan: Komunikasi interpersonal; Efektivitas organisasi; Efisiensi; Tujuan organisasi.

BACKGROUND

OCB is important for organizations because it facilitates the accomplishment of organizational goals and enhances organizational performance (Fisher et al., 2010). Social exchange theory holds that workers' stations and actions depend on the degree of trust and support they admit from the organization (George et al., 2020). Trust is complementary, Singh and Srivastava (2016) and its main function is to promote social exchange relations. The relationship between Organizational Trust and OCB reflects the social exchange relationship. Trust creates a good working terrain for an organization in which workers show more performance (Yang & Tsai, 2022). Kim and Park (2019), for illustration, believe that when trust is erected between members and the association, it has a positive impact on the organization and is more likely to show OCB. Studies by Podsakoff et al. (1990) also show that trust is an antecedent variable of OCB and an important factor of OCB. This study believes that when workers have full trust in the organization and their colleague, they can't only do their work well, but also show OCB. Grounded on this, the following supposition is also made in this study.

Since OCB is the important factor in an organizational, many study has conduct to determine antecedents of OCB. According integrated organizational behavior model by Colquitt (2019), interpersonal communication and trust are factors that impact on OCB. This research was conducted in a manufacturing company that is based on many processes in its production, where interpersonal communication is important in ensuring the process runs according to work targets and standard operational procedures are implemented. If interpersonal communication runs smoothly, employees will develop mutual trust, which in turn will foster a feeling of wanting to help when other employees experience difficulties in their work, this is the background to why interpersonal communication and trust are involved in this research as antecedents of OCB.

THEORETICAL REVIEW

Organizational Citizenship Behavior (OCB)

According to MacShane and Von Glinow (2010) OCB is employee behavior in the form of cooperation and helping fellow employees which aims to support organizational activities. The dimensions of OCB are: individual: altruism, referring to employee

behavior that is happy to help co-workers, such as being happy to help co-workers; courtesy, refers to the behavior of employees who are very close friends (true friends) so that they always share resources with colleagues, which is organizational in nature: civic virtue refers to the behavior of employees who help improve the good name of the company, present cooperation and assistance to the organization which includes: helping improving the good name of the company, working voluntarily so that the organization is free from various problems, contributing ideas to work, volunteering to be present outside working hours, keeping the organization running.

Luthans (2011) said that OCB is a person's prosocial behavior that is carried out voluntarily, is not directly or explicitly recognized in the reward system, but this behavior has an impact on the effectiveness of organizational functions. The dimensions of OCB are personality and behavior in the organization (attitudinal), Personality includes cooperative, helpful, caring and conscientious behavior, Attitudinal includes a sense of interest in the organization due to influences from within the organizational atmosphere. Various forms of OCB include: altruism (for example, helping a colleague who is in a difficult situation), conscientiousness (for example, carrying out a task to completion), civic virtue (for example, voluntarily carrying out activities for the good name of the organization), sportsmanship (for example, sharing experience of failure and success among members of the organization), and courtesy (for example, understanding the organization so that it is not easily provoked).

Tambe and Shanker (2014) believe that OCB refers to voluntary behavior that arises from employees to become good citizens in the organization. Indicators of OCB are Altruism refers to the behavior of helping coworkers that is carried out voluntarily, such as helping coworkers who are overloaded with work, advising coworkers who are often absent, helping coworkers complete difficult work; Conscientiousness refers to an attitude to work that exceeds specified standards such as obeying organizational rules, not taking breaks or leave provided and being willing to work longer hours, being disciplined, responsible and working hard; Sportsmanship refers to the attitude of tolerating unavoidable discomfort, employees not complaining about difficulties at work and thinking positively at work; Courtesy refers to an attitude of not wanting to cause problems with co-workers, such as making sure the printer is in good condition so that co-workers can continue working; and Civic virtue refers to constructive employee involvement in organizational political processes, including expressing opinions, attending meetings, discussing with colleagues, communicating to make the organization better.

