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**THE INFLUENCE OF SOCIAL CAPITAL AND INTERPERSONAL RELATIONSHIP  
TOWARD ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT JAMKRINDO MANADO****PENGARUH MODAL SOSIAL DAN HUBUNGAN ANTARPRIBADI MENUJU PERILAKU  
KEWARGANEGARAAN ORGANISASIONAL DI JAMKRINDO MANADO**

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**Abstract:** The conditions above imply that potential human resources are capable to adopt the progress and development of science and technology to always growth. This requires employees to achieve performance which as high as possible with the hope of the organization or company can compete and competitive in the era of globalization today. The purpose of this research is to find the impact of variables toward organizational citizenship behavior in Jamkrindo Manado. This research used quantitative method. The sample of this research is employee of Jamkrindo Manado. This research used purposive sampling and the data filled by the questionnaire. The result of this research is the social capital, interpersonal relationship significant influence on organizational citizenship behavior simultaneously. social capital has no significant influence toward organizational citizenship behavior in jamkrindo manado partially. interpersonal relationship behavior has significant influence toward organizational citizenship behavior in jamkrindo manado partially. Recommendation is Jamkrindo Manado should focus more on know what drives interpersonal relationship in Jamkrindo Manado have effect on OCB in the office. Jamkrindo Manado should make company meetings that enhance OCB in the office.

**Keywords:** *organizational citizenship behavior*

**Abstrak:** Kondisi ini menyiratkan bahwa sumber daya manusia berpotensi mampu mengadopsi kemajuan dan perkembangan ilmu pengetahuan dan teknologi untuk selalu tumbuh. Hal ini menuntut karyawan untuk mencapai kinerja setinggi mungkin dengan harapan organisasi atau perusahaan dapat bersaing di era globalisasi saat ini. Tujuan penelitian adalah untuk mengetahui pengaruh variabel terhadap perilaku kewarganegaraan di Jamkrindo Manado. Penelitian ini menggunakan metode kuantitatif. Sampel penelitian ini adalah karyawan Jamkrindo Manado. Penelitian ini menggunakan purposive sampel dan tanggal diisi oleh kuesioner. Hasil dari penelitian ini adalah modal sosial, hubungan interpersonal, pengaruh signifikan terhadap perilaku kewargaan organisasi secara simultan. modal sosial tidak memiliki pengaruh signifikan terhadap perilaku kewargaan organisasional di jamkrindo manado secara parsial. Perilaku hubungan interpersonal memiliki pengaruh yang signifikan terhadap perilaku kewargaan organisasional pada jamkrindo manado secara parsial. Jamkrindo Manado sebaiknya lebih fokus untuk mengetahui apa yang mendorong hubungan interpersonal di Jamkrindo Manado berpengaruh pada OCB di kantor. Jamkrindo Manado sebaiknya mengadakan rapat perusahaan yang meningkatkan OCB di kantor.

**Kata Kunci:** *perilaku organisasi kewarganegaraan*

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## INTRODUCTION

### Research Background

Major changes occur in the modern era today takes part in the social, political and economic sectors. It changes transnational economic sectors on goods, services, trends, values and innovation globally. The growth of international trade allows for overseas investors to invest in Indonesia, but it still under question whether our workforce is ready to compete with globalization changes as the development progresses day by day.

The conditions above imply that potential human resources are capable to adopt the progress and development of science and technology to always growth. This requires employees to achieve performance which as high as possible with the hope of the organization or company can compete and competitive in the era of globalization today.

According to Zimmerman (1951), resources are a source of energy or power that needed to create movement, activity, and action. These resources, among others, consist of nature resources, financial resources, human resources, science resources, and technological resources.

Human resources are resources used to synergize the other resources in order to achieve organizational goals. Without human resources, other resources are idle and less useful in achieving organizational goals. Key assets that are critical to the development and achievement of organizational, or company goals is a human resource.

