



INNOVATIVE: Journal Of Social Science Research

Volume 4 Nomor 1 Tahun 2024 Page 1535-1543

E-ISSN 2807-4238 and P-ISSN 2807-4246

Website: <https://j-innovative.org/index.php/Innovative>

The Influence Of Leader Member Exchange On Organizational Citizenship Behavior Job Satisfaction As A Moderating Variable

Erwanto^{1✉}, Muhammad Risal Tawil², Teguh Setiawan Wibowo³, Ahmad Salabi⁴, Haruni Ode⁵

(1) Universitas Islam Negeri Raden Intan Lampung, Indonesia

(2) Politeknik Baubau, Indonesia

(3) STIE Mahardhika, Indonesia

(4) UIN Antasari Banjarmasin, Indonesia

(5) Universitas Muhammadiyah Luwuk Banggai, Indonesia

Email: erwanto@radenintan.ac.id[✉]

Abstrak

Interaksi yang baik dari pimpinan untuk menggali permasalahan nyata, mencari solusi, dan memperbaiki kesalahan terutama yang berkaitan dengan perilaku pegawai. Peneliti meyakini permasalahan yang bersumber dari perilaku pegawai dapat diatasi dengan sikap Leader Member Exchange yang dimiliki seorang pemimpin. Permasalahan tersebut dapat diatasi lebih lanjut apabila dibarengi dengan kepuasan karyawan disertai dengan sikap mau menerima masukan yang diberikan. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori. Penelitian ini mengumpulkan data secara online dengan menyebarkan kuesioner yang berisi 14 item pertanyaan yang terdiri dari 6 item pertanyaan untuk variabel Leader Member Exchange, 4 item pertanyaan untuk variabel Kepuasan Kerja, dan 4 item pertanyaan untuk Organizational Citizenship Behavior dalam bentuk pilihan ganda 1- 5 berisi kalimat setuju, setuju. setuju, normal, tidak setuju, dan sangat tidak setuju. Data ini dianalisis menggunakan alat analisis smart PLS 4.0.

Kata Kunci: *Leader Member Exchange, Organizational Citizenship Behavior, Kepuasan Kerja*

Abstract

Good interaction from leadership to explore real problems, find solutions, and correct mistakes, especially those related to employee behavior. Researchers believe that problems originating from employee behavior can be overcome with the Leader Member Exchange attitude of a leader. This problem can be overcome even more if it is accompanied by employee satisfaction accompanied by an attitude of wanting to accept the input given. This research is quantitative research with an explanatory approach. This research collects data online by distributing a questionnaire containing 14 question items consisting of 6 question items for the Leader Member Exchange variable, 4 question items for the Job Satisfaction variable, and 4 question items for Organizational Citizenship Behavior in the form of multiple choice 1-5 containing the sentences agree, agree, agree, normal, disagree, and strongly disagree. This data was analyzed using the smart PLS 4.0 analysis tool.

Keyword: *Leader Member Exchange, Organizational Citizenship Behavior, Job Satisfaction*

INTRODUCTION

According to Jenifer M. George and Gareth R. Jones (George, 2012), "organizational citizenship behavior (OCBs) is behavior that is above and beyond the call of duty—that is, behavior that is not required of organizational members but nevertheless necessary for organizational survival and effectiveness". This definition means that OCB is behavior that goes beyond the call of duty, which is behavior that is not determined by members of the organization, but is nevertheless important for the survival and effectiveness of the organization. According to (Schermerhorn, 2010) states that, "organization citizenship behavior is a willingness to go beyond the call of duty or go to the extra mile in one's work". Organizational citizenship is the willingness to carry out work outside of one's obligations. Someone who has high organizational citizenship will do everything for their organization even if it is not needed to help the organization's performance.

Organ Explanation in (Luthans, 2011) Organizational Citizenship Behavior (OCB) is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Organ defines OCB as individual behavior that has freedom of choice, is not directly or explicitly recognized by formal reward systems, and overall promotes the effective functioning of the organization.