Salwa and Wikansari (2017) said that Organization Citizenship Behavior is an individual behavior that is in accordance with the will of the heart (discretionary) which is free to be carried out or not by the organization which can encourage the creation of increased effectiveness and efficiency of the organization. One indication of organizational citizenship behavior is that employees carry out work beyond the roles or responsibilities that have been assigned to them based on their willingness and there is no element of coercion from any party. The indicators of Organizational Citizenship Behavior are Altruism is the behavior of employees in helping colleagues who are in trouble, both with work and personal problems; Conscientiousness is behavior demonstrated by carrying out something that exceeds what is expected by the organization or exceeds the responsibilities imposed by the organization on the employee concerned; Sportsmanship is tolerance for less than ideal conditions in the organization

where the employee works; and Politeness is the behavior of maintaining good relations with co-workers to avoid interpersonal conflicts in the organization. This dimension refers to the behavior of respecting and caring for other people; Civic virtue is the behavior of prioritizing the interests of the organization and voluntarily carrying out its role in the organization.

Spector (2008) said that Organizational Citizenship Behavior (OCB) is a behavior that goes beyond the core task requirements of the job (tasks listed in the job description) and is beneficial for the organization. which consists of dimensions: a) Altruism: helping coworkers who are unable to work; b) Conscientiousness: working hard and completing work late into the night; c) Civic virtue: voluntarily carrying out community activities to improve the organization's image; d) Sportsmanship: feeling guilty and responsible for the failure of the team; and e) courtesy: understanding and feeling (empathy) for the difficulties faced by the organization or work environment.

Winoto et al. (2020) state that Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles in the workplace. Colquitt (2019) describes Organizational Citizenship Behavior (OCB) is employee activity carried out voluntarily, who receives or does not receive compensation but still contributes to the organization in improving the overall quality where the work takes place. The dimensions of Organization Citizenship Behavior (OCB) consist of: a) Organizational OCB, consisting of indicators: helping (helping co-workers and helping introduce new colleagues to the job), courtesy (helping provide information needed according to the job, and sportsmanship (maintaining a good attitude with co-workers); b) Interpersonal OCB consists of indicators: voice (contributing a positive-opinions for the progress of the organization), civic virtue (participating in the organization more than what has been determined); and boosterism (being positive towards the organization when in public/away from the organization).

Based on the theories above, it can be synthesized that Organization Citizenship Behavior (OCB) is the voluntary behavior and extra role of employees in carrying out work beyond the Job Description to achieve organizational goals. Dimensions and Indicators of Organizational Citizenship Behavior (OCB), i.e.: Organizational OCB Dimensions, consist of indicators: helping (helping colleagues and helping introduce new colleagues to the job), courtesy (helping provide information needed according to the job, sportsmanship (maintaining a good attitude with co-workers), voice (giving opinions for the progress of the organization), civic virtue (participating in the organization more than what has been determined), and boosterism (having a positive attitude towards the organization when in public/away from the organization).

Trust

Colquitt et al. (2019) said that trust in organizational authority (leadership) is the will to submit oneself to an authority (organization) based on positive expectations regarding the actions and will of that authority. Trust is built based on three types, i.e.:

1. Trust based on disposition (disposition-based trust), namely trust based on a person's nature (nature) which is easy to trust and also due to the influence of education (nurture) and the environment. an example of the nature or tendency (propensity) of someone who easily believes in something/organization.

2. Cognitive-based trust, namely trust that is born based on rational considerations such as the consideration that the organization has ability, goodness, and integrity.

3. Trust based on feelings (affect-based trust), namely trust that is built on the basis of a person's feelings for another person, such as liking and love.

