

# The Effect of Trust, Spirituality, and Interpersonal Communication on Organizational Citizenship Behaviour Certified Lecturer

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## Abstract:

This article analyses the effect of Belief, Spirituality, and Interpersonal Communication on organizational citizenship behaviour (OCB). The research was conducted on seventy-two certified lecturers using path analysis. The results of the study show that there are direct and indirect effects of; 1) trust on the organizational citizenship behaviour of certified lecturers, 2) spirituality on the organizational citizenship behaviour of certified lecturers, 3) interpersonal communication on the organizational citizenship behaviour of certified lecturers; 4) belief in spirituality; 5) trust in interpersonal communication; 6) trust in organizational citizenship behaviour of certified lecturers through spirituality; 7) trust in organizational citizenship behaviour of certified lecturers through interpersonal communication. The results of this study confirm that high levels of trust, spirituality, and interpersonal communication influence any change in the organizational citizenship behaviour of certified lecturers. Therefore, these three variables must be considered in creating and improving the organizational citizenship behaviour of certified lecturers.

**Keywords:** *Trust, Spirituality, Interpersonal Communication, Organizational Citizenship Behaviour*

## Abstrak:

Artikel ini bertujuan menganalisis pengaruh Kepercayaan, Spiritualitas, dan Komunikasi Interpersonal terhadap organizational citizenship behaviour (OCB). Penelitian dilakukan terhadap tujuh puluh dua dosen bersertifikasi dengan menggunakan analisis jalur. Hasil penelitian menunjukkan bahwa ada pengaruh langsung dan tidak langsung dari: 1) kepercayaan (trust) terhadap organizational citizenship behaviour dosen bersertifikasi; 2) spiritualitas terhadap organizational citizenship behaviour dosen bersertifikasi; 3) komunikasi interpersonal terhadap organizational citizenship behaviour dosen bersertifikasi; 4) kepercayaan (trust) terhadap spiritualitas; 5) kepercayaan (trust) terhadap komunikasi interpersonal; 6) kepercayaan (trust) terhadap organizational citizenship behaviour dosen bersertifikasi melalui spiritualitas; 7) kepercayaan (trust) terhadap organizational citizenship behaviour dosen bersertifikasi melalui komunikasi interpersonal. Hasil penelitian ini, menegaskan bahwa setiap perubahan organizational citizenship behaviour dosen bersertifikasi dipengaruhi oleh tingginya kepercayaan (trust), spiritualitas, dan komunikasi interpersonal. Oleh karena itu, ketiga variabel tersebut harus dipertimbangkan dalam menciptakan dan meningkatkan organizational citizenship behaviour dosen bersertifikasi.

**Kata Kunci:** *Kepercayaan, Spiritualitas, Komunikasi Interpersonal, Perilaku Kewargaan*

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## INTRODUCTION

Organizational citizenship behaviour, namely voluntary unofficial rules. As is organizational citizenship behaviour, it is hoped that lecturers at higher education institutions can be more integrated with their work environment. Lecturers undertake organizational citizenship behaviour to increase the effectiveness of higher education institutions, but it is not the formal responsibility of the lecturer. As Hanson & Borman (King, 2011) argued, organizational citizenship behaviour, often referred to as contextual performance, can be in the form of behaviour coming early, coming home late and helping co-workers in doing assignments.

The Need for Organizational Citizenship Behaviour lecturers is to increase trust, spirituality, and the effectiveness of interpersonal communication; it can be an effective means for coordinating the activities of lecturer work groups in increasing the ability of organizations to maintain organizational citizenship behaviour.

Whether the goals of a higher education institution are achieved or not is primarily determined by the behaviour of the lecturers in the higher education institution. Each lecturer has duties and responsibilities to achieve the goals of carrying out functions in higher education institutions. Every lecturer in an educational institution must commit so that the functions of educational institutions run as expected and the planned goals can be achieved.

Lecturers who have good organizational citizenship behaviour (OCB) will have high loyalty to the college where they work and will automatically feel comfortable and safe about their work. Organizational citizenship behaviour is behaviour oriented, and this behaviour is expected to reflect internalized values. The nature of organizational citizenship behaviour is pragmatic so that it can be applied to higher education management, particularly in improving human resources. Universities will not do well or cannot survive without their members acting as good citizens (Markoezy & Xin, 2004).