Meanwhile, (Colquitt, 2015) define, "citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but contribute to the organization by improving the overall quality of the setting in which work takes place". Citizenship behavior is an employee's activity that may or may not be assessed but contributes to the organization by providing the best quality in work. According to (Andre, 2008) provides

almost the same definition, "behavior on being help of the organization that goes beyond normal job expectations, and which may even serve a larger societal purpose". Organizational citizenship is behavior that becomes part of the organization as a form of work beyond normal expectations and can provide more services to achieve organizational goals.

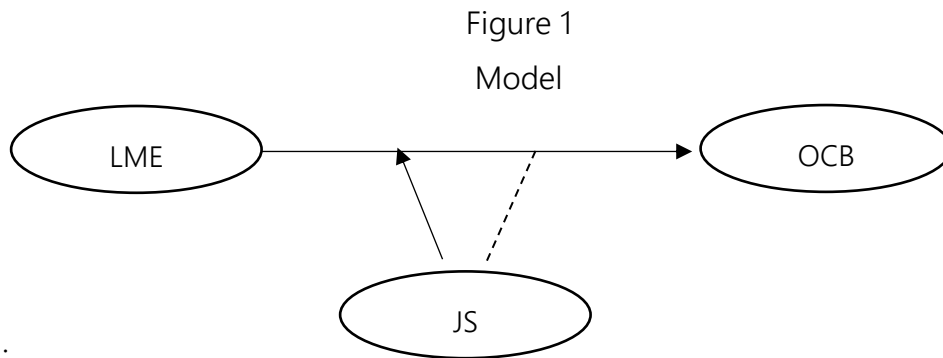
There are a number of factors that can influence Organizational Citizenship Behavior, one of the most prominent is Leader Member Exchange. According to (Robbins, 1996) Leader member exchange theory is a statement that proposes the creation of a leader inside or outside a group in an organization, where the people in the group consist of people who excel and have high productivity and enthusiasm. to work, the level of job rotation is low but job satisfaction is high. Meanwhile, according to (Chaurasia, 2013), the quality of the relationship between subordinates and their employers which has an impact on employee work results can be seen logically in the Leader Member Exchange theory. (Bhal, 2006) states that the nature of Leader Member Exchange indicates that a leader interacts differently with his subordinates which will have an impact on the performance of each employee. So it can be concluded that Leader Member Exchange is the quality of the relationship between a leader and his subordinates which is divided into 2 groups, namely the Ingroup which has a closer relationship with its leader and the Out group which has a relationship limited to a formal relationship with its leader.

There are a number of studies that support researchers' assumptions, including (Retno & Utari, 2023); (Edwar & Sulastri, 2020); (Heriyadi et al., 2020); (Sembiring & Sinaga, 2020) & (Budijanto, 2003) show a positive relationship and significant influence on Organizational Citizenship Behavior. Different from previous research, this research adds the variable job satisfaction as a moderating variable.

RESEARCH METHOD

Good interaction and exchanging opinions is a behavior that leaders must have in order to know in detail the problems the company has and how to solve them (Jonathan Sarwono, 2016). Researchers believe this interaction can improve company performance by first changing and straightening employee behavior in a company or organization (Abdurahman, 2016). This research is quantitative research with an explanatory approach, namely one that uses previous research as background or as a mirror to explore information comprehensively in order to find novelty in future research (Supriyanto, 2019). The data in this research was obtained from a digital questionnaire method distributed to employees and leaders of BTN Bank spread throughout Indonesia with the criteria of

having led or worked for at least one year . These data were analyzed with smart PLS 4.0 (Hair, 2010):



Noted :

LME: Leader Member Exchange

OCB: Organizational Citizenship Behavior

JS: Job Satisfaction

Hypothesis:

H1: The Influence of Leader Member Exchange on Organizational Citizenship Behavior

H2: Job Satisfaction Can Moderates The Influence of Leader Member Exchange on Organizational Citizenship Behavior

