

The Effect of Leader Member Exchange, Employee Participation in Decision Making, Affective Commitments on Organization Citizenship Behavior on Employees of Automotive Auction Service Companies in West Jakarta

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ABSTRACT

This research aims to analyze the influence of Leader Member Exchange, Employee Participation in Commitments, Affective Commitments on Organization Citizenship Behavior. The design of this research was carried out through the use of hypothesis testing. This data collection took place cross-sectionally. The data used in the research is primary data and was collected by distributing questionnaires via g-form which were filled in by employees of automotive auction companies. The sample collection method was purposive sampling method of 125 employees. The data processing technique used in this research is testing instruments such as validity and reliability as well as structural equation modeling (SEM) using SPSS and AMOS. The research results show that Leader Member Exchange has a positive effect on Organization Citizenship Behavior, Employee Participation in Commitments has a positive effect on Organization Citizenship Behavior, Affective Commitments has a positive effect on Organization Citizenship Behavior. The managerial implication that can be given to companies is that companies can further improve Organizational Citizenship Behavior among employees through the implementation of Leader Member Exchange, Employee Participation In Commitments, Affective Commitments in carrying out their work.

INTRODUCTION

The latest outlook on the global job market is getting worse. Efforts to achieve pre-pandemic performance will be difficult for much of the world in the coming years. The International Labour Organization estimates total global working hours will fall by nearly 2% in 2022 compared to pre-pandemic levels, equivalent to the loss of 52 million full-time jobs. Global unemployment is expected to reach 207 million in 2022, up from more than 21 million in 2019. This recovery varies by region, country and sector, with job growth in developing countries still much lower than in developed countries, partly due to low vaccination rates and fiscal austerity. The impact is particularly severe for developing countries, which even before the pandemic already experienced high levels of inequality, erratic working conditions, and weak social safety nets. Organizational Citizenship Behavior (OCB) has a very important role for companies in facing global challenges. As companies operate in an increasingly complex and competitive global market, having employees who contribute to more than just official employee duties is a valuable asset (International Labour Organization, 2022).

OCB involves employee voluntary actions to help fellow employees and the organization as a whole (Hamidaton & Ismail, 2018). This includes assisting in problem solving, sharing knowledge, and actively participating in the company's efforts to achieve long-term goals. Organizational Citizenship Behavior (OCB) can create a positive and collaborative work climate, which can increase employee productivity, motivation, and performance. In a global scope, where companies often operate in diverse cultures and markets, Organizational Citizenship Behavior (OCB) can promote cross-cultural harmony and build strong relationships with international customers and business partners (Elche et al., 2020). In addition, Organizational Citizenship Behavior (OCB) can help companies retain and attract the world's best talent needed to compete on a global level. When employees feel valued and have a positive impact on the employee organization, they tend to be more loyal and engaged in the long term, which is a valuable asset in the face of ever-changing global challenges. Therefore, Organizational Citizenship Behavior (OCB) is not only about fulfilling job tasks, but also about creating a healthy, inclusive, and productive work environment that supports the company's progress in a dynamic global market (Chua et al., 2019).

Improving Organizational Citizenship Behavior (OCB) within the company can be achieved through a strong Leader-Member Exchange (LMX) concept (Afshan et al., 2022). A Leader-Member Exchange (LMX) is a relationship between a leader and his or her team members. In the Leader-Member Exchange leaders treat team members in a way that builds strong and mutually beneficial relationships, thus creating an environment where employees feel valued, engaged, and motivated to go beyond the employee's routine work tasks. Leaders who practice strong Leader-Member Exchange often give more encouragement to team members who then feel more involved in the company's efforts. Employees are more likely to contribute outside of the employee's job responsibilities by helping fellow employees, sharing creative

ideas, and actively participating in company projects. Leaders who strengthen these relationships can also better understand the needs and expectations of individuals within employee teams, which in turn allows employees to provide more appropriate direction and rewards (Liu et al., 2023). The importance of Leadership Member Exchange in improving Organizational Citizenship Behavior lies in the fact that when employees feel they have a good relationship with employee leaders, employees feel more motivated to fulfill the leaders' hopes and expectations so as to create a positive work climate, where Organizational Citizenship Behavior is appreciated and implemented. (Yulianeu et al., 2021). In a broader context, where individual cultures and backgrounds are diverse, a strong Leadership Member Exchange can help overcome cross-cultural communication barriers among employees and management and promote more effective collaboration (Chen et al., 2021). Therefore, companies that understand the importance of Leadership Member Exchange and focus on implementing strong relationships between leaders and their team members will support increased OCB, creating a more productive, inclusive and friendly work environment (Zhang et al., 2023).