Successful organizations require employees who will do more than their formal duties and willing to deliver performance that exceeds expectations. Organization wants employees willing to perform tasks that not listed in their job descriptions. Robbins and Judge (2008) put forward the fact that the organization shows that having an employee who has a good OCB (Organizational Citizenship Behavior), will have better performance than other organizations. Positive behavior of employees will be able to support individual performance and organizational performance for better organizational development.

Social capital as joint knowledge, understanding, norms, rules, and regulations about interaction patterns that people bring with them to organization in dealing with complicated social problems and collective actions situations. It is well paired with another variable in this research which is Interpersonal relationship. It refers to a strong association among employees either working together in the same team or same organization. (Hsu and Saxenian, 2000). Social capital and Interpersonal relationship can be used well if it maintained well and supports Organizational Citizenship Behaviour.

Perusahaan Umum Jaminan Kredit Indonesia, or Perum Jamkrindo is state-owned enterprise. Jamkrindo itself took the focus of credit guarantee on Micro, Small and Medium Enterprises in Indonesia. Jamkrindo Manado is one part of Perum Jamkrindo that located in North Sulawesi.

Based on the real condition of cooperative development which is still quite left behind compared to two other economic actors (BUMN and Private), the Government established Credit Guarantee Institution (LJKK) in 1970 which in its development was changed to Public Enterprise Development of Cooperative Finance (Perum PKK) through Regulation Government No. 51 dated December 23, 1981, which was subsequently refined by PP. 27 dated May 31, 1985.

Over time and related to the successful implementation of functions and tasks of Perum PKK in developing cooperatives through Credit Guarantee activities, the Government extends the reach of Perum PKK services, to be not only limited to cooperatives, but also covering Micro, Small and Medium Enterprises through PP. 95 dated 7 November 2000 and at the same time changed the name of Perum PKK into Public Company (Perum) Business Development Facility (SPU). The expansion of the objectives and scope of business is realized through bank or non-bank credit guarantee activities, underwriting of leasing, factoring, consumer financing and financing of profit sharing arrangement, guarantee of installment of goods in installments, guarantee on service contract transaction, profit sharing arrangements, management and consultancy assistance, surety bond issuance and other activities that can support the achievement of the intent and purpose of the company.

Furthermore, in May 2008, through Government Regulation no. 41 dated May 19, 2008 Public Company (Perum) Business Development Facility re-renamed to Public Corporation (Perum) Credit Guarantee Indonesia (Perum Jamkrindo). The change in the name of the company is related to the change of the business of the company which no longer gives loan directly to UMKMK through profit sharing pattern, but only focused on UMKMK credit guarantee business. In 2008 also, the Government issued Presidential Regulation no. 2 dated January 26, 2008 concerning Lembaga Penjaminan. To enforce this Presidential Regulation, the Government in this case the Ministry of Finance, issued Regulation of the Minister of Finance (PMK) no. 222 / PMK.010 /

2008 dated December 16, 2008 concerning Credit Guarantee Company and Credit Guarantee Company. With such regulation, Perum Jamkrindo is required to have a business license as Credit Guarantee Company. Following the FMD, the Minister of Finance issued Ministerial Decree No. KEP-77 / KM.10 / 2009 dated April 22, 2009 stipulating PerumJamkrindo's business license as Credit Guarantee Company.

With many employees with different background and character work there, it is one of company duties to know that the employee can support the organization citizenship behavior among them. The reason why the researcher choose the problem as the topic is based on the researcher's internship experience while doing the internship program at Jamkrindo Manado When the researcher doing the internship program at Jamkrindo Manado the OCB that happen in there is not build really well but the employee still in line within the company. Based on that experience the researcher would like to know whether OCBI in Jamkrindo Manado needs more evaluation in terms of Social Capital or Interpersonal Relationship.

### **Research Objectives**

Based on the research problems, the objective of this research is to analyzed the effect of Social Capital and Interpersonal Relationship on Organizational Citizenship Behavior at Jamkrindo Manado simultaneously.