RESULTS AND DISCUSSION

Validity Test

Researchers believe that the influence of the Leader Member Exchange variable can have a positive relationship and a significant influence on the Organizational Citizenship Behavior variable and the Job Satisfaction variable can moderate the influence of the Leader Member Exchange variable on Organizational Citizenship Behavior by validating 14 question items consisting of 6 variable question items. Leade Member Exchange, 4 question items for the Organizational Citizenship Behavior variable, and 4 question items for the Job Satisfaction variable (Ghozali, 2016):

Table 1
Validity Test

Variable	Question Item	Loading Factor
	Good communication from leaders to employees can be useful for leaders to know the real problems of the company	0.831

Leader Member Exchange (X1)	Good communication from leaders to employees can be useful for leaders to get solutions from the company	0.829
	Good interaction from leaders to employees can make the company better	0.833
	Good interaction between leaders and employees can increase good employee behavior	0.836
	Good interaction between leaders and employees can make the relationship between the two harmonious	0.829
	Good interaction between leaders and employees can increase employee job satisfaction	0.829
Organizational Citizenship Behavior (Y)	OCB can be influenced by job satisfaction	0.846
	OCB can be influenced by Leader Member Exchange	0.855
	OCB gets a good leadership attitude	0.859
	OCB can improve company performance	0.849
Job Satisfaction (Z)	Leadership job satisfaction can influence leadership behavior	0.889
	Leadership job satisfaction can influence Leader Member Exchange	0.898

	Job satisfaction can influence employee behavior	0.901
	Job satisfaction can influence OCB	0.905

Valid > 0.70

Reliability Test

14 question items consisting of 6 question items for the Leader Member Exchange variable, 4 question items for the Organizational Citizenship Behavior variable, and 4 question items for the Job Satisfaction variable are all valid because the loading factor value is above 0.70. The next stage is a reliability test to find out the true value and lower value of a construct for each variable with the following results (Sarstedt et al., 2014):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Leader Member Exchange	0.828	0.869	Reliable
Organizational Citizenship Behavior	0.847	0.909	Reliable
Job Satisfaction	0.889	0.930	Reliable

Reliable > 0.70

Path Coefisien

The 14 question items consisting of 6 variable question items Leader Member Exchange, 4 variable question items, Organizational Citizenship Behavior, and 4 variable question items Job Satisfaction can be said to be valid and reliable because the loading factor, composite reliability and Cronbach alpha values are above 0.70 . To find out the direction of the relationship and whether or not the independent variable has a significant effect on the dependent variable and the moderating variable on the independent and dependent variables above, you must know the p-Values in the path coefficient as follows (Supriyanto, 2019):

Table 3
Path Coefisien

	Variable	T-Statstict	P-Values
Direct Influence	LME->OCB	2.789	0.010
Indirect Influence	JS* LME->OCB	20.892	0.000

Accepted & Significant Level < 0.05

It is believed that good interaction between leaders and employees can make it easier for leaders to find out the real problems, find solutions, and overcome them as best as possible, especially when these problems originate from employee attitudes/behavior towards other employees, employees towards leaders, and employees towards company rules. In line with this statement, the results of table 3 of the path coefficients in this study show that the Leader Member Exchange variable can have a positive relationship towards Organizational Citizenship Behavior because the T-Statistics value is above the standard deviation of 1,960, namely 2,789 and the P-Values value is below the significance level. 0.05. This is in line with research (Retno & Utari, 2023); (Edwar & Sulastri, 2020); (Heriyadi et al., 2020); (Sembiring & Sinaga, 2020) & (Budijanto, 2003).

Apart from that, researchers also believe that good interactions generated by leaders will have a more significant influence on Organizational Citizenship Behavior if it is accompanied by job satisfaction in employees. Based on this, the results of table 3 of the path of office in this research show that the Job Satisfaction variable can moderate the relationship between the Leader Member Exchange variable and Organizational Citizenship Behavior because the P-Values value is positive and is below the 0.05 significance level, namely 0.000 and the T-Statistics value is above the standard. deviation of 1,960, namely 2,892.

CONCLUSION

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