



# The Effect of Organizational Citizenship Behavior and Leader-member Exchange on Employee Performance of PT Gresik Migas: Employee Commitment as an Intervening Variable

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. Authors AKF look for topics to be raised into journal articles, draft journal articles from introduction to methodology, conduct research on PT Gresik Migas Employees, process research data, interpret data, write journal article manuscripts, and submit manuscripts that have been published. made to a journal or manuscript template. Authors Setiani and IM guided and provided direction on the steps taken by author AKF. All authors read and approved the final manuscript.*

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## **ABSTRACT**

**Aims:** The purpose of this study is to ascertain the impact of Leader-Member Exchange (LMX) and Organizational Citizenship Behavior (OCB) on PT Gresik Migas employees' performance, as well as the mediating role that LMX and OCB play in employee performance.

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**Study Design:** This study was carried out with quantitative techniques, and an explanatory analysis was used to examine the data that was collected.

**Place of Study:** The target of this research is employee of PT Gresik Migas in Gresik City. The total population in this study is 42 employees.

**Methodology:** The personnel of PT Gresik Migas are the subject of this study. 42 employees made up the study's population. Saturated sampling is the method used to take a sample, and 42 employees make up the sample. Likert scale-based questionnaires are distributed as part of the data collecting process, and smartPLS 3.0 is used to process the collected data.

**Results:** The results of the validity test state that there are invalid items, namely, 2 OCB items, 2 LMX items, and 2 employee performance items. Then the reliability test results state that everything is reliable. And hypothesis testing states that OCB affects performance because P values are  $0.000 < 0.05$ . LMX affects performance because P values are  $0.004 < 0.05$ . Employee commitment has no effect on performance because P values  $0.451 > 0.05$ . OCB affects employee commitment because P values  $0.034 < 0.05$ . LMX affects employee commitment because P values  $0.045 < 0.05$ . Employee commitment cannot mediate the effect of OCB on performance because P values  $0.454 > 0.05$ . And employee commitment cannot mediate the effect of LMX on performance because P values  $0.469 > 0.05$ .

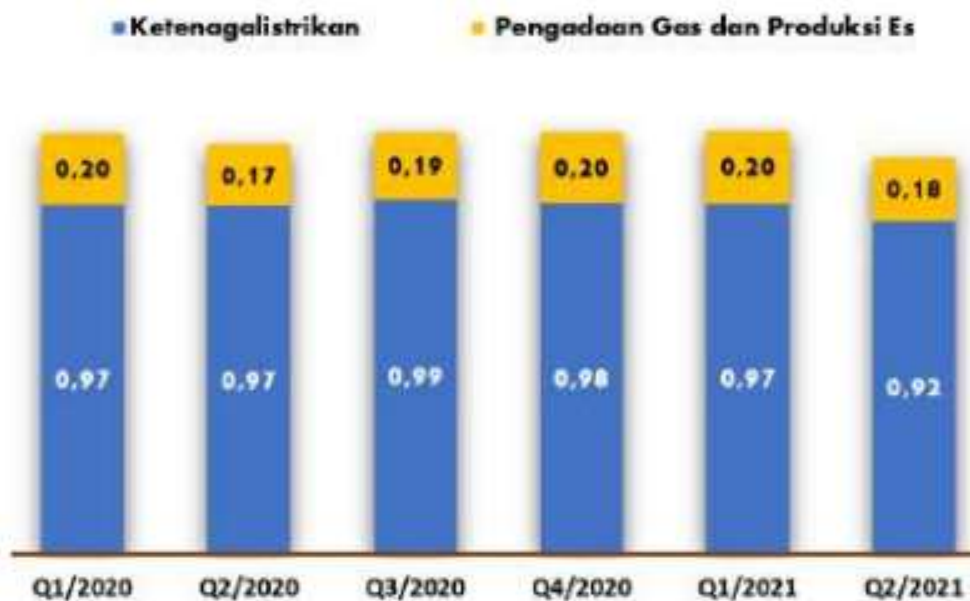
**Conclusion:** This study discovered that LMX and OCB have a big impact on worker performance. The impact of employee dedication on performance is also negligible. Furthermore, the impact of OCB and LMX on employee performance cannot be mitigated by employee dedication.