Improving Organizational Citizenship Behavior (OCB) in companies can be achieved by encouraging Employee Participation In Decision Making (Knezović & Smajić, 2022), namely employee involvement in the decision-making process. When employees feel that employee voices are heard and that employees have a role to play in shaping the direction of the company, employees tend to be more motivated to contribute more than the employee's routine job tasks. Employee Participation In Decision Making creates a sense of ownership of the company's goals and vision, and this can encourage employees to feel more connected to the employee organization (M. Li *et al.*, 2019). Employees feel that the company belongs to the community and not just where employees work. In situations where employees are included in company policies, employees are more likely to be more proactive and engage in Organizational Citizenship Behavior activities, such as helping fellow employees, sharing innovative ideas, or providing valuable feedback. Additionally, Employee Participation In Decision Making can create a more democratic and inclusive work environment, where employees feel respected and considered an integral part of the company's success (Nisar Khattak et al., 2023). This increases employee motivation, loyalty, and engagement, which in turn supports an increase in OCB (Little et al., 2020). In a global context, Employee Participation In Decision Making can also help companies understand cross-cultural perspectives and overcome communication barriers. By involving employees from different backgrounds in the decision-making process, companies can come up with better solutions that reflect the diversity of the organization. Thus, Employee Participation In Decision Making is not only a tool to improve the productivity and efficiency of the company, but also an important means to maintain Organizational Citizenship Behavior (OCB) and create a work environment that supports the company's long-term growth and success in the midst of diverse global challenges (Yang & Yang, 2023).

Affective commitment, which reflects the level of emotional attachment of employees to the employee's organization, has a significant impact on Organizational Citizenship Behavior (OCB), which is voluntary behavior that is not included in the main task, but makes a positive contribution to the organization (Cobbinah et al., 2020). When employees feel they have a high affective commitment to the company, they tend to be more motivated to behave voluntarily and contribute beyond the tasks expected of the employee. Employees who have strong affective commitment tend to feel that the company is an integral part of the employee's identity, and employees want to see the company succeed (Atrizka et al., 2020). This encourages employees to take voluntary actions such as helping colleagues, providing constructive advice, or even taking initiatives that can improve the company's overall performance even not only fulfilling employee responsibilities, but also striving to improve the work environment and create a positive impact (Conner et al., 2022). In addition, affective commitment can also function as a driving factor in maintaining Organizational Citizenship Behavior (OCB) over time (Risambessy & Wairisal, 2021). Employees who feel emotionally attached to the company will be more likely to continue to contribute positively in the long term, even when employees are faced with challenges or changes in the work environment (Grego-Planer, 2022). Overall, affective commitment is a strong driver in motivating and nurturing Organizational Citizenship Behavior, which in turn can bring great benefits to companies in terms of performance, positive work culture, and long-term sustainability (Salvatierra, 2021). Based on the background of the problems and phenomena that have been explained, the title raised from this study is "The Influence of Leader Exchange, Employee Participation In Decision Making Affective Commitment, on Organization Citizenship Behavior in Employees of Automotive Auction Service Companies in West Jakarta"

LITERATURE REVIEW

Leader Member Exchange (LMX)

Leader-Member Exchange (LMX) is an important concept in management and leadership science (Akram et al., 2022). This concept refers to the relationship between a leader and his team members, where the leader does not consider all his members equal, but develops different relationships with each individual in the team. Leader-Member Exchange (LMX) is a theory and concept in management that refers to the interpersonal relationship formed between a leader and each member of his team. In context. Leader-Member Exchange (LMX), leaders don't always treat all team members the same way. Instead, leaders divide team members into two groups: the inner circle and the outer circle. Members of the inner circle have a closer, high-quality relationship with the leader, while members of the outer circle have a more formal and less intense relationship. Relationships within the inner circle are often characterized by mutual understanding, trust, wider exchange of information, and greater support (Nisar Khattak et al., 2023).