## **THEORETICAL FRAMEWORK**

### **Human Resource Management**

Human Resource is to develop an effective HR function for development and maintenance of human functions. Every organization is made up of people and thus acquiring their services, developing skills, motivating them to high levels of performance and ensuring that they continued to maintain their commitment to the organization for achieving organizational goals.

According to Burma, (2014) Human Resource or HR is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmers and practices. Also, according to Burma (2014) Human Resource is one very important factor in a company in addition to other factors such as capital. Therefore, HR must be properly managed to improve the effectiveness and efficiency of the organization.

Meanwhile, Lapina, Maurane and Starineca (2014) examine Human Resource is the design of the formal systems within an organization to ensure the use of human talent effectively and efficiently in order to achieve organizational goals. Human Resource is the integrated capabilities of the intellect and physical power of the individual. Performers and nature conducted by heredity and environment, while his performance was motivated by a desire to meet his satisfaction. Huselid (2011) contended that human resources are frequently "underutilized" because employees often perform below their maximum potential and that organizational efforts to elicit discretionary effort from employees are likely to provide returns in excess of any relevant costs. Bailey argued that HRM practices can affect such discretionary effort through their influence over employee skills and motivation and through organizational structures that provide employees with the ability to control how their roles are performed.

### **Social Capital**

Being one of the variable in this research, it is important to study first about what social capital is because it plays important role in social environment, on daily life basis and even in work life. Social capital contains information, trust, and norms of mutual relationships in social networks (Ferris, 2017). Social capital as joint knowledge, understanding, norms, rules, and regulations about interaction patterns that people bring with them to organization in dealing with complicated social problems and collective actions situations. Social capital as a set of formal values, norms, and emotional-mental commitments that group members share them and these tools are useful in forming relations that lead to organizational performance effectiveness.

Social capital as a tool to achieve political and social development in different political systems and emphasized on trust concept. According to him, trust can lead to political development. Ferris, (2017) indicated the importance of social capital in fields including economics, psychology, sociology, politics while the importance of this variable was proposed in positive advantages such as trust in that social capital brings for the organization that these advantages in hypotheses and trends were confirmed repeatedly in academic debates. The researchers evaluated social capital with cognitive, structural, and relational aspects in national, strategic,

organizational and retailing level. Fukuyama (1995) defined three types of capital including economic, cultural, and social capital. Economic capital is one able to change into money, but cultural one is like higher education that exists as an intangible asset in an organization. Finally, social capital that considers communication and participation of members of an organization can be a tool archive economic capital. In this research, to measure social capital variable for managers, indicators such as providing fair opportunities to employees by managers, encouraging staff, suitable behavior, honesty with employees, and respect in dealing with staff were used.

According to Eisenberger, (2001), employees' commitment and engagement to compensate the employer's favor creates emotional commitment in employees. Due to the nature of municipalities' tasks (separation license, land use change, issuing construction license, and creating urban infrastructures that lead to citizens' comfort and welfare), direct staff interaction with customers and determining role of their behaviors, as a part of provided services to clients are undeniable. Thus, to have a premier quality of services and finally customers' satisfaction, staff should be committed to organizational goals and visions (Putnam, 2001), as it was mentioned before, the role of social capital has been highlighted.

### **Interpersonal Relationship**

Interpersonal relationship, as one of the main variables, is often seen as the key to a company's success. By building this well, each employee will get more deeply committed to the place they working on.

Interpersonal Relationship seems that as humans we seek to be in control of our lives, not too subjected to uncontrollable external imperatives, but also seek attachments and solidarity with others: the need for status (control, power, agency) and the need for love (affection, communion and affiliation) (Kiesler, 1996).

Interpersonal relationship refers to a strong association among employees either working together in the same team or same organization. Hsu and Saxenian (2000) conclude that the social networks (i.e. interpersonal relationship) help coordinate transactional (across regional) collaborations in high technology regional development between different parts of a nation.