**Keywords:** Organizational Citizenship Behavior (OCB); Leader-Member Exchange (LMX); employee commitment; employee performance.

## 1. INTRODUCTION

Indonesia was struck by the Covid-19 epidemic in March 2020. The impact on Indonesia's economic growth was noteworthy. This is reflected in the National Gross Domestic Product (GDP) at constant prices, which based on BPS data has decreased from 15.8 quadrillion in

2019, transforming to 15.4 quadrillion in 2020. National GDP is formed from various business sectors running in Indonesia [1]. The business sector in 2020 has a decline in operations when the national GDP declines. Consequently, the Covid-19 pandemic has a substantial effect on a number of corporate domains, including the procurement of gas and electricity.



**Graphic 1. Distribution chart of electricity and gas procurement in quarterly GDP, 2020-2021 (percent)**

Source: BPS data 2020

Particularly, the Covid-19 epidemic has an effect on the drop in sales, which in turn has an effect on the fall in business profitability. One of them is the Regional-Owned Enterprise (BUMD) of Gresik Regency, East Java Province, which is engaged in the procurement or downstream of oil and gas (oil and gas), namely PT Gresik Migas. However, before the Covid-19 pandemic hit Indonesia, sales at PT Gresik Migas had already experienced fluctuations [2].

company's pre-pandemic drop in profits and sales; consequently, the pandemic may have served as a trigger for further declines in PT Gresik Migas's earnings and sales. This is so because the company's revenue or profit is a direct reflection of how well its employees perform. This is consistent with the assertion that performance is the end result made by Ainsworth, Smith dan Millership [3]. Accordingly, employee performance refers to the final product—that is, the goods or services that are produced by individuals.

Employee underperformance at PT Gresik Migas may have contributed to the



**Graphic 2. Sales Diagram of PT Gresik Migas**

Source: PT Gresik Migas annual report



**Graphic 3. Profit diagram of PT Gresik Migas**

Source: PT Gresik Migas annual report



**Graphic 4. Diagram of profit and loss statement of PT Gresik Migas**

Source: PT gresik migas annual report

According to Gibson's (1997) performance theory [4], performance is the connection between work results and organizational goals, specifically quality, quantity, efficiency, and work effectiveness. This decline in the company's performance is consistent with this theory. Three elements affect performance: psychological, organizational, and individual. Gibson's theory of performance aligns with the phenomenon of performance decline, which essentially asserts that employee performance serves as the primary metric for evaluating a company's performance as it relates to human resources (HR).

Numerous other studies, such as [5], which asserts that LMX and OCB improve lecture performance, are consistent with this research. Then came [6], who claimed that LMX improves OCB. In the meantime, Counterproductive Work Behavior (CWB) is negatively impacted by LMX. Next, according to [7], organizational commitment improves performance. The findings of [8] indicate that performance is positively impacted by organizational commitment. According to [9], OCB improves employee performance (EP). According to [10], LMX has a major impact on OCB. After that, Organizational Commitment can act as a mediator between LMX and OCB. [11] found that LMX significantly affects OCB, LMX significantly affects Employee Engagement, and LMX significantly affects OCB through Employee Engagement.

Understanding the effects of OCB, LMX, and employee commitment on employee performance as well as the mediating role of employee commitment on the impact of LMX on employee performance are the main objectives of the research that has been done. This can be attributed to the inconsistent impact of both LMX and OCB on performance. Additionally, as an update to earlier studies, it seeks to determine the mediating role of employee commitment on the impact of LMX on employee performance as well as the mediating role of employee commitment on the impact of OCB on employee performance. Therefore, researchers are interested in taking the title "The Effect of Organizational Citizenship Behaviour (OCB) and Leader-Member Exchange (LMX) on Employee Performance with Employee Commitment as an Intervening Variable (Study on Employees of PT Gresik Migas in 2023)".