Affective Commitment

Affective Commitment is one of the concepts in human resource management that refers to the level of emotional attachment of a person to the organization where employees work. It reflects the extent to which an employee feels a positive bond and a strong desire to remain committed to the organization's goals and values. In the context of affective commitment, employees feel that employees are not only working to earn income, but also because employees really feel emotionally attached to the organization. Factors such as job satisfaction, recognition, and a positive organizational culture can play an important role in shaping this level of Affective Commitment. Employees who have a high Affective Commitment tend to be more loyal, strive to achieve organizational goals, and are more likely to stay in the company for the long term (Khan et al., 2021).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB), or Organizational Citizenship Behavior, refers to voluntary actions carried out by members of an organization outside of the employee's main duties that are not formally required. (Hamidaton & Ismail, 2018) This includes employees' efforts to make positive contributions to the organization through actions such as helping coworkers, sharing knowledge, supporting a positive work culture, and actively participating in initiatives that increase organizational effectiveness. OCB reflects an employee's level of involvement and commitment to the employee's organization outside of routine work responsibilities, and this concept has become an important focus in human resource management because it contributes to productivity, employee satisfaction, and overall organizational well-being (Meng et al., 2022) .

Employee Participation in Decision Making

Employee Participation in Decision Making is a concept where employees are given the opportunity to actively participate in decision making that affects work and the organization where the employee works (Sarkar & Banerjee, 2020). This includes giving employees a voice in policies, procedures, and changes that impact the employee's work environment. This participation can be direct through meetings and discussion groups or through formal platforms such as committees or forums that represent employee voices. Employee Participation aims to increase employee engagement, job satisfaction and productivity by ensuring that employees have a role in the decision-making process that affects employees (Salvatierra, 2021).

Employee Participation in Decision Making Process is an important concept in the world of management which refers to employee involvement in the decision making process in an organization (Galeazzo et al., 2021). This includes providing employees with opportunities to provide employee input, ideas, and feedback related to decisions that will impact the employee's work, the team, or the organization as a whole. The meaning of Employee

Participation in Decision Making is that the organization recognizes the value and contribution that employees have in the decision making process

Hypothesis formulation

Positive influence of Leader Member Exchange on Organizational Citizenship Behavior

The positive influence of Leader-Member Exchange (LMX) on Organizational Citizenship Behavior (OCB) is a phenomenon in which a strong and positive relationship between a leader and his team members motivates team members to demonstrate OCB. This can be explained in several ways. Trust and Commitment: In a positive Leader-Member Exchange (LMX) relationship, employees tend to feel closer and have a higher level of trust in employee leaders. This creates a stronger commitment to the organization. Employees who feel valued by employee leaders tend to feel more attached to the organization and feel responsible for contributing more than expected. Support and Growth: Strong Leader-Member Exchange (LMX) relationships often create a climate where leaders provide better support, guidance, and feedback to team members. Employees who feel supported in skill development and employee growth tend to be more motivated to demonstrate OCB. Employees may be more likely to share knowledge and assist colleagues in employee tasks. Thus, a positive Leader-Member Exchange can create a climate where employees feel valued, supported, and emotionally attached to the organization. This, in turn, encourages employees to exhibit Organizational Citizenship Behavior, such as helping colleagues, participating in organizational initiatives, and behaving extra in employee work. Based on the above explanation, the following hypotheses can be proposed:

H1: There is a positive influence of Leader-Member Exchange on Affective Commitment

Positive influence of Employee Participation in Decision Making on Organizational Citizenship Behavior

The positive influence of Employee Participation in Decision Making on Organizational Citizenship Behavior (OCB) is a concept in which employees who are actively involved in the organizational decision-making process tend to be more likely to exhibit Organizational Citizenship Behavior (OCB). This can be explained through several mechanisms such as ownership: When employees have the opportunity to participate in decision-making that affects the work of employees and the organization as a whole, employees feel more in the process. This creates a sense of responsibility and commitment to the decisions made. Employees who feel they have a hand in decision-making tend to be more motivated to demonstrate Organizational Citizenship Behavior (OCB)