### **Organizational Citizenship Behavior**

Organizational citizenship behavior (OCB) as the main purpose of the research itself. is known as helping behavior that is not formally rewarded by the organization, but which aids in the functioning of the organization. OCB is distinguishable from task performance, which refers to activities that appear in a formal job description like transforming raw materials into goods and services or maintaining the technical core, and enables the organization to function more effectively and efficiently.

Researchers have distinguished between two distinct components of OCB as determined by the target of the helping behavior: the organization as a whole (OCBO) or the individual worker or supervisor (OCBI) (Williams and Anderson, 1991). OCBI, also referred to as interpersonal facilitation, refers to citizenship behavior which directly helps coworkers or assists supervisors and indirectly contributes to the organization (Williams and Anderson, 1991) by enhancing productivity, increasing coordination and developing and maintaining a positive work climate (Podsakoff et al., 2000). OCBI requires that a specific person benefits from the helping behavior. Helping a coworker to complete a project, perform a task or solve a problem or sharing work related information are all examples of OCBI. OCBI is distinct from OCBO and that there is value in examining them separately. Specifically, the two different types are likely to have different antecedents. Employees are likely to be more inclined to help coworkers and supervisors who are friends (Bowler and Brass, 2006), suggesting that the formation of valued interpersonal relationships should support OCBI.

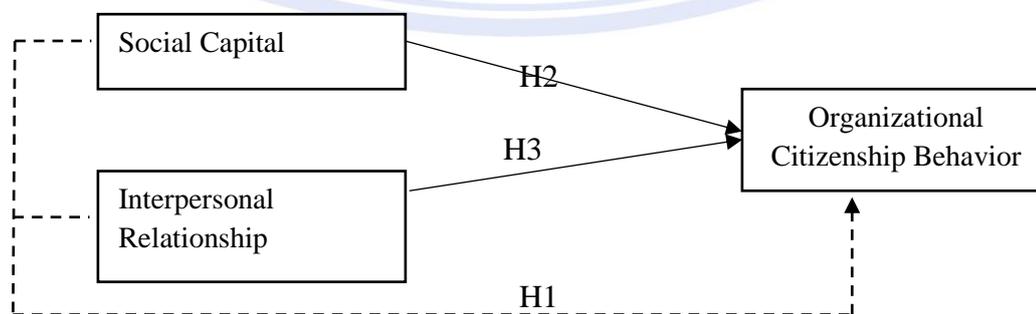
### **Previous Research**

The effect of social capital on organizational citizenship behavior: A case study of employees in Mashhad Municipality Hossein by Amintojjar (2015). Social capital is one of the key concepts in the success of employees and organizations in the third millennium. This study aimed to investigate whether there was a meaningful relation between social capital and different dimensions of organizational citizenship behavior (OCB) including helpful behavior, magnanimity, loyalty, obedience, self initiative, civil behavior, and self development. The study followed a descriptive and statistical method. The data for the present study was gathered through library research and using standard OCB questionnaire and social capital questionnaire. The findings of the research indicated that there was a direct relation between social capital and organizational citizenship behaviour among employees of Mashhad Municipality.

The second study is Organizational Citizenship Behavior and Employees Social Capital Case Study Rasht Hospitals. It talks about Today's the citizenship behavior in the hospitals is an important subject because patients who need special care and positive behaviors of nurses and doctors with patients have an important role in strengthening morale and betterment of them. On the other hand the citizenship behavior leads to the development of shared ties and affective relations between the employees and can help to form social capital in the organizations. According to the discussed subjects in this research we would study that is there a meaningful correlation between citizenship behavior and social capital in the Rasht hospitals. Therefore, the aim of this paper is the measuring social capital and citizenship behavior, and also the study of relationship between these two factors in Rasht hospitals. In order to respond to this question and research objectives the research method is survey research and for gathering data collection we used the two standardized questionnaires. The statistical population of this research is employees in all of 12 hospitals in Rasht city that they are 4714 employees. Then, distributed 300 questionnaires based on simple random sampling and finally we were collect 253 questionnaires for statistical analysis. The results shows that based on Pearson correlation analysis the main hypothesis approved, i.e. there is a significant relationship between citizenship behavior and organizational social capital. Also all dimensions of citizenship behavior have a meaningful relationship with social capital and this is indicating that all of the research sub-hypotheses are approved. On the other hand, T-test results indicate that both main variables, i.e. citizenship behavior and social capital was higher than average, so they have a proper status in Rasht hospitals. Also, in the field of citizenship behavior, the civic virtue is only variable that is equal with average and the rest of dimensions are higher. Finally, in social capital, structural dimension is equal with average and cognitive and communication dimensions are higher than average.