Robbins and Judge (2013) said that trust is a situation where an individual agrees to trust and surrender himself to another person because he has a positive hope that the person, he trusts will never betray him. Trust in an organization has the following characteristics: a. Trust is built due to proficiency, which refers to how easily an employee trusts an organization. However, on the other hand, there are employees who find it difficult to trust the organization; b. trust that is built due to organizational integrity where the organization operates by upholding honesty and truth, c. trust that is built because the organization does good and is helpful (benevolence), and d. trust in an organization that is built due to organizational skills (ability), such as the organization having advantages in the technical fields, skills and attitudes.

Kreitner and Kinicki (2013) said that trust is a feeling of confidence in organizational authority as a result of communication, respect, consistency, and competence. Factors that form trust in organizations: 1) communication, i.e. members know the goals of the organization and there is feedback, 2) motivation, i.e. the organization has efforts to encourage members to move forward, 3) respect, i.e. the organization makes decisions by respecting all members of the organization, 4) justice, i.e. implementing justice, 5) predictability, i.e. clarity, and 6) competence, i.e. the organization developing expertise, attitudes and skills at work.

Mayer et al. (1995) described that trust is a person's willingness to be sensitive to the actions of other people based on the hope that other people will carry out certain actions on the person who trusts them, without depending on their ability to monitor and control them. Trust Dimensions: a) Ability refers to the competency and characteristics of the seller/organization in influencing and authorizing a specific area; b) Kindness (Benevolence) is the seller's willingness to provide mutually beneficial satisfaction between himself and the consumer; c) Integrity is related to how the seller's behavior or habits run their business.

Peppers and Rogers (2016), trust is one party's belief in the reliability, ability and integrity of the other party in the relationship and the belief that their actions are in the best interests and will produce positive results for the trusted party. The dimensions of trust are: a. Cooperation: trust can relieve feelings of uncertainty and risk, b. Commitment: components that can build relationships, c. Relationship duration: encourages members to create relationships, d. Quality: parties who are trusted to receive and use information from trusted parties and ultimately produce greater benefits.

Daniel and Ong (2023) said that trust is deeply embedded in mortal connections and involves a belief in the trust ability, integrity, and honesty of another person or reality. On the other hand, confidence refers to a belief in one's capacities, rates, or judgments. While both words involve a sense of belief, they're distinct in their focus. Trust emphasizes the trust ability and honesty of another person or reality, while confidence emphasizes one's capacities and rates.

Hoy and Tschannen-Moran (1999) believes that trust is the willingness of a person or group to become a partner with another party based on beliefs and actions. The

dimensions of trust are: a) Benevolent (good intentions): the desire to do something; b) Reliable (trustworthy): having an honest personality and strong character, consistent in actions; c) Competent (competence): abilities, knowledge/insight and attitudes that serve as a guideline in carrying out the work responsibilities carried out by employees; d) Honest (honesty): trust that is built due to integrity; e) Open (openness): willing to receive knowledge or information and share it with other parties.

From several definitions of trust put forward by these experts, it can be synthesized that trust is an individual's belief in another individual or group in carrying out duties and obligations for the common good. Dimensions and indicators of trust are: a) trust based on disposition (disposition-based trust), with indicators: belief in "benevolent" (good intentions): belief that the person you trust will do something good/noble; trust in reliability (trustworthiness): belief that the person you trust has an honest personality and strong character, consistent in actions; b) cognitive-based trust (cognition-based trust), with indicators: trust in Competency (competency): belief that people who are trusted have the ability, knowledge, insight and attitudes that serve as a guideline in carrying out the work responsibilities carried out by employees, trust in honesty: trust in people who are trusted because of their integrity; c) trust based on feelings (affect-based trust), with indicators: open (openness): the belief that people who are trusted are willing to receive knowledge or information and share it with other parties; empathy: the belief that people you trust have the ability to understand what other people feel.