As an effort to support the decision. Employee Participation in Decision Making reflects the recognition of the employee's views, experience, and knowledge. This gives a positive signal that the organization values employee contributions. In response to these rewards, employees tend to feel more motivated to participate in behaviors that go beyond the employee's routine tasks, such as helping colleagues or contributing to the success of the

organization. Emotional Engagement: Employee involvement in decision-making can increase employees' emotional engagement with the organization. When employees feel involved in the decision-making process, they tend to be more emotionally attached to the organization's goals and values. This can encourage employees to participate in OCB as an expression of employee commitment to the organization. Thus, positive Employee Participation in Decision Making can motivate employees to demonstrate OCB because employees feel they have equity in the organization, are valued, and are emotionally attached to the company's goals. This leads to a more inclusive and productive work culture that supports contributions that go beyond employees' routine tasks. Based on the above explanation, the following hypotheses can be proposed:

H2: There is a positive influence of Employee Participation in Decision Making on Organizational Citizenship Behavior

Positive Influence of Affective Commitment on Organizational Citizenship Behavior

The positive influence of Affective Commitment (emotional attachment) on Organizational Citizenship Behavior (OCB) in the context of the organization is significant. Affective Commitment reflects the level of emotional engagement of employees towards the employee organization, which creates a strong bond between the individual and the company. When employees feel they have a high Affective Commitment to the organization, employees tend to be more involved in voluntary behavior that exceeds the employee's main duties (Tran, 2023). Employees with strong Affective Commitment feel that the organization is an important part of the employee's identity, and employees have a sense of ownership over the company's success. Employees are more likely to help colleagues, share knowledge, and support a positive work culture. Employees feel that their actions contribute positively to the success of the organization and that the organization is a worthy place to invest (Alhyasat, 2012). As a result, Affective Commitment is the main driver of OCB. Employees who feel emotionally connected to the organization have a high intrinsic motivation to provide the best for the organization, even if those actions are not included in the employee's primary duties. Thus, a strong Affective Commitment creates a more collaborative, productive, and goal-oriented work environment, which in turn contributes positively to the long-term success of the organization and creates a dynamic and positive work culture (Meeprom & Silanoi, 2020). Based on the above explanation, the following hypotheses can be proposed:

H3: There is a positive influence of Affective Commitment on Organizational Citizenship Behavior

METHODOLOGY

The research method used in this study is a hypothesis test. As stated by Sekaran (2016), the research method is a scientific approach applied to collect valid data with the aim of finding, developing, and proving a certain knowledge. The results of the research can be interpreted, used to solve

problems, and predict potential problems in the future. (Sekaran & Bougie, 2016). Causal research on hypothesis tests aims to test general statements that explain the nature of a particular relationship, differences between groups, or independence from one or more factors in a situation. The relationships between the variables investigated are causal, describe the cause and effect of one or more problems, and are focused on the impact of one or more variables on the other variables. (Sekaran & Bougie, 2016). This study applies a quantitative approach using primary data obtained through questionnaire distribution and measured by a Likert scale ranging from one to five. This quantitative approach, rooted in the philosophy of positivism, is used to examine a specific population or sample. Research instruments are used during the data collection process, and data analysis is carried out quantitatively or statistically, utilizing numbers to test predetermined hypotheses. (Sekaran & Bougie, 2016). Based on the formulation of the problem in Chapter I and the conceptual framework that describes the relationship between the research variables and the hypothesis statement in Chapter II, this study will test three hypotheses using the SPSS analysis tool.

Research Analysis Methods

The following are the data analysis methods that will be used according to the research objectives:

1. Analyzing Leader - Member Exchange, Employee Participation in Decision Making, Affective Commitment, Organizational Citizenship Behavior among PT JBA Indonesia employees in West Jakarta using descriptive statistics, namely by calculating the average (mean) of respondents' answers.
2. Analyzing the influence of Strategic Orientation on Leader - Member Exchange on Organizational, Citizenship Behavior among Pt JBA Indonesia employees in West Jakarta using Structural Equation Modeling (SEM) and AMOS
3. Analyze the influence of Strategic Orientation Employee Participation in Decision Making on Organizational Citizenship Behavior of PT JBA Indonesia in West Jakarta using the Structural Equation Modeling (SEM) and AMOS models.
4. Analyze the influence of Affective Commitment on Organizational Citizenship Behavior among PT JBA Indonesia employees in West Jakarta using the Structural Equation Modeling (SEM) and AMOS models.