Organizational citizenship behaviour of lecturers must be a common concern to improve lecturer work performance. Lecturers are required to have Organizational citizenship behaviour and can provide and realize the hopes and desires of all parties, especially the general public, in fostering students. Organizational citizenship is the positive behaviour of lecturers at tertiary institutions expressed as conscious and voluntary readiness to work, contributing to tertiary institutions more than what is formally required by tertiary institutions.

Organizational citizenship behaviour lecturers must refer to a job in carrying out tasks with full responsibility. Lecturers with organizational citizenship behaviour towards the task will try to perform the task as well as possible to improve work results.

Having solid organizational citizenship behaviour will only increase with being supported by interactions with other factors. Many factors influence organizational citizenship behaviour, including trust, spirituality, interpersonal communication, emotional intelligence, organizational culture, managerial effectiveness, organizational commitment, and leadership. Factors that can potentially increase organizational citizenship behaviour include trust, spirituality, and interpersonal communication.

The trust factor is the main foundation of a relationship between school members. Trust is essential in the smooth running of relationships to realize organizational efficiency and effectiveness. According to Demir (2015), mutual trust is needed in school organizations, with the mutual trust of members of the organization will positively influence more optimal performance results so that it has an impact on increasing organizational citizenship behaviour.

Spirituality is an essential factor for lecturers as internal motivation, encouraging lecturers to work effectively and efficiently. Not fulfilling spirituality will cause lecturers not to feel that work is fun. Lecturers who lack high spirituality will try to refuse if asked for their willingness to do work that is not their responsibility to the organization. As stated by Özdem (2012), the spirituality of good organizational members will get closer to organizational citizenship behaviour.

Interpersonal communication is the main requirement in order to achieve organizational goals. A good lecturer should be able to create effective communication in achieving organizational goals. According to Podsakoff et al., as Anam (2017) quoted, interpersonal communication contributes to organizational effectiveness by doing things outside the main task or role of organizational citizenship behaviour.

Previous Research Results About Organizational Citizenship Behaviour covers results study: 1) Hassan Reza Zeinabadi dan Keyvan Salehib (2011) study: Role of procedural justice, trust, job satisfaction, and organizational commitment in Organizational Citizenship Behaviour (OCB) of teachers: Proposing a modified social exchange model Procedia-Social and Behavioural Sciences. This article has joint trust as an Exogenous Variable and Organizational Citizenship Behaviour as an Endogenous variable, while the difference variables: The role of procedural justice, job satisfaction, and organizational commitment, as exogenous variables. In this article, exogenous variables include Spirituality and Interpersonal Communication; 2) Hedy Ramadhan Putra P, Suparno Eko Widodo and Neti Karnati (2017) examine The effect of leader-member exchange (LMX), trust, and job satisfaction on organizational citizenship behaviour (OCB) of the state junior high school teachers in Surakarta. Equality variable Trust is an Exogenous Variable, and Organizational Citizenship Behaviour is an Endogenous variable; the difference includes variable: leader-member exchange (LMX) dan job satisfaction as exogenous variables, while in this article, exogenous variables include spirituality and interpersonal communication; 3) Suphaphorn Leelamanothum, Khahan Na-Nan & Sungworn Ngudgratoke (2018), examines The Influences of Justice and Trust on the Organizational Citizenship Behaviour of Generation X and Generation Y. The equation in this

article is to include the variable trust as an exogenous variable and Organizational Citizenship Behaviour as an endogenous variable, while the difference is that it includes variables Role of procedural justice, job satisfaction, and organizational commitment as an exogenous variable. While in this article, exogenous variables include Spirituality and Interpersonal Communication.

The purpose of this study is to analyze 1) the direct effect of trust on organizational citizenship behaviour certified lecturers, 2) the direct effect of spirituality on organizational citizenship behaviour certified lecturers, 3) the direct effect of interpersonal communication on organizational citizenship behaviour certified lecturers; 4) the direct influence of belief on the spirituality of certified lecturers; 5) the direct effect of trust on certified lecturer interpersonal communication; 6) the indirect effect of trust on organizational citizenship behaviour of certified lecturers through spirituality; 7) the indirect effect of trust in organizational citizenship behaviour of certified lecturers through interpersonal communication.