Interpersonal Communication

Littlejohn and Foss (2011) stated that communication (in interpersonal terms) is the verbal interchange of thought or idea. In order to exchange thoughts or ideas verbally to be effective, several aspects need to be paid attention to by interpersonal communication actors, namely openness, empathy, supportive attitude, positive attitude and equality. According to Schermerhorn (2011), communication is an interpersonal process of sending and receiving symbols with messages attached to them. There are four dimensions that influence interpersonal communication, i.e.:

1. Self-image, i.e. a picture of oneself, social status and so on.

2. The image of the other party, i.e. an assessment of the way and ability of other people to communicate.

3. Physical environment, i.e. the location and conditions where communication takes place.

4. Social environment, i.e. the forum where communication takes place.

Interpersonal communication according to Hutapea and Thoha (2008) is the process of conveying a message or news by someone and receiving the news by another person or small group of people with immediate consequences and feedback. Indicators of interpersonal communication according to Hutapea and Thoha (2018) are:

1. Openness, the aspect of the desire to be open to everyone who interacts with other people and the desire to respond honestly to all information that comes to him.

2. Empathy, this support is intended to feel as other people feel, a feeling along with other people's feelings, that is, trying to feel in the same way as other people's feelings.

3. Support, with this support effective interpersonal communication will be achieved.

4. Support is sometimes spoken and sometimes unspoken. Unspoken support such as a nod of the head, a wink, an eye roll, a smile or a clap of the hand is unspoken positive support.

5. Positivity/positive behavior, Interpersonal Communication will be successful if there is positive attention towards someone, positive feelings towards someone are communicated and a positive feeling in general communication situations is very useful for making cooperation effective.

6. Similarity, Interpersonal Communication will be more effective if the people communicating are in an atmosphere of equality. This does not mean that people who have nothing in common cannot communicate. It is clear that they can communicate, but if their communication is to be effective, the personality similarities between them should be known.

According to DeVito (2016), interpersonal communication is a process of sending and receiving messages between two people or between small groups with instant effects and feedback. Indicators of interpersonal communication are:

1. Aspect of openness, the indicator is being open and responsible towards thoughts and feelings.

2. Sympathy aspect, the indicator is feeling other people's feelings and trying to get to know the person you are talking to.

3. Aspect of positive feelings, the indicators are a positive attitude towards oneself and a positive attitude towards the environment.

4. Aspect of equality, the indicator is being able to respect other people and being able to respect others

Based on the theories above, a synthesis can be drawn, interpersonal communication is the activity of sending messages by someone and receiving messages by other people to get feedback. Dimensions and indicators in interpersonal communication include: 1) Openness, i.e. the delivery of information openly to everyone who interacts with other people and the desire to respond honestly to all information; 2) Empathy, i.e. the ability to know what other people are experiencing from their point of view. other people; 3) Equality, i.e. tacit recognition that each party is equally valuable and worthy; and 4) Positive behavior, i.e. positive attention to oneself, respect and positive thoughts towards other people.

Interpersonal Communication and Organizational Citizenship Behavior (OCB)

According to social exchange theory, employee will do something if they predict they will get benefits from what they do, in terms of interpersonal communication it will be more effective if employees perceive that harmonious communication will increase their contribution to other employees and the organization where they work. Interpersonal communication that is effective and open to ideas from the recipient and sender of the message will give rise to positive perceptions among individuals in an organization, therefore interpersonal communication between two or more individuals is an important thing that must be built so as to create a conducive and comfortable environment for members of the organization. Interpersonal communication that flows smoothly will create comfort within organizational members which in turn will create a desire among organizational members to do more than their main tasks for the benefit of the organi-

zation, for example by actively voicing positive ideas for achieving organizational goals and even for organizational progress (see Annisa, 2023; Gheorghe, 2018). According to the description above, the formulation of the first hypothesis is:

H1: There is a positive influence of interpersonal communication on OCB.