RESEARCH RESULT AND DISCUSSION

Table 2

| No | Indikator | Mean |
|--|--|--------------|
| 1 | Di perusahaan saya para pemimpin saya dan saya cocok satu sama lain. | 3.664 |
| 2 | Para pemimpin saya memahami masalah dan kebutuhan saya | 4.216 |
| 3 | Para pemimpin saya menyadari potensi saya | 3.656 |
| 4 | Para pemimpin saya secara pribadi akan bersedia membantu saya memecahkan masalah dalam pekerjaan akademis saya | 3.424 |
| 5 | Para pemimpin saya mempertimbangkan saran saya untuk perubahan | 3.496 |
| <i>Leadership Member Exchange</i> | | 3.691 |

The data above illustrates the results of a survey on individuals' perceptions of leadership exchange relationships (LMX) in the context of a particular organization or company. Here is a description for each indicator:

In my company my leaders and I fit in with each other (Mean = 3,664,) The average respondent agrees that employees have a fit or fit with leaders within the organization, with varying degrees of agreement, as indicated by a moderate standard deviation.

My leaders understood my problems and needs (Mean = 4.216) A high average level indicated a positive perception of the leader's ability to understand an individual's problems and needs, with a low standard deviation, indicating consistency in respondents' perceptions.

My leaders realized my potential (Mean = 3.656, Std. Deviation = 1.0089): Although the average was quite high, the high standard deviation showed a variation in respondents' perception of the extent to which the leader realized each individual's potential.

My leaders would personally be willing to help me solve problems in my academic work (Mean = 3,424,) A slightly lower average and a high standard deviation indicate a variation in the perception of the availability of leaders to assist in solving academic problems.

My leaders considered my suggestions for change (Mean = 3,496): A moderate average and a fairly high standard deviation indicated variation in the extent to which leaders were considered considering individual suggestions for change.

Leadership Member Exchange (LMX) (Mean = 3,691): This is the average value for all indicators that reflects in general how respondents rate the overall leadership exchange relationship

Table 2
Descriptive Statistics of Employee Participation in Decision Making

| No | Indikator | Mean |
|---|--|--------------|
| 1 | Dalam kelompok kerja saya, orang-orang yang paling terpengaruh oleh keputusan sering berpartisipasi dalam pembuatannya keputusan | 4.216 |
| 2 | Dalam kelompok kerja saya ada banyak kesempatan untuk terlibat dalam menyelesaikan masalah yang mempengaruhi kelompok | 4.280 |
| 3 | Saya diizinkan untuk berpartisipasi dalam keputusan mengenai pekerjaan saya | 3.832 |
| 4 | Saya diizinkan memiliki pengaruh yang signifikan dalam keputusan terkait pekerjaan saya | 3.888 |
| 5 | Atasan saya biasanya meminta pendapat dan pemikiran saya dalam mengambil keputusan yang mempengaruhi pekerjaan saya | 4.016 |
| <i>Employee Participation In Decision Making</i> | | 4.046 |

Source : Processed with SPSS 24

The data above reflects the results of a survey that assesses the level of employee participation in decision-making in an organization or work group. Here is a description for each indicator:

In my working group, the people most affected by decisions often participated in decision-making (Mean = 4.216, Std.): A high average indicated that respondents saw a good participation of individuals affected by decisions in the decision-making process, with a low standard deviation indicating consistency in perceptions.

In my working group there were many opportunities to be involved in solving problems affecting the group (Mean = 4,280): A high average indicated that respondents felt there were many opportunities to participate in solving problems affecting the group, with a fairly low standard deviation indicating consistency in perceptions.

I am allowed to participate in decisions regarding my work (Mean = 3,832): A moderate average and a fairly high standard deviation indicate variation in the extent to which respondents feel allowed to participate in decision-making regarding an employee's work.

I am allowed to have a significant influence on my work-related decisions (Mean = 3.888, Std): A moderate average and a fairly high standard deviation show variation in the extent to which respondents feel they have a significant influence on work-related decision-making.

My boss usually asks for my opinion and thoughts in making decisions that affect my work (Mean = 4,016) A high average indicates that respondents feel that

employee bosses often ask for employees' opinions in decision-making that affect work, with a fairly low standard deviation indicating consistency in perception.

Employee Participation In Decision Making (Mean = 4,046,) This is the average value for all indicators that reflects the overall level of employee participation in decision-making.