## 2. LITERATURE REVIEW

### 2.1 Performance

Gibson's (1997) performance theory [4] states that performance is the link between the results obtained from a job and correlated with organizational goals, namely quality, quantity, efficiency and work effectiveness. Individual, organizational and psychological are things that can affect performance. Performance is a measure of the success of the work done. This performance is influenced by various factors, so

it cannot stand alone, so as explained in the previous point that performance is a dependent variable that cannot exist without independent variables.

## 2.2 Organizational Citizenship Behavior (OCB)

According to Organ [12], OCB is the free action of an individual, which is explicitly or indirectly recognized as a formal reward from the company for the employee. This OCB is extra role behavior is work outside the jobdesk that is done voluntarily and does not get rewarded by the company. OCB can be a variable or factor that can affect performance, so that the presence of OCB in a company can increase or decrease performance in the company.

## 2.3 Leader-Member Exchange (LMX)

[13] suggest that LMX is a leadership that occurs if leaders and members are able to have closeness in the relationship so that various benefits can be obtained from the relationship. LMX or leader-member exchange is a relationship between superiors and subordinates that is dyadic or on one employee and also other employees can vary. And quality working relationships are one of the factors that are considered capable of influencing the level of success of an organization or company.

## 2.4 Employee Commitment

Luthans [14] suggests that employee commitment is a strong determination to become a member of a group and has a high desire for effort in an organization as evidenced by being able to accept and carry out the values and goals of the organization. Employee commitment is a form of responsibility from workers to do everything in a team or organization. The existence of employee commitment can make workers have more responsibility in doing work, so that it will reduce turnover intention or the willingness of workers to move from their jobs. In addition, the existence of high employee commitment can improve performance within a company.

## 3. HYPOTHESIS DEVELOPMENT

### 3.1 The Organizational Citizenship Behavior with Employee Performance

Ariani [15] in her research suggests that OCB is a positive behavior in organizations that support

individual performance and organizational effectiveness. OCB is often referred to as extra role behavior, which basically OCB must be related to work behavior that matches the role it plays. Previous research demonstrating the relationship and influence of OCB on performance lends credence to this [16,5,9]. Based on this description, the authors formulate a hypothesis:

H1: Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance.

### 3.2 The Leader-Member Exchange with Employee Performance

According to research by Pramuno et al. [5], LMX significantly and favorably affects performance. According to [17], Epitropaki & Martin [17] contend that, when analyzed from the perspective of social exchange, superior LMX can inspire workers to perform their duties accurately and efficiently. Research has demonstrated that leaders in high-quality labor-market exchange (LMX) relationships provide their employees with greater autonomy and recognition (intrinsically) in addition to pay raises and bonuses (extrinsically), which can lead to a more positive attitude toward work. Numerous earlier studies that indicate LMX affects performance provide support for this research [17,5,6]. Based on this description, the authors put forward a hypothesis:

H2: Leader Member Exchange (LMX) has a positive and significant effect on performance.

### 3.3 The Employee Commitment with Employee Performance

According to Cohen's (2006) research findings [18], staff members are growing more dedicated to the company, as evidenced by their continuous efforts to enhance their performance. Employee commitment to the performance of PT Bank Sulutgo Manado head office employees has a significant influence, according to Londo [19]. This research is supported by several studies that have been conducted which state that employee commitment has an influence on performance [18,7,8,19]. Based on this description, the authors put forward a hypothesis:

H3: Employee commitment has a positive and significant effect on performance

### 3.4 Organizational Citizenship Behavior with Employee Commitment

OCB refers to genuine actions performed by staff members outside of their formal job duties in order to support the organization's objectives. According to earlier studies, OCB positively affects employee commitment. According to a 2012 study by Adeniji and Osibanjo [20], organizational commitment to worker job satisfaction has a favorable. In addition, research by Allen & Meyer [20], shows that affective, normative, and continuance are dimensions of organizational commitment. However, there is no research that specifically examines the effect of OCB on employee commitment. Therefore, more investigation is required to determine the relationship between the two. Based on this explanation, the authors put forward a hypothesis:

H4: Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee commitment

### 3.5 The Leader-Member Exchange with Employee Commitment

Numerous research studies look at the connection between organizational commitment and LMX. According to [21], organizational commitment and LMX have a favorable and noteworthy impact. [22 and 23] discovered that the relationship between LMX and organizational commitment can be mediated by job satisfaction. The study mentioned above looks at how LMX affects organizational commitment. Nevertheless, no study has explicitly looked at how LMX affects employee commitment. Thus, more investigation is required to determine the relationship between the two. Based on this description, the authors put forward a hypothesis:

H5: Leader Member Exchange (LMX) has a positive and significant effect on employee commitment

### 3.6 The Employee Commitment Mediates Organizational Citizenship Behavior with Employee Performance

[24], which examines the relationship between organizational commitment and job satisfaction

of Sumbawa Regency Marine and Fisheries Service employees and the effect of organizational commitment to performance, is the closest and most pertinent research to the hypothesis put forth. The findings indicate that while OCB has a considerable impact on job satisfaction, it has no effect on performance. In the meantime, there is a big impact from organizational commitment to job satisfaction and performance. Performance and job satisfaction are significantly influenced by each other. Nevertheless, no study has explicitly looked at how employee commitment mediates the impact of OCB on performance. Therefore, further research is needed to examine the influence between the two. Based on this description, the author puts forward the hypothesis:

H6: Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance through employee commitment

### 3.7 The Employee Commitment Mediates Leader-Member Exchange with Employee Performance

According to [25], organizational citizenship behavior acts as a mediator between LMX and employee performance, suggesting a positive and significant relationship between the two. According to [26], there is a positive correlation between LMX and employee performance, and organizational commitment plays a mediating role in this relationship. According to [27,28,29], participation, work attachment, self-efficacy, and job satisfaction act as mediators between LMX and employee performance, which is positively correlated. There isn't any research that focuses on how employee commitment mediates the impact of LMX on performance. Thus, more investigation is required to determine the relationship between the two. Based on this description, the authors put forward a hypothesis:

H7: Leader Member Exchange (LMX) has a positive and significant effect on performance through employee commitment

The following is a conceptual framework of the above hypothesis:

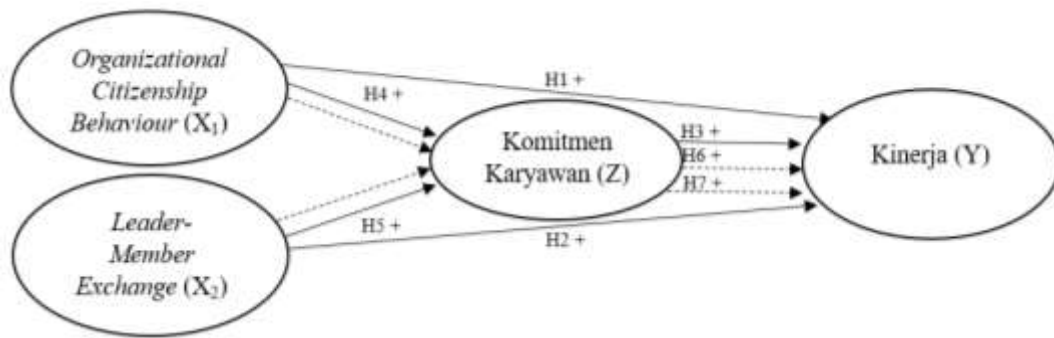


Fig. 1. Framework methodology

#### 4. METHODOLOGY

This study employs a quantitative methodology and falls under the category of explanatory research when considering its goals. Questionnaires were distributed, and respondents completed them to provide data. The questionnaire consists of three parts. First is the cover of the questionnaire, second is the respondent's data which contains gender, latest education, and length of work at PT Gresik Migas. Then the third part is a series of items that measure OCB, LMX, Employee Commitment, and Performance.