Interpersonal Communication and Trust

Effective communication that ensures the message is conveyed clearly will make individuals in the organization have the same perception of something. Interpersonal communication that involves openness in conveying information and considering the interlocutor as an equal will generate trust from and to colleagues in an organization. Effective communication is the key to a balanced reciprocal activity in order to achieve common goals in an organization. Interpersonal communication that is open to feedback from the other person will create trust between individuals in the organization. The central role of interpersonal communication in building trust is supported by the results of research by Boies et al. (2015); Savolainen et al. (2014); Thomas et al. (2009); and Miaohui et al. (2022). According to the description above, the formulation of the second hypothesis is:

H2: There is a positive influence of interpersonal communication on trust.

Trust and OCB

Trust that has been built between individuals in an organization will give rise to confidence and a desire to do more for other individuals and even for the organization, the behavior of providing assistance voluntarily will arise automatically because they feel part of the organization. A good image of an organization is considered to be a good image of itself, so that it contributes as much as possible to the interests of the organization. Trust in reliability, for example, will give rise to the desire of members of the organization to talk about good things about their organization and even outside the organization. Study by Dai et al. (2022) found that trust can affect on OCB. Manik (2020); Lay et al. (2020); Mey et al. (2014); Suherman et al. (2017); Lee et al. (2023); Özlük and Baykal (2020); Huda et al. (2019); and Pertiwi et al. (2018) show that trust has an influence on the citizenship behavior of organizational members (OCB). According to the description above, the formulation of the third hypothesis is:

H3: There is a positive influence of trust on OCB.

Interpersonal Communication on OCB through Trust

Effective interpersonal communication will create trust between employees, then if trust has been built, employees will show voluntary behavior that exceeds their main duties. This situation is what a company desires in order to achieve organizational goals. According to the description above, the formulation of the fourth hypothesis is:

H4: There is a positive influence of interpersonal communication on OCB through trust.

RESEARCH METHODS

This research uses a survey method with path analysis techniques. This technique is used to analyze the relationship between one independent variable, one dependent variable, and one intervening variables, i.e. interpersonal communication variable (X) in indicators: openness to information, sympathy, positive feelings and equality. Intervening variable is Trust (Y) in indicators: trust in benevolent (good intentions), trust in reliability, trust in competency, trust in honesty, trust in openness and trust in empathy, and the dependent variable is Organizational Citizenship Behavior (Z) in indicators: helping, courtesy, sportsmanship, voice, civic virtue and boosterism. The unit of analysis in this research is production employees of PT Sarandi Karya Nugraha located in Sukabumi Regency, West Java, totalling 114 employees. In this study, simple random sampling technique is applied.

RESULTS AND DISCUSSIONS

The data in this study were obtained from self-reports from male production employees aged between 22-40 years, working for 1 year or more. The data obtained was processed using the SmartPLS 3 application developed by Ringle et al. (2015). Based on Table 1, it can be seen that all variables have good reliability. The indicator of reliability is obtained from squaring outer loadings of reflective constructs, and once used together, they give a necessary and sufficient measure of the measurement model, clearly describing the relationship between the latent variables and their measures (see Appx. 1).

Table 1. SLF Value and Reliability

Laten Variable	Indicator	Coefficients/SLF (λ)	Reliability		Conclusion
			CR≥0.7	VE ≥ 0.5	
Interpersonal communication			0.865	0.617	Good reliability
	Openness to information	0..815			
	Sympathy	0.792			
	Positive feelings	0.815			
	Equality	0.716			
Trust			0.894	0.591	Good reliability
	Trust in benevolent (good intentions)	0.736			
	Trust in reliability	0.818			
	Trust in competency	0.815			
	Trust in honesty	0.756			
	Trust in openness	0.484			
	Trust in empathy	0.864			
Organizational Citizenship Behavior			0.895	0.596	Good reliability
	Helping,	0.745			
	Courtesy	0.890			
	Sportsmanship	0.848			
	Voice	0.681			
	Civic virtue	0.919			
	Boosterism	0.475			

Souce: Processed data (2023).