Table 3
Descriptive Statistics of Affective Commitments

| No | Indikator | Mean |
|------------------------------|---|--------------|
| 1 | Perusahaan ini memiliki banyak makna pribadi bagi saya, saya senang mendiskusikannya dengan orang luar | 3.328 |
| 2 | Saya akan dengan senang hati menghabiskan sisa karir saya di perusahaan ini | 4.440 |
| 3 | Hampir setiap hari, saya antusias dengan pekerjaan saya dan saya bersedia dan siap melakukan apa saja untuk perusahaan saya | 3.856 |
| 4 | Saya sangat tertarik dengan masa depan perusahaan saya | 3.840 |
| 5 | Saya akan senang bekerja di organisasi saya sampai saya pensiun. | 3.512 |
| 6 | Bekerja di organisasi saya memiliki banyak arti pribadi bagi saya. | 4.056 |
| 7 | Saya benar-benar merasa bahwa masalah yang dihadapi organisasi saya juga masalah saya | 4.096 |
| 8 | Saya merasa terikat secara pribadi dengan organisasi kerja saya. | 3.816 |
| <i>Affective Commitments</i> | | 3.868 |

Source : Treated with SPSS 24

The data above reflects the level of affective commitment of employees to the organization where they work. Here is a description for each indicator:

The company has a lot of personal meaning to me, I like to discuss it with outsiders (Mean = 3,328): The lower average shows that not all respondents feel that the company has a lot of personal meaning for employees. A high standard deviation indicates a variation in an individual's perception of the company's personal meaning.

I would happily spend the rest of my career in this company (Mean = 4,440): A high average indicates the level of willingness of respondents to spend the rest of an employee's career in the company. A low standard deviation indicates consistency in perception.

Almost every day, I am enthusiastic about my work and I am willing and ready to do anything for my company (Mean = 3,856,): A fairly high average indicates the level of enthusiasm and readiness of respondents to do anything for the employee's company. A high standard deviation indicates a variation in that level of enthusiasm.

I am very interested in the future of my company (Mean = 3.840, Std.): A high average indicates the level of interest of respondents in the future of the company. The standard deviation that is currently showing consistency in perception.

I would be happy to work in my organization until I retire (Mean = 3,512): The average that is showing the level of willingness of respondents to work in the organization until retirement. A high standard deviation indicates variation in such perception.

Working in my organization has a lot of personal meaning to me (Mean = 4,056,): A high average indicates that many respondents feel that an employee's job has a lot of personal meaning. A low standard deviation indicates consistency in perception.

I really feel that the problems my organization faces are also my problems (Mean = 4,096,): A high average indicates that respondents feel personally involved with the organization's problems. A low standard deviation indicates consistency in perception.

I feel personally attached to my work organization (Mean = 3.816,): A fairly high average indicates a level of affective attachment, although a high standard deviation indicates a variation in that level of attachment.

Affective Commitments (Mean = 3.868, Std): This is the average value for all indicators that reflects the level of affective attachment of employees to the organization as a whole. A fairly high average indicates a good level of attachment overall, with a moderate standard deviation indicating variation in an individual's perception of such attachment.

Table 4.4
Descriptive Statistics of Organization Citizenship Behavior

| No | Indikator | Mean |
|--|--|--------------|
| 1 | Saya memberikan pemberitahuan terlebih dahulu ketika tidak dapat datang bekerja di kantor saya | 3.776 |
| 2 | Saya mengambil istirahat kerja yang sewajarnya | 3.464 |
| 3 | Saya tidak terlalu menghabiskan banyak waktu untuk percakapan telepon pribadi | 3.392 |
| 4 | Saya tidak mengeluh tentang hal-hal yang tidak penting di perusahaan saya | 3.776 |
| 5 | Saya melestarikan dan melindungi properti Perusahaan saya | 3.616 |
| 6 | Saya mematuhi aturan informal yang dirancang untuk menjaga ketertiban | 3.736 |
| 7 | Saya membantu rekan-rekan kerja dalam pekerjaan | 3.880 |
| Organization Citizenship Behavior | | 3.663 |

Source : Processed with SPSS 24

The data above reflects the level of *Organization Citizenship Behavior (OCB)* shown by employees in a company. Here is a description for each indicator:

I give advance notice when I can't come to work in my office (Mean = 3,776,):A fairly high average shows that respondents tend to give advance notice when they can't be present at the office. A moderate standard deviation indicates variation in the level of notification.