Straker (2018) put forward three theories of employee trust, namely; 1) trust means being able to predict what other people will do and what situations will occur; 2) trust means making exchanges with someone when we do not have full knowledge of them; 3) trust means giving something with the hope that it will be returned, in the manner and time determined in the future. This shows that trust affects organizational citizenship behaviour.

Budhwar and Xiong Chen (2019) explain that trust positively affects ideal organizational citizenship behaviour, focusing on individuals and organizations. Meanwhile, Reynolds (2018) mentions that trust in other people is a positive interpersonal communication process component.

Meanwhile, Bowler in (Hilmi 2011) states that any social system that only relies on a standard design of a particular form of behaviour will be very vulnerable and suggests the need for extra behaviour to ensure the survival and success of the social system. Thus, not only universities, the entire social system will benefit greatly from the extra efforts made by individuals in a social system. Lecturer compliance and participation in higher education institutions can determine the level of organizational citizenship behaviour of lecturers.

Organizations of higher education institutions that have good organizational citizenship behaviour will try to involve lecturers and the entire academic community. Lecturers' organizational citizenship behaviour will be seen in the contribution of lecturers with deeper behaviours, such as helping other lecturers, helping organizations achieve efficiency and effectiveness goals, and becoming volunteers for extra assignments.

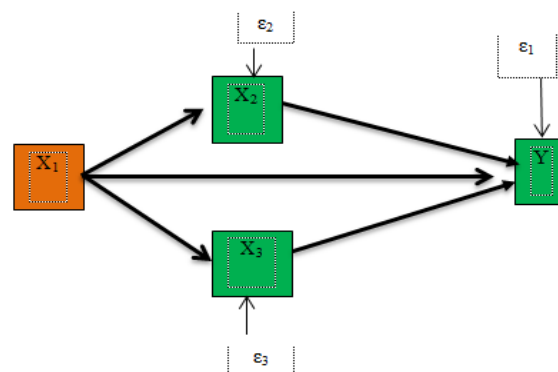
However, the organizational citizenship behaviour of lecturers at IAIN Kendari that researchers have carried out is in the form of interviews with lecturers at IAIN Kendari. Initial interviews were conducted to determine if there were any problems related to the organizational citizenship behaviour of lecturers at IAIN Kendari. Based on the interview results, it was found that there were lecturers at IAIN Kendari who had a low level of organizational citizenship behaviour, and there were even lecturers who had never done part of organizational citizenship behaviour. For example: replacing teaching lecturers

who do not go to campus to teach, helping colleagues whose jobs are overloaded, assisting the orientation process for new lecturers even when not asked, refraining from complaining and swearing activities, paying attention to meetings that are considered necessary, giving suggestions for no follow-up, cooperating with other lecturers, carrying out assignments waiting for orders from the rector or dean.

This article discusses the problem of organizational citizenship behaviour-certified lecturers as subject matter by relating the influence of belief, spirituality, and interpersonal communication. Discussion of the problem of organizational citizenship behaviour with certified lecturers is critical when the world of education is lagging.

## RESEARCH METHODS

This type of research is survey research with a path analysis approach. This study analyzes the effect of one variable on another variable. The variables to be studied consist of two kinds, namely: exogenous variables and endogenous variables, which include trust ( $X_1$ ), spirituality ( $X_2$ ), and interpersonal communication ( $X_3$ ) on organizational citizenship behaviour ( $Y$ ). The design of the structural model is illustrated in the theoretical framework below:



**Figure 1. Theoretical Thinking Framework**

The problems in this study include: 1) Is there a direct effect of trust on organizational citizenship behaviour certified lecturer at IAIN Kendari? 2. Is there a direct effect of spirituality on organizational citizenship behaviour certified lecturer at IAIN Kendari? 3) Is there a direct effect of interpersonal communication on organizational citizenship behaviour certified lecturer at IAIN Kendari? 4) Is there a direct effect of belief on the spirituality of certified lecturers at IAIN Kendari? 5) Is there a direct effect of trust on the interpersonal communication of certified lecturers at IAIN Kendari? 6) Is there an indirect effect of belief on the organizational citizenship behaviour of lecturers through spirituality? 7) Is there an indirect effect of trust on the organizational citizenship behaviour of lecturers through interpersonal communication?