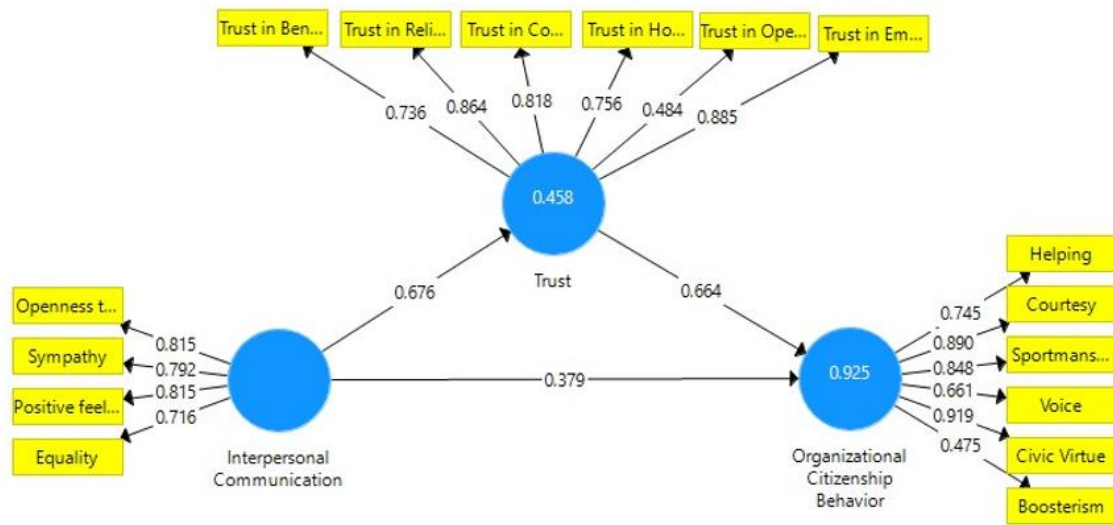The outer model on Fig. 1 shows that the positive influence of the three path coefficients tested in this study.

Figure 1. Outer Model

The inner model on Fig. 2 shows the significant influence of the three path coefficients tested in this study.
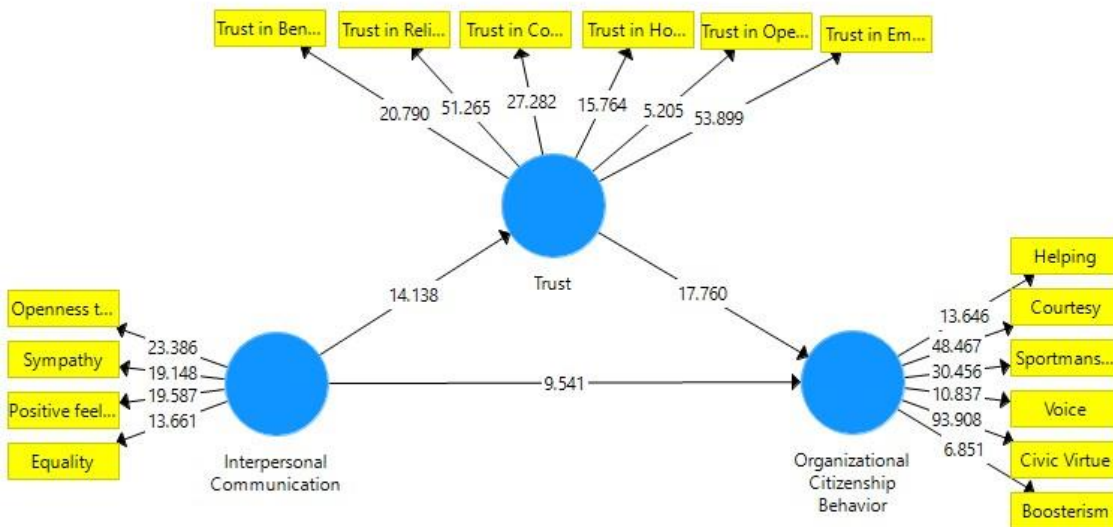

Figure 2. Inner Model

Table 2 and Table 3 show the path coefficients and indirect effects between research variables.