OCB is measured by items from [30], namely Altruism 3 items, Conscientiousness 3 items, Sportsmanship 3 items, Courtesy 3 items, and Civic Virtue 3 items. While Leader-Member Exchange (LMX) is measured by items from [31], namely Professional respect 3 items, Loyalty 3 items, Affection 3 items, and Contribution 3 items. Then employee commitment is measured by items from [30], namely Affective 2 items, Rational 2 items, and Normative 2 items. Then performance is measured by items from Robbins [32], namely Work Achievement 1 item, Target Achievement 1 item, Skills 3 items, Satisfaction 2 items, Initiative 2 items, Attendance Rate 2 items, Obedience 2 items, and On Time 1 item. The research scale is a Likert scale.

The participants in this research are all staff members of PT Gresik Migas Gresik Regency. The sample used in this study consisted of all 42 employees of PT Gresik Migas, using the non-probability sampling with saturated sampling type sampling technique, which is a sample determination in which all members of the population are used as samples. Data handled using version 3.0 of smartPLS. The phases of data analysis consist of the mediation test, inner

model test, outer model test, and hypothesis testing.

#### 5. RESULTS AND DISCUSSION

This study found that OCB and LMX have an influence on performance. However, employee commitment cannot mediate the influence of OCB and LMX on performance. This indicates that PT Gresik Migas employees perform better when OCB and LMX are higher. However, employee commitment cannot mediate the influence between OCB and LMX on performance.

##### 5.1 The Distribution of Respondent Characteristics

The distribution of respondent characteristics by gender is shown in Table 1:

Table 1. Distribution of respondent characteristics based on gender

Gender	Number	of Percentage Respondents
Male	31	73,8%
Female	11	26,2%
<b>Total</b>	<b>42</b>	<b>100%</b>

Source: Primary data processed by researchers, 2023

Based on the table above, it can be seen that the majority of respondents are male as many as 31 employees (73.8%). While male respondents were 11 employees (26.2%). This shows that the average employee of PT Gresik Migas is male.

The distribution of respondent characteristics based on length of work at PT Gresik Migas is shown in Table 2:

**Table 2. Distribution of respondent characteristics based on length of work**

Length of Work	Number of Respondents	Percentage
<1 year	12	28,6%
1-3 years	10	23,8%
>4 years	20	47,6%
<b>Total</b>	<b>42</b>	<b>100%</b>

Source: Primary data processed by researchers, 2023

Based on the table above, it can be seen that most of the respondents who have worked for > 4 years are 20 employees (47.6%), respondents who have worked for 1-3 years are 10 employees (23.8%), and respondents who have worked for < 1 year are 12 employees (28.6%). This shows that most of the employees of PT Gresik Migas have an average length of work > 4 years.

### 5.2 Validity Test Results and Reliability Tests

The validity test carried out is a convergent validity test, namely by looking at the outer loading of each indicator.

In the validity test, it is said to be valid if each statement item has a correlation value > 0.5, while items that have a correlation value < 0.5 are declared invalid. In the OCB variable there are two invalid statement items, namely OCB3

and OCB15. Then on the LMX variable there are two invalid items, namely LMX2 and LMX11. While on the employee commitment variable all items are valid. And on the performance variable there are two invalid items, namely K2 and K13. In the first outer model test, the invalid item was then removed and then the second outer model test was carried out until all items were valid. The following is a table containing statement items and correlation values that are declared valid.

If the Cronbach's alpha value in the reliability test is greater than or equal to 0.6, the variable is considered reliable; if it is less than or equal to 0.6, the variable is declared unreliable. And in this study all variables passed the reliability test.

### 5.3 Hypothesis Test Results

When conducting a hypothesis test, a variable is considered to have an impact on other variables if its p values are less than the significance value, which in this case is 0.05. If, on the other hand, the p values are greater than 0.05, it can be inferred that there is no influence in the relationship between these variables. It's evident from this study that OCB and LMX are correlated with performance. Then, employee commitment is also impacted by LMX and OCB. Employee commitment, however, has no bearing on output and is powerless to mitigate the impact of OCB and LMX on output.