Certified lecturers at IAIN Kendari carried out the location of this research. The population in this study were all certified Kendari IAIN lecturers, totalling 72 people. The sampling technique in this study was total sampling. Data collection techniques in this study were carried out using research instruments

in the form of questionnaires, namely: (1) belief instruments, (2) spirituality instruments, (3) interpersonal communication instruments; and (4) certified lecturer organizational citizenship behaviour instruments. The scoring scale (*rating scale*) is used for all variables that have five categories of answer choices, namely: (a) very often, (b) often, (c) rarely, (d) rarely, (e) never and (a) strongly agree, (b) agree, (c) undecided, (d) disagree, (e) strongly disagree.

The data analysis technique used to test the hypothesis using path analysis. All hypothesis testing is done by using 0.05. Before testing the hypothesis, the normality test for the regression estimate error was performed using the Lilliefors technique and the Linearity test using the ANOVA test.

## RESULTS AND DISCUSSION

Before testing the hypothesis using path analysis, several statistical tests are carried out, which are required for path analysis: 1) the estimated error normality test and 2) the linearity test.

### *Distribution Normality Test*

**Table 1. Summary of Estimated Error Normality Test**

No	Variable	n	L count	L table (0,05;72)	Conclusion
1	Y on X1	72	0.042	0.102	Normality
2	Y on X2	72	0,018	0.102	Normality
3	Y on X3	72	0.012	0.102	Normality
4	X2 on X1	72	0.034	0.102	Normality
5	X3 on X1	72	0.041	0.102	Normality

1. Data Normality Test Error Score Estimates of Organizational Citizenship Behaviour on Trust (Y over  $X_1$ ). Statistical calculation results *Lilliefors*, the value of L is obtained highest or  $L_{count} = 0.042$ . This value turns out to be smaller than  $L_{tabel (n = 72; \alpha = 0.05)} = 0.102$ . Thus it can be stated that the distribution of the estimated error of organizational citizenship behaviour (Y) on trust ( $X_1$ ) comes from a population that has a normal distribution.
2. Data Normality Test Error Score Estimates of Organizational Citizenship Behaviour on Spirituality (Y over  $X_2$ ). Statistical calculation results *Lilliefors*, the value of L is obtained highest or  $L_{count} = 0.018$ . This value turns out to be smaller than  $L_{tabel (n = 72; \alpha = 0.05)} = 0.102$ . Thus it can be stated that the distribution of the error estimates of organizational citizenship behaviour lecturer (Y) on spirituality ( $X_2$ ) comes from a population that has a normal distribution.
3. Data Normality Test Error Score Estimates of Organizational Citizenship Behaviour on Interpersonal Communication (Y over  $X_3$ ). Statistical calculation results *Lilliefors*, the value of L is obtained highest or  $L_{count} = 0.012$ . This value turns out to be smaller than  $L_{tabel (n = 72; \alpha = 0.05)} = 0.102$ . Thus it can be stated that the distribution of the error estimates of organizational citizenship behaviour lecturer (Y) on interpersonal communication ( $X_3$ ) comes from a population that has a normal distribution.

4. Data Normality Test Error Score Spirituality Estimates of Belief (*Trust*) ( $X_2$  on  $X_1$ ). Statistical calculation results *Lilliefors*, the value of L is obtained highest or  $L_{count} = 0.034$ . This value turns out to be smaller than  $L_{tabel} (n = 72; \alpha = 0.05) = 0.102$ . Thus it can be argued that the distribution of the error estimate of spirituality ( $X_2$ ) on trust ( $X_1$ ) comes from a population that has a normal distribution.
5. Data Normality Test Error Score Interpersonal Communication Estimates of Trust (*Trust*) ( $X_3$  on  $X_1$ ). Statistical calculation results *Lilliefors*, the value of L is obtained highest or  $L_{count} = 0.041$ . This value turns out to be smaller than  $L_{tabel} (n = 95; \alpha = 0.05) = 0.102$ . Thus it can be argued that the distribution of the error estimate of spirituality ( $X_3$ ) on trust ( $X_1$ ) comes from a population that has a normal distribution.