The third study is about The Role of Social Capital, Commitment, and Organizational Citizenship Behavior in Improving Job Performance. Today, municipality is counted as one of the largest social bodies. Its effectiveness requires appropriately organizational structure and employees' commitment to increase performance. Managers should concentrate on attitude and behavior of service staff through cultural background, behavioral patterns, and managerial styles in order to obtain higher quality services. Thus, social capital results in achievement of members' objectives by creating norms and mutual trust and it prepares a suitable ground for efficiency of human, financial, and economic capital. In this regard, this research investigates the impact of social capital on job performance by considering issues such as employees' commitment and organizational citizenship behaviors. Statistical population includes 140 headquarters staff of Khoy Municipality. This research method is descriptive and correlational. Data were collected by questionnaire. In order to measure validity, the first and second order confirmatory factor analysis was used. To determine reliability, Cronbach's alpha was used. Data were analyzed by Structural Equation Modeling. The results indicated positive impact of social capital on employees' commitment, organizational citizenship behaviors, and job performance. However, the positive impact of employees' commitment and organizational citizenship behaviors on their job performance was confirmed. As a result, it can be stated that improvement of processes related to employees' commitment and organizational citizenship behaviors, affected by factors such as social capital, results in improvement of employees' job performance.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Theoretical Review (2018)*

## RESEARCH METHOD

### Type of Research

This research will use causal type of research with Quantitative method. As an analysis tool this research will use multiple linear regression method. The factorial design focuses on two or more categories with the independent variables as compared to the dependent variable

### Population and Sample

The population in this research is all the employees of Jamkrindo Manado. Sample size of this research is the 60 employees of Jamkrindo Manado, which is the total amount of employees working in that company.

### Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary data collected by researchers to answer the research questions. The primary data of this study gets from the results of questionnaires. The questionnaires are distributed to respondents so they can respond directly on the questionnaires. There were two sections in the questionnaires that should be filled in by respondents. The first section asked about respondents' identities and the second section asked about things that related with the variables.

### Operational Definition of Research Variable

The definition of research variables are:

1. Social Capital (X1) contains information, trust, and norms of mutual relationships in social networks
2. Interpersonal Relationship (X2) refers to a strong association among employees either working together in the same team or same organization
3. Organizational Citizenship Behavior (Y) defined as helping behavior that is not formally rewarded by the organization, but which aids in the functioning of the organization.

### Data Analysis Method

Descriptive analysis was employed to describe characteristics of respondents based on factors of age, education and work duration. Validity test was conducted to analysed of whether all questions used for variables in the questionnaire were valid or not, based on correlation between each question to the total questions. Pearson Product Moment was used for this test. A question was categorized as valid question if the value of Pearson correlation was positive and the significance value below 0.05 to the total questions of variables. Reliability test was established by testing for both consistency and stability of the answers of questions. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2009). A variable is categorized as reliable valuable if value of Cronbach's Alpha is above 0.60.

### Classical Assumption Test

Four assumptions including normality, no multicollinearity, homoscedasticity and no auto-correlation were analysed to make multiple linear regression. Normality was checked by plotting residual values on a histogram with a fitted normal curve. No multicollinearity was tested by the Variance Inflation Factor (VIF) statistic. Another way to think of co-linearity is "co-dependence" of variable. Intellectus Statistics plot the standardized residuals verses the predicted Y' values can show whether points are equally distributed across all values of the independent variables or not. According to Sekaran and Bougie (2009), homoscedasticity occurs if the one residual observation to other observation is fixed, otherwise it is called heteroscedasticity. The multiple linear regression model was checked for autocorrelation with the Durbin Watson test.