**Table 3. Validity test results**

Item	Value	Item	Value	Item	Value	Item	Value
OCB1	0.589	LMX1	0.640	KK1	0.655	K1	0.629
OCB2	0.515	LMX3	0.643	KK2	0.666	K3	0.643
OCB4	0.548	LMX4	0.684	KK3	0.509	K4	0.669
OCB5	0.676	LMX5	0.517	KK4	0.538	K5	0.719
OCB6	0.590	LMX6	0.580	KK5	0.769	K6	0.669
OCB7	0.616	LMX7	0.693	KK6	0.650	K7	0.658
OCB8	0.598	LMX8	0.599			K8	0.676
OCB9	0.563	LMX9	0.687			K9	0.704
OCB10	0.619	LMX10	0.785			K10	0.676
OCB11	0.617	LMX12	0.649			K11	0.706
OCB12	0.662					K12	0.648
OCB13	0.545					K14	0.602
OCB14	0.670						

Source: Data processed by researchers (2023)

**Table 4. Reliability test results**

Variable	Cronbach's Alpha
OCB	0.855
LMX	0.848
Employee Commitment	0.713
Performance	0.887

Source: Data processed by researchers (2023)



**Table 5. Hypothesis and mediation test results**

<b>Hypothesis</b>	<b>P Values</b>
OCB -> Performance	0.000
LMX -> Performance	0.004
Employee Commitment -> Performance	0.451
OCB -> Employee Commitment	0.034
LMX -> Employee Commitment	0.045
OCB -> Employee Commitment -> Performance	0.454
LMX -> Employee Commitment -> Performance	0.469

Source: Data processed by researchers (2023)

**5.4 The Influence of Organizational Citizenship Behavior on the Employee Performance of PT Gresik Migas Employees**

According to the findings of the provisional conjecture test between the OCB and performance variables, PT Gresik Migas employees' performance was positively and significantly influenced by OCB, this was seen with P Values < significance, namely with a value of 0.000 < 0.05. The meaning is that hypothesis 1 is accepted. Based on these results, it is analyzed that the performance of PT Gresik Migas employees can be improved by increasing individual OCB. Then it is known that the highest statement item of OCB is OCB5 which states that employees use all working hours for the benefit of the company, in order for PT Gresik Migas's individual OCB to rise as a result of this strategy and boost worker performance. The study's findings are in line with [16] research, which found that OCB significantly and favorably affects performance. The positive correlation between the two is evident from the outcomes of tests taken with smartPLS. Additionally, it is consistent with [5], who claims that using the smartPLS application has a positive and significant relationship. Furthermore, it aligns with the findings of [9], who posit that OCB positively influences performance acquired through qualitative interview testing.

**5.5 The Influence of Leader-Member Exchange on the Employee Performance of PT Gresik Migas Employees**

The findings of the hypothesis test involving the LMX variable and the performance variable demonstrate a positive and significant relationship between LMX and employee performance at PT Gresik Migas. This is supported by the P Values < significance, specifically with a value of 0.004 < 0.05. This

indicates that the second hypothesis is true. Therefore, it is determined that raising LMX will enhance the performance of PT Gresik Migas employees. Then it is known that the statement item with the highest result of LMX is LMX9 which states that employees like to be friends with superiors, so that through this method LMX at PT Gresik Migas can increase and lead to increased employee performance. These outcomes are consistent with those reported by [17], who claimed that LMX affected performance. SEM PLS testing was used to obtain these outcomes. Furthermore, these findings are consistent with research by [5], which found that LMX positively correlated with lecturer performance based on smartPLS testing.

**5.6 The Influence of Employee Commitment on the Employee Performance of PT Gresik Migas Employees**

Employee commitment has no bearing on how well employees of PT Gresik Migas perform, according to the results of the hypothesis test between the employee commitment variable and the performance variable. This is supported by the P Values > significance, which is 0.451 > 0.05. In other words, hypothesis 3 is disproved. These findings support the analysis showing that raising employee commitment has no impact on raising PT Gresik Migas employees' performance. This result is in line with the research of [33] which suggests that normative commitment is not significantly related to employee performance. These results were obtained from testing using multilevel SEM.