Table 2. Path Coefficient (Direct Effect)

	Interpersonal Communication	Trust	Organizational Citizenship Behavior
Interpersonal Communication		0.676	0.379
Trust			0.664
Organizational Citizenship Behavior			

Souce: Processed Data (2023).

Table 3. Indirect Effect

Interpersonal Communication → Trust → Organizational Citizenship Behavior	0.449

Souce: Processed Data (2023).

The positive direct influence of Interpersonal Communication on Organizational Citizenship Behavior (OCB)

Based on the calculation of the path coefficient value for the influence of interpersonal communication on OCB β = 0.379, meaning that there is a positive direct influence of IC on OCB. The more intense and effective IC will increase OCB. This study found that the four indicators of interpersonal communication have the greatest influence on the civic virtue indicator. This shows that effective interpersonal communication contributes to employee involvement in company activities outside of their job description, for example participating in social activities held by the Company. This research finding is in line with the research results of Annisa (2023) and Gheorghe (2018).

The positive direct influence of Trust on OCB

The results show that the path coefficient value of the influence of trust on OCB, it is β = 0.664, there is a positive direct influence of trust will improve OCB. It means that the stronger trust will improve OCB. This study found that the five trust indicators showed the greatest influence on the civic virtue indicator on OCB. Trust in empathy, namely the positive perception that co-workers feel what an employee feels will give rise to a desire to do work that exceeds their main duties voluntarily, this condition is what every organization wants. The findings of this study are supported by research conducted by Dai et al. (2022) found trust impact to OCB; Manik (2020); Lay et al. (2020); Mey et al. (2014); Suherman et al. (2017); Lee et al. (2023); Özlük and Baykal (2020); Huda et al. (2019).

The positive direct influence of Interpersonal Communication on Trust

Based on the calculation of the path coefficient value of the influence of interpersonal communication on trust, it is β = 0.676, it means there is a positive direct influence of IC on trust. The more intense and effective IC will increase trust. This study found that the four indicators of interpersonal communication have a strong influence on the trust in empathy indicator, meaning that effective interpersonal communication will create trust that other employees care about the work problems faced by an employee. This situation is very important in building harmonious relationships and positive perceptions between employees which will ultimately facilitate the achievement of organizational goals. This study findings support the early research findings by Boies,

Fiset, and Gill (2105); Savolainen et al. (2014); Thomas et al. (2009); and Miaohui et al. (2022) that shows there is an influence interpersonal communication on trust.

The positive indirect influence of Interpersonal Communication on OCB through Trust.

The indirect influence of IC on OCB through trust is $\beta = 0.449$. The direct influence of IC on OCB is $\beta = 0.379$, so it can be concluded that trust is effective as a mediator of the influence of IC on OCB. This study found that the coefficient of indirect effect is higher than the coefficient of direct effect, it means that to improve the OCB of an employee, the company should improve trust first. Effective interpersonal communication will create trust between employees, then if trust has been built, employees will show voluntary behavior that exceeds their main duties. This situation is what a company desires in order to achieve organizational goals.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study generated several conclusions, there are: strengthening interpersonal communication can increase OCB, which means that companies can increase OCB by strengthening interpersonal communication. The next conclusion found in this research is that strengthening trust between members of the organization can increase OCB, which means the company should be to be more concerned about the lever of trust among members of the organization, the next research finding is strengthening interpersonal communication can increase trust, meaning that effective communication between members of the organization can increase trust between them, fourth, strengthening interpersonal communication can increase OCB through strengthening trust, this means trust can function effectively as an intervening variable between interpersonal communication and OCB, it shows that the indirect influence is greater than the direct influence.

Study Implication

For companies, this research offers important factors concerned in order to increase employee OCB, which is something that has a positive correlation with achieving organizational goals. For company leaders and HR managers to pay more attention to and maintain a work environment that supports the creation of effective interpersonal communication and trust among employees.