### Multiple Linear Regression

In this research, multiple regression analysis was employed to analyzed the effect of job satisfaction and perceived availability on job alternatives on turnover intention. In general, the equation of multiple linear regression is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where, X1, X2, X3, are independent variables and Y is dependent variable. To test simultaneous effect of independent variables (job satisfaction and job alternatives) to dependent variable (turnover intention), Ftest was used. Aftest as any statistical test in which the test statistical has an F-distribution if the null hypothesis is true. If Fcount is greater than Ftable, H0 is rejected and H1 is accepted. Accepting H1 means that all

consumption values has an effect on consumer purchase decision at certain significant level used. To test partial effect of each independent variable ttest was used (5 %,  $\alpha = 0.05$ ). Statistically, this test has a t distribution if the null hypothesis is true. In this test, t count is compared to t table. If t count is greater than t table  $H_0$  is rejected and  $H_1$  is accepted. Accepting  $H_1$  means that a single independent variable has an effect on dependent variable. Goodness of Fit Test through Coefficient of Correlation (R) and Coefficient of Determination ( $R^2$ ) was applied in this research. "Coefficient of determination is used to show the percentage of variability in Y that can be explained by regression equation". Meanwhile, "Coefficient of Multiple Correlation is used to measure the strength of relationship between Y (dependent variables) and X (independent variables)" (Newbold and Carlson, 2003). The following considerations are used to classify the strength of correlation:  $> 0.70$  (very strong positive correlation),  $0.50 - 0.69$  (substantial positive correlation),  $0.30$  to  $0.49$  (moderate positive correlation),  $0.10$  to  $0.29$  (low positive correlation),  $0.00$  (no correlation),  $- 0.01$  to  $- 0.09$  (means a negligible negative correlation),  $- 0.10$  to  $- 0.29$  (low negative correlation),  $- 0.30$  to  $- 0.49$  (moderate negative Correlation),  $- 0.50$  to  $- 0.69$  (substantial negative correlation),  $< - 0.70$  (very strong negative correlation).

## RESULT AND DISCUSSION

### Result

The data used of this research is collected by distributing questionnaires to the target. The following is description about the characteristic of the respondents consists of characteristic based on gender, age, income per month.

### Characteristic of Respondents

Based on gender shows the largest number of sampled respondents 54% comes from male. Based on income per month shows the largest number of sampled respondents 60% comes from 26-40. Based on income per month shows the largest number of sampled respondents 53% comes from 6.000.000-10.000.000.

### Validity Test

**Table 1. Validity Test Result**

		SOCIAL CAPITAL	INTERPERSONAL RELATIONSHIP	ORGANIZATIONAL CITIZENSHIP BEHAVIOR
Social Capital	Pearson Correlation	1	.110	.580**
	Sig. (2-tailed)		.277	.000
	N	60	60	60
Interpersonal Relationship	Pearson Correlation	.110	1	.097
	Sig. (2-tailed)	.277		.337
	N	60	60	60
Organizational Citizenship Behavior	Pearson Correlation	.580**	.097	1
	Sig. (2-tailed)	.000	.337	
	N	60	60	60
	N	60	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source SPSS Output, 2018

Table 1 Shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid.

**Reliability Test****Table 2. Reliability Test Result**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
.738	3

Source: SPSS Output, 2018

Table 2 Shows that Alpha Cronbach is 0.833 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.sdasdsa

**Multiple Regression Analysis****Table 3. Multiple Linear Analysis Output**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>T</b>	
<b>(Constant)</b>	23.021	4.083		5.639	.000
<b>Social Capital</b>	.047	.065	.103	.722	.474
<b>Interpersonal Relationship</b>	.413	.131	.451	3.158	.003

Source: Data processed, 2018

**Discussion**

Interpersonal Relationship (X2) has a significant influence to the Organizational Citizenship Behavior of Jamkrindo Manado. When the result indicates that Interpersonal Relationship has the strongest significant influence, it does not mean that Social Capital do not give any influence. Social Capital also gives influence toward Organizational Citizenship Behavior in Jamkrindo Manado, but not as much as interpersonal relationship. That value is from the test result by using SPSS 24.