I took a reasonable break from work (Mean = 3,464,): The average that is showing the level of readiness of the respondent to take a reasonable break. A high standard deviation indicates variation in respondents' perception of what constitutes a "reasonable break."

I don't spend much time on personal phone conversations (Mean = 3,392,): The average that is showing the level of limitation of personal phone conversations by respondents. A high standard deviation indicates a variation in perception of how much time is considered "a lot" in a private phone conversation.

I don't complain about things that aren't important in my company (Mean = 3.776): A high average indicates that respondents are less likely to complain about things that are considered unimportant in the company. A low standard deviation indicates consistency in this behavior.

I preserve and protect my Company's property (Mean = 3,616,): A high average indicates the respondent's level of concern for the company's property. Low standard deviations indicate consistency in preservation and protection behavior.

I adhere to informal rules designed to maintain order (Mean = 3,736): A fairly high average indicates that respondents tend to adhere to informal rules to maintain order. A moderate standard deviation indicates a variation in the perception of the informal rule.

I help colleagues at work (Mean = 3.880): A high average indicates the level of readiness of respondents to help colleagues at work. A low standard deviation indicates consistency in helpful behavior.

Organization Citizenship Behavior (OCB) (Mean = 3.663): This is the average value for all indicators that reflects the overall level of citizenship behavior of an employee organization. A fairly high average indicates a good overall OCB level, with a moderate standard deviation indicating variation in an individual's perception of an organization's citizenship behavior.

Hypothesis Test Results

Table 5
Hypothesis Testing Table

| Hypothesis | Beta | Sig Alpha 5% | Result |
|--|-------------|-------------------------|-----------------|
| <i>Leader-Member Exchange has a positive effect on Organizational Citizenship Behavior</i> | 0.570 | 0,0145 | H1 Supported |

| | | | |
|---|-------|--------|-----------------|
| <i>Employee Participation in Decision Making has a positive effect on Organizational Citizenship Behavior</i> | 0.754 | 0,001 | H2 Supported |
| <i>Affective Commitment has a positive effect on Organizational Citizenship Behavior</i> | 0.643 | 0,0025 | H3 Supported |

Influence of Leader-Member Exchange on Organizational Citizenship Behavior

The Leader-Member Exchange has a coefficient value of 0.570, meaning that the higher the perception value of the Leader-Member Exchange, this can increase the perception of Organizational Citizenship Behavior, which is 0.570 units. The results of the statistical test show the beta sign in accordance with the hypothesis proposed, where the Leader-Member Exchange has a positive effect on the Organizational Citizenship Behavior shown in the output table above, so that it can be continued to see the significance test. Based on the results of the above test, a significance value of $0.029/2 = 0.0145 < 0.05$ (alpha 5%) was obtained so that H_0 was rejected or H_a was accepted and it can be concluded that statistically there is a significant positive influence between Leader-Member Exchange on Organizational Citizenship Behavior.

The relationship between Leader-Member Exchange (LMX) and Organizational Citizenship Behavior (OCB) has been a major focus in organizational research because understanding the interpersonal dynamics between leaders and team members can provide valuable insights into organizational citizenship behavior. LMX refers to the quality of interpersonal relationships between a leader and his team members. If LMX develops positively, where leaders and team members trust each other, communicate openly, and build mutually beneficial relationships, this tends to have a positive impact on OCB (Afshan et al., 2022).

Leaders who establish positive relationships with their team members tend to motivate employees to contribute beyond the employee's formal duties. In good LMX relationships, team members may feel more emotionally attached to the organization and have a greater sense of responsibility for the well-being of the organization. Therefore, leaders who are able to build positive LMX can influence increased organizational citizenship behavior (Liu et al., 2023).

Overall, understanding how LMX influences OCB can provide rich insight into how interpersonal relationships in the workplace can shape employee behavior outside of an employee's formal duties. A positive LMX can open the door to a more productive and caring work environment, which in turn can improve the overall well-being of the organization (Lin & Du, 2023).