**5.7 The Influence of Organizational Citizenship Behavior on the Employee Commitment of PT Gresik Migas Employees**

The hypothesis test results indicate that there is a positive and significant influence of OCB

variables on employee commitment at PT Gresik Migas. This is supported by P values < significance, specifically with a value of  $0.034 < 0.05$ . This indicates that the fourth hypothesis is true. These findings support the analysis that shows raising individual OCB can boost PT Gresik Migas employees' commitment. This research is a renewal as no prior studies have found a significant correlation between OCB and employee commitment.

### **5.8 The Influence of Leader-Member Exchange on the Employee Commitment of PT Gresik Migas Employees**

The findings of the hypothesis test involving the LMX variable and the employee commitment variable indicate that there is a positive and significant relationship between LMX and employee commitment at PT Gresik Migas. This is supported by the P Values < significance, specifically with a value of  $0.045 < 0.05$ . This indicates that the fifth hypothesis is true. These findings lead to an analysis showing that raising LMX can boost PT Gresik Migas employees' commitment. This study represents a renewal of previous research since it establishes a strong correlation between OCB and employee commitment.

### **5.9 The Influence of Organizational Citizenship Behavior on the Employee Performance of PT Gresik Migas Employees Mediated by Employee Commitment**

P Values > significance, specifically with a value of  $0.454 > 0.05$ , demonstrate that employee commitment is unable to mediate the effect of OCB on the performance of employees of PT Gresik Migas. This is based on the results of the mediation test of the employee commitment variable on the effect of OCB on the performance of employees of PT Gresik Migas. As a result, hypothesis 6 is disproved. These findings are consistent with a study by [33] that suggests normative commitment is ineffective as a mediator in the relationship between high-performing work environments and worker performance. These outcomes were attained through multilevel SEM testing.

### **5.10 The Influence of Leader-Member Exchange on the Employee Performance of PT Gresik Migas Employees Mediated by Employee Commitment**

P Values > significance, specifically with a value of  $0.469 > 0.05$ , demonstrate that employee commitment is unable to mediate the effect of LMX on the performance of employees of PT Gresik Migas. This is based on the results of the mediation test of the employee commitment variable on the effect of LMX on the performance of employees of PT Gresik Migas. As a result, hypothesis 7 is disproved. The findings support the hypothesis put forth by [34] that multidimensional commitment that is, affective, continuance, and normative commitment cannot function as a mediating variable. The SPSS program was used to process the data and find the study's findings.

## **6. CONCLUSION**

The following conclusions can be drawn: (1) OCB significantly affects how well PT Gresik Migas employees perform. (2) LMX significantly affects how well PT Gresik Migas employees perform. (3) There is no correlation between employee commitment and PT Gresik Migas employees' performance. (4) PT Gresik Migas's employee commitment is significantly impacted by OCB. (5) PT Gresik Migas's employee commitment is significantly impacted by LMX. (6) Employee commitment is unable to mitigate the impact of OCB on PT Gresik Migas employees' performance. (7) The impact of LMX on PT Gresik Migas employees' performance cannot be mitigated by employee commitment. The purpose of this research is to better understand the different factors that can affect an employee's performance fluctuations in order to enhance employee performance, which in turn helps PT Gresik Migas achieve its objectives. The performance of PT Gresik Migas employees can be enhanced by increasing OCB behavior, or extra role behavior, as well as LMX, or exchanges between superiors and subordinates.

To maintain consistency, future researchers can conduct tests by adding independent variables other than OCB and LMX, such as leadership style, compensation, work environment, and other variables that can strengthen the findings of employee commitment and performance. In addition, future researchers can also reverse the

position of OCB with employee commitment, so that employee commitment is the independent variable and OCB is the mediating variable.

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## COMPETING INTERESTS DISCLAIMER

Authors have declared that no competing interests exist.

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