#### *Regression Model Significance and Linearity Test*

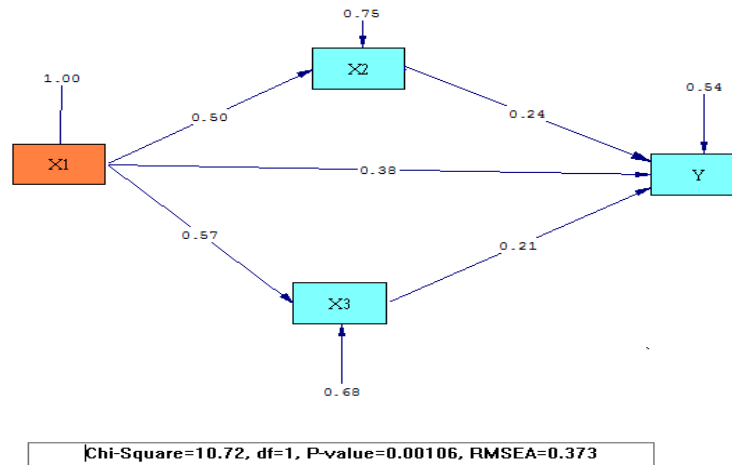
**Tabel 2. Summary of Linearity Test Calculation Results**

No	Variable	F-Count	F-table 0.05	Conclusion
1	Y on X1	1.01	2,18	Linearity
2	Y on X2	1,57	2,18	Linearity
3	Y on X3	1,18	2,18	Linearity
4	X2 on X1	1,22	2,18	Linearity
5	X3 on X1	1.05	2,18	Linearity

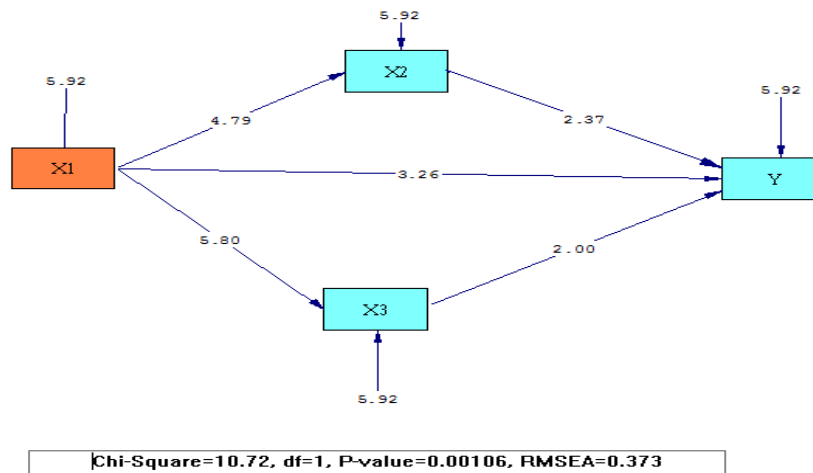
1. Organizational Citizenship Behaviour (Y) Significance and Linearity on Trust ( $X_1$ ). Results of analysis of variance (ANOVA) with a value of  $F_{count}$  suitable tuna of 1.01 was smaller than  $F_{tabel} (\alpha = 0.05) = 2.18$ . This shows that the relationship between Y and  $X_1$  is linear.
2. Significance and Linearity of Organizational Citizenship Behaviour (Y) on Spirituality ( $X_2$ ). Result of analysis of variance (ANOVA) value of  $F_{count}$  suitable tuna of 1.57 was smaller than  $F_{tabel} (\alpha = 0.05) = 2.18$ . This shows that the relationship between Y and  $X_2$  is linear.
3. Organizational Citizenship Behaviour (Y) Significance and Linearity on Interpersonal Communication ( $X_3$ ), the results of the analysis of variance (ANOVA) value of  $F_{count}$  suitable tuna of 1.18 was smaller than  $F_{tabel} (\alpha = 0.05) = 2,18$ . This shows that the relationship between Y and  $X_3$  is linear.
4. The Significance and Linearity of Spirituality ( $X_2$ ) on Faith ( $X_1$ ). Result of analysis of variance (ANOVA) value of  $F_{count}$  suitable tuna of 0.22 turns out to be smaller than  $F_{tabel} (\alpha = 0.05) = 2.18$ . This shows that the relationship between Y and  $X_4$  is linear.
5. Significance and Linearity of Interpersonal Communication ( $X_3$ ) on Faith ( $X_1$ ). Result of analysis of variance (ANOVA) value of  $F_{count}$  suitable tuna of 1.05 was smaller than  $F_{tabel} (\alpha = 0.05) = 2.18$ . This shows that the relationship between  $X_2$  and  $X_1$  is linear