Influence of Employee Participation in Decision Making on Organizational Citizenship Behavior

Ha2: Employee Participation in Decision Making berpengaruh positif terhadap Organizational Citizenship Behavior

Ho2: There is no positive effect of Employee Participation in Decision Making on Organizational Citizenship Behavior

Employee Participation in Decision Making has a coefficient value of 0.754, meaning that the higher the perception value of Employee Participation in Decision Making, this can increase the perception of Organizational Citizenship Behavior, which is 0.754 units. The results of the statistical test showed a beta sign in accordance with the hypothesis proposed, where Employee Participation in Decision Making had a positive effect on Organizational Citizenship Behavior shown in the output table above, so that it could be continued to see the significance test. Based on the results of the above test, a significance value of $0.002/2 = 0.001 < 0.05$ (alpha 5%) was obtained so that Ho was rejected or Ha was accepted and it can be concluded that statistically there is a significant positive influence between Employee Participation in Decision Making on Organizational Citizenship Behavior.

The research results above are in line with the discussion where Employee Participation in Decision Making (EPDM) has significant implications for Organizational Citizenship Behavior (OCB) in the context of the work environment (Jang et al., 2023). When employees feel that they have an active role in the decision-making process in the organization, this often creates a supportive work climate, where employees feel valued and have a meaningful contribution. Employee participation in decision making can have a positive impact on OCB (Joensson, 2008). Thus, promoting employee participation in decision making can be considered a long-term investment in the formation of a positive work environment. This can not only improve organizational performance, but also encourage the creation of a work culture that focuses on caring, mutual trust, and active involvement in achieving common goals (Wen et al., 2016).

Influence of Affective Commitment on Organizational Citizenship Behavior

Ha3: Affective Commitment has a positive influence on Organizational Citizenship Behavior

Ho3: There is no positive effect of Affective Commitment on Organizational Citizenship Behavior

Affective Commitment has a coefficient value of 0.643, meaning that the higher the value of Affective Commitment perception, this can increase the perception of Organizational Citizenship Behavior, which is 0.643 units. The results of the statistical test showed a beta sign in accordance with the hypothesis proposed, where Affective Commitment had a positive effect on Organizational Citizenship Behavior shown in the output table above, so that it could be continued to see the significance test. Based on the results of the above test, a significance value of $0.005/2 = 0.0025 < 0.05$ (alpha 5%) was obtained so that Ho was rejected or Ha was accepted and it can be concluded that statistically there is a significant positive influence between Affective Commitment and Organizational Citizenship Behavior.

The findings are in line with the idea that Affective Commitment (AC), which refers to an employee's level of emotional attachment to his or her organization, can have a significant influence on Organizational Citizenship Behavior (OCB). When an employee has a high level of air conditioning, it means that the employee has strong feelings of positivity, loyalty, and emotional involvement towards the organization they work for. This can motivate employees to behave outside of the employee's formal duties and perform OCB (Razzak et al., 2023). Overall, AC can be considered a catalyst that motivates employees to behave positively and voluntarily within the organization. Employees who have a strong emotional attachment to the organization tend to see themselves as an integral part of organizational success, which can be reflected in employee participation in organizational citizenship behavior (Allen *et al.*, 2011).

CONCLUSIONS AND RECOMMENDATIONS

The overall results of the analysis support all the hypotheses proposed. Therefore, it can be concluded that *Leader-Member Exchange, Employee Participation in Decision Making, and Affective Commitment* have a significant positive influence on *Organizational Citizenship Behavior* in the context of the analyzed data. These results can provide a strong insight for organizations to understand the factors that can motivate and improve the level of organizational citizenship behavior among employees. The results of the analysis concluded that Leader-Member Exchange (LMX), Employee Participation in Decision Making (EPDM), and Affective Commitment (AC) significantly contributed positively to Organizational Citizenship Behavior (OCB). In the context of the data analyzed, the quality of the relationship between leaders and team members (LMX), employee participation in decision-making (EPDM), and the level of emotional attachment of employees to the organization (AC) together motivated and improved organizational citizenship behavior. These findings provide valuable insights for organizations to understand the factors that drive employee engagement rates in voluntary behavior that can improve overall organizational well-being. Therefore, management can consider strengthening aspects such as the quality of leadership relationships, employee participation in decision-making, and the development of emotional attachment as strategies to motivate employees in contributing more than the employee's formal duties. Overall, these findings can help shape more effective management policies and practices to create a supportive and productive work environment.

ADVANCED RESEARCH

In writing this article the researcher realizes that there are still many shortcomings in terms of language, writing, and form of presentation considering the limited knowledge and abilities of the researchers themselves. Therefore, for the perfection of the article, the researcher expects constructive criticism and suggestions from various parties.

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