Recommendation

We recommend that companies increase the effectiveness of interpersonal communication to increase employee trust and OCB. Improving interpersonal communication can be done by forming work teams between functions and also across functions. By establishing harmonious communication between employees, it will create closeness. This situation will encourage mutual understanding between employees. employees who will ultimately encourage OCB behavior in the Company.

Study Limitation

The scope of this study just used population and sample of production employees of PT Sarandi Karya Nugraha, Sukabumi Regency West Java, Indonesia and just studied three variables (OCB, trust and interpersonal communication). We recommend for the

next other studies to use overall production employees of industry in national scope and study more variables that might Influence the OCB.

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Appendix 1. Analysis of Relationship Between Indicators of Research Variables

	Boosterism	Civic Virtue	Courtesy	Equality	Helping	Openness to information	Positive feelings	Sportmanship	Sympathy	Trust in Benevolent (good intentions)	Trust in Competency	Trust in Empathy	Trust in Honesty	Trust in Openness	Trust in Reliability	Voice
Boosterism	1.000	0.437	0.423	0.282	0.354	0.321	0.321	0.403	0.312	0.322	0.358	0.387	0.330	0.212	0.378	0.314
Civic Virtue	0.437	1.000	0.818	0.545	0.684	0.620	0.620	0.779	0.603	0.623	0.692	0.749	0.639	0.409	0.731	0.608
Courtesy	0.423	0.818	1.000	0.528	0.663	0.601	0.601	0.755	0.584	0.603	0.671	0.725	0.619	0.397	0.708	0.589
Equality	0.282	0.545	0.528	1.000	0.441	0.583	0.583	0.502	0.567	0.356	0.396	0.429	0.366	0.234	0.418	0.392
Helping	0.354	0.684	0.663	0.441	1.000	0.502	0.502	0.631	0.489	0.505	0.561	0.607	0.518	0.332	0.592	0.492
Openness to information	0.321	0.620	0.601	0.583	0.502	1.000	0.664	0.572	0.645	0.406	0.451	0.488	0.416	0.267	0.476	0.446
Positive feelings	0.321	0.620	0.601	0.583	0.502	0.664	1.000	0.572	0.646	0.406	0.451	0.488	0.417	0.267	0.476	0.446
Sportmanship	0.403	0.779	0.755	0.502	0.631	0.572	0.572	1.000	0.556	0.575	0.639	0.691	0.590	0.378	0.674	0.561
Sympathy	0.312	0.603	0.584	0.567	0.489	0.645	0.646	0.556	1.000	0.395	0.439	0.475	0.405	0.259	0.463	0.434
Trust in Benevolent (good intentions)	0.322	0.623	0.603	0.356	0.505	0.406	0.406	0.575	0.395	1.000	0.602	0.652	0.556	0.356	0.636	0.448
Trust in Competency	0.358	0.692	0.671	0.396	0.561	0.451	0.451	0.639	0.439	0.602	1.000	0.724	0.618	0.396	0.707	0.498
Trust in Empathy	0.387	0.749	0.725	0.429	0.607	0.488	0.488	0.691	0.475	0.652	0.724	1.000	0.669	0.428	0.765	0.539
Trust in Honesty	0.330	0.639	0.619	0.366	0.518	0.416	0.417	0.590	0.405	0.556	0.618	0.669	1.000	0.366	0.653	0.460
Trust in Openness	0.212	0.409	0.397	0.234	0.332	0.267	0.267	0.378	0.259	0.356	0.396	0.428	0.366	1.000	0.418	0.294
Trust in Reliability	0.378	0.731	0.708	0.418	0.592	0.476	0.476	0.674	0.463	0.636	0.707	0.765	0.653	0.418	1.000	0.526
Voice	0.314	0.608	0.589	0.392	0.492	0.446	0.446	0.561	0.434	0.448	0.498	0.539	0.460	0.294	0.526	1.000