The results of calculating the path coefficient are used to test the proposed hypotheses and measure the direct and indirect effects of exogenous variables on endogenous variables in the structural model. The conclusion of the hypothesis is carried out by calculating the statistical value of the  $t_{count}$  of each path coefficient. As the results of the calculation of the path coefficient values

using the software *Lisrel* 8.80, the following results are obtained:



**Figure 2. The results of the calculation of the path coefficient value (Standardized Solution) with the help of Software Lisrel 8.80 (Student Edition)**



**Figure 3. Value Calculation Results (T-Values) With the Help of Software Lisrel 8.80 (Student Edition)**

From the results of the calculation, it is found that the path coefficient X1 to Y ( $pY1$ ) of 0.38 with  $t_{\text{count}} = 3.26$  at  $\alpha = 0.05$  obtained  $t_{\text{table}} =$  equal to 1.67. Because the  $t_{\text{value count}} (3.26) > t_{\text{table}} (1.65)$  reject  $H_0$  and thank  $H_1$ , then the path coefficient is significant. Based on these findings it can be stated that there is a real positive direct effect of trust to *organizational citizenship behaviour* certified lecturer. It means change increases trust will cause an increase *organizational citizenship behaviour* certified lecturer at IAIN Kendari.

The calculation results get that the path coefficient X2 to Y ( $pY2$ ) of 0.24 with  $t_{\text{count}} = 2.37$ . On  $\alpha = 0.05$  obtained  $t_{\text{table}} =$  equal to 1.67. Because the  $t_{\text{value count}} (2.37) > t_{\text{table}} (1.67)$  reject  $H_0$  and accept  $H_1$ , then the path coefficient is significant. Based on these findings, it can be stated that there is a real direct positive effect of spirituality on *organizational citizenship behaviour* lecturer. This means that changes in the increase in the spirituality of lecturers cause an increase



organizational citizenship behaviour certified lecturer at IAIN Kendari.

The calculation results get that the path coefficient  $X_3$  ke  $Y$  ( $\beta_{31}$ ) of 0.21 with  $t_{\text{count}} = 2,00$ . On  $\alpha = 0,05$  obtained  $t_{\text{table}} =$  equal to 1.67 Because the value of  $t_{\text{count}} (2,00) > t_{\text{table}} (1,67)$  reject  $H_0$  and thank  $H_1$ , then the path coefficient is significant. Based on these findings, it can be stated that there is a real positive direct effect of interpersonal communication ( $X_3$ ) to organizational citizenship behaviour ( $Y$ ). This means that changes in interpersonal communication will lead to an increase organizational citizenship behaviour certified lecturer at IAIN Kendari.

The calculation results get that the path coefficient  $X_1$  to  $X_2$  ( $\beta_{21}$ ) of 0.05 with  $t_{\text{count}} = 4,79$ . On  $\alpha = 0,05$  obtained  $t_{\text{table}} = 1,67$ . Because the  $t$ -value  $t_{\text{count}} (4,79) > t_{\text{table}} (1,67)$  reject  $H_0$  and thank  $H_1$  then the path coefficient is significant. Based on these findings, it can be stated that there is a direct positive effect of the lecturer's trust on the lecturer's spirituality. This means that changes in the increase in lecturer trust cause an increase in the lecturer's spirituality.

The calculation results get that the path coefficient  $X_1$  to  $X_3$  ( $\beta_{31}$ ) of 0.57 with  $t_{\text{count}} = 5,35$  On  $\alpha = 0,05$  obtained  $t_{\text{table}} = 1,67$ . Because the  $t$ -value  $t_{\text{count}} (5,35) > t_{\text{table}} (1,67)$  reject  $H_0$  and thank  $H_1$ , then the path coefficient is significant. Based on these findings it can be stated that there is a real positive direct effect of trust on interpersonal communication. It means change increases trust lecturers will lead to an increase in the interpersonal communication of lecturers.