Variable Social Capital (X1) has no significant influence for Organizational Citizenship Behavior toward Organizational Citizenship Behavior, that can be seen at table 4.8, the value of tcount (-0.722) is smaller than the value of table (2.02). The value of Social Capital (X1) in b is -0.047, means if there is one unit not increasing in X1 while other variables are constant then Y is predicted to increase by -0.047. It shows that variable Social Capital does not influence Organizational Citizenship Behavior Jamkrindo Manado.

The result is very similar similar with the previous research conducted they said thus, it obviously shows that Social Capital is negatively associated with OCB. Practically, the ideal scenario would result in a significant negative relationship between Social Capital and OCB, but the outcome of the data presented the trend, which is vice versa.

Social capital is a resource that is derived from the relationship among individuals, organizations, communities, or societies, and is considered a valuable asset. Given that social capital is assumed to be essential for the functioning of organizations and given the proposition that OCB are likely to contribute to the creation of social capital, OCB ultimately may be tied to organizational performance through their relationship with social capital. A number of studies have proved that OCB contribute to organizational efficiency and effectiveness.

Based on this research result from Jamkrindo Manado seems like social capital in this object of study is not being taken care well. Proved by the result that came not significant by partial, it clearly says that those indicator such as social life, social circle and social networking not being taken much in Jamkrindo Manado.

Interpersonal Relationship(X2) has significant influence for Organizational Citizenship Behavior, that can be seen at table the value of count (3.158) is bigger than the value of table (2.02). The value Interpersonal Relationship(X2) in is 0.413, means if there is one unit increasing in X2 while other variables are constant then Y is predicted to increase by 0.413. It shows that variable Interpersonal Relationship(X2) does influence Organizational Citizenship Behavior In Jamkrindo Manado. Based on the result of the data obtained from questionnaire, most of employee give the point "5" (strongly agree) about the influence of Interpersonal Relationship.

In this research, the variable are measured by the influence of any factors Interpersonal Relationship were include the influence of Organizational Citizenship Behavior in Jamkrindo Manado. Based on the result of the data obtained from questionnaire, some of employee give the point "5" (strongly agree), but most of employee give the point "4" (agree). It means that the Organizational Citizenship Behavior in Jamkrindo Manado comes from Interpersonal Relationship in the mind of the employee.

Organization consist of a group of people with similar aims, objectives, goals and insights who cooperatively joined hands together to achieve what individuals cannot achieve in isolation under an effective coordinating mechanism. However, in any organization that is goal-oriented, workers cooperative efforts coupled with their level of interpersonal relationship tend to influence the entire work-group performance. The need for interpersonal relationship at workplace therefore cannot be overemphasized. It is can be seen by the result that gives interpersonal relationship significant effect partially.

## CONCLUSION AND RECOMMENDATION

### Conclusion

After examining the findings and discussing the result, the conclusions based on this research can be formulated as follows:

1. The Social Capital, Interpersonal Relationship significant influence on Organizational Citizenship Behavior simultaneously.
2. Social Capital has no significant influence toward Organizational Citizenship Behavior in Jamkrindo Manado partially.
3. Interpersonal Relationship behavior has significant influence toward Organizational Citizenship Behavior in Jamkrindo Manado partially.

### Recommendation

Based on the analysis and conclusions from overall result in this research regarding effect of research variables. The researcher makes the following recommendations for Jamkrindo Manado:

1. Jamkrindo Manado should focus more on know what drives interpersonal relationship in Jamkrindo Manado have effect on OCB in the office.
2. Jamkrindo Manado should make company meetings that enhance OCB in the office.

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