The direct and indirect influence of the trust variable (trust) ( $X_1$ ) to organizational citizenship behaviour ( $Y$ ) through spirituality ( $X_2$ ) The direct effect of trust ( $X_1$ ) to spirituality ( $X_2$ ) has a value Unstandardized Coefficients is 0.523 and the direct influence of spirituality ( $X_2$ ) to organizational citizenship behaviour ( $Y$ ) has a value Unstandardized Coefficients is equal to 0.225. Based on the results of the Sobel test (Z test), the indirect effect of trust ( $X_1$ ) to organizational citizenship behaviour ( $Y$ ) through spirituality ( $X_2$ ) results obtained a significance value of 3.885 with a  $p$ -value of 0.000 at ( $\alpha = 0,05$ ). Based on these findings it can be stated that there is a real positive indirect effect of trust to organizational citizenship behaviour lecturer through spirituality. It means change increases trust causing an increase in organizational citizenship behaviour through increasing the mediating variable, namely spirituality.

The direct and indirect influence of the trust ( $X_1$ ) to organizational citizenship behaviour ( $Y$ ) through interpersonal communication ( $X_3$ ). The direct effect of trust ( $X_1$ ) on interpersonal communication ( $X_3$ ) has a value Unstandardized Coefficients is equal to 0.527 and the direct effect of interpersonal communication ( $X_3$ ) to organizational citizenship behaviour certified lecturers ( $Y$ ) have value Unstandardized Coefficients is equal to 0.227. Based on the results of the Sobel test (Z test), the indirect effect of trust ( $X_1$ ) to organizational citizenship behaviour certified lecturer ( $Y$ ) through interpersonal communication ( $X_3$ ) results obtained a significance value of 4.883 with a  $p$ -value of 0.000 at ( $\alpha = 0,05$ ). Based on these findings it can be stated that there is a real positive indirect effect of trust to organizational citizenship behaviour certified lecturers through interpersonal communication. It means change increases trust causing an increase in organizational citizenship behaviour certified lecturers

through increasing the mediation variable, namely lecturer interpersonal communication.

Based on the results of path analysis calculations about the influence of trust, spirituality, and interpersonal communication against organizational citizenship behaviour certified lecturers, either directly or indirectly, this research can prove the seven hypotheses proposed.

Thus the next step is to determine the total effect of exogenous variables on endogenous variables. In sub-structure-1, as already stated, to an endogenous variable, namely Y and three exogenous variables, namely  $X_1$ ,  $X_2$  and  $X_3$  Based on the results of calculating and testing the path coefficient, it can be interpreted that the magnitude of the direct influence of exogenous variables on endogenous variables. Determination of the direct influence of exogenous variables on endogenous variables that directly influence trust to organizational citizenship behaviour certified lecturer is equal to 0.38. Likewise, the direct influence of spirituality on the organizational citizenship behaviour of lecturers who are certified educators is 0.24. Meanwhile, the direct effect of interpersonal communication on organizational citizenship behaviour certified lecturer is 0.21. The influence of other variables on the organizational citizenship behaviour of certified lecturers is equal to 0.54 or 54%.

In sub-structure-2, as already stated, for an endogenous variable, namely  $X_2$  and one exogenous variable, namely  $X_1$ . Based on the results of calculating and testing the path coefficient, it can be interpreted that the magnitude of the direct influence of exogenous variables on endogenous variables. Determination of the direct influence of exogenous variables on endogenous variables that directly influence trust to spirituality is as big as 0.50. The influence of other variables on spirituality is equal to 0.75 or 75%.

In substructure-3, as has been stated, to an endogenous variable, namely  $X_3$  and one exogenous variable, namely  $X_1$ , based on the results of calculating and testing the path coefficient, it can be interpreted that the magnitude of the direct influence of exogenous variables on endogenous variables. The determination of the direct influence of exogenous variables on endogenous variables that directly influence trust in interpersonal communication is equal to 0.57. Meanwhile, the influence of other variables on interpersonal communication is equal to 0.68 or 68%.

Based on calculating the direct influence of trust on organizational citizenship behaviour, certified lecturers obtained results of 0.38. Besides having a direct effect, trust also indirectly affects the organizational citizenship behaviour of certified lecturers through spirituality and interpersonal communication. The effect of trust on organizational citizenship behaviour lecturers who are certified educators through spirituality has a significance value of 3,885. At the same time, the indirect effect of trust on organizational citizenship behaviour of certified lecturers through interpersonal communication has a significance value of 4.883.

In the structural model, spirituality only directly affects organizational citizenship behaviour certified lecturer. The direct influence of spirituality on organizational citizenship behaviour is as significant as 0.24 or 24%. The findings

of this study strengthen the theory from Meckley et al., as Astaria (2010) quoted, that spirituality is multi-dimensional, namely the dimension of existence and religion. The existential dimension focuses on the purpose and meaning of life, while the religious dimension focuses on one's relationship with God. Spiritual is a two-dimensional concept, namely the vertical and horizontal dimensions. The vertical dimension plays a role in a relationship with God that guides one's life, while the horizontal dimension plays a role in one's relationship with others.

In the structural model, as shown in Figures 2 and 3, interpersonal communication only directly affects the organizational citizenship behaviour certified lecturer. The direct influence of interpersonal communication on organizational citizenship behaviour certified lecturer is equal to 0.21 or 21%. The findings of this study reinforce the theory put forward by Rakhmat (2002) that interpersonal communication is a communication process that can work well if there is trust, openness and sportsmanship between the communicator and communicant to accept one another.

The direct effect of trust with indicators: 1) belief in others, 2) thinking positively of others, 3) having positive expectations of others, and 4) open distance with others. 5) giving other people opportunities to act, and 6) improving relationships with other people influencing spirituality with indicators: 1) spiritual belief, 2) spiritual experience, 3) spiritual coping, and 4) spiritual practice is equal to 0.50 or equal to 50%.

The direct effect of trust with indicators: 1) belief in others. 2) think positively of others, 3) have positive expectations, 4) keep distance from others. 5) giving others opportunities to act, and 6) improving relationships with other people influencing interpersonal communication with indicators: 1) warmth, 2) openness, 3) emotional connection, 4) message sender, 5) coding, 6) coding, 7) message acceptance, and 8) feedback is 0.57 or 57%.

Interpersonal communication occurs between two individuals, such as two close friends, two colleagues, and so on. Communicating with others means learning the meaning of love, compassion, sympathy, respect, pride, envy, and hatred. Through interpersonal communication, we can experience the various qualities of those feelings and compare one feeling with another.

In the structural model, as shown in Figures 2 and 3, trust, besides having a direct effect, also indirectly affects organizational citizenship behaviour through spirituality. The indirect influence of trust on organizational citizenship behaviour through spirituality has a significance value of 3.885 at p-value = 0.000 with an indirect effect value of 0.12 and a total effect of 0.50. Or by 50%.

In the structural model, as shown in Figures 1 and 2, trust, besides having a direct effect, also indirectly affects organizational citizenship behaviour through interpersonal communication. The indirect effect of trust in organizational citizenship behaviour through interpersonal communication has a significance value of 4.883 at p-value = 0.000 with an indirect effect value of 0.119 and a total effect of 0.49. Or by 49%.

Furthermore, the findings of the study can be described as follows. Organizational citizenship behaviour certified lecturers, lecturer behaviour related to organizational citizenship behaviour certified lecturers in carrying out

their duties for the betterment of the organization. There are many influencing factors in the organizational citizenship behaviour of certified lecturers, including 1) altruism (voluntary action), 2) courtesy (politeness), 3) sportsmanship (tolerance), 4) civic virtue (citizenship morality), and 5) conscientiousness (self-control).

This article formulates the factors influencing organizational citizenship behaviour lecturers certified in a structural model. In this model, trust lecturers, lecturer spirituality, and interpersonal communication lecturers directly and indirectly influence the organizational citizenship behaviour of certified lecturers.

## CONCLUSION

Starting from the results of data analysis conducted in a certified lecturer environment at the Kendari State Islamic Institute (IAIN), it can be concluded that: 1) trust has a direct effect on organizational citizenship behaviour; 2) spirituality has a direct effect on organizational citizenship behaviour; 3) interpersonal communication has a direct effect on organizational citizenship behaviour; 4) belief has a direct effect on spirituality; 5) trust has a direct effect on interpersonal communication; 6) belief has an indirect effect on organizational citizenship behaviour through spirituality; 7) trust has an indirect effect on organizational citizenship behaviour through interpersonal communication.

This article emphasizes that every change in the organizational citizenship behaviour of certified lecturers is influenced by high trust, spirituality, and interpersonal communication. Therefore, these three variables can be considered in creating and improving the organizational citizenship behaviour of certified lecturers at IAIN Kendari.

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