

# LMX and OCB Civil Servants in Bandung, West Java

S.H. Senen<sup>1,\*</sup>, M. Masharyono<sup>2</sup>, Sumiyati<sup>3</sup>, S. Khotijah<sup>4</sup>

<sup>1</sup> Universitas Pendidikan Indonesia

<sup>2</sup> Universitas Pendidikan Indonesia

<sup>3</sup> Universitas Pendidikan Indonesia

<sup>4</sup> Universitas Pendidikan Indonesia

\*Corresponding author. Email: [syamsulhadisenen@upi.edu](mailto:syamsulhadisenen@upi.edu)

## ABSTRACT

The era of bureaucratic reform is now carried out in various government agencies. Therefore, the role of OCB is considered vital, especially in the government sector. Problems about the achievement of OCB that have not been optimal were experienced by National Civil Service Agency (BKN) at Regional III Bandung. One of the efforts to increase the OCB of BKN employees at Regional Office III Bandung is by repairing LMX. This study employed a descriptive and verification analysis, while the method of the study was an explanatory survey involving 108 respondents. The analysis of the study used simple linear regression. The finding revealed that the picture of LMX was in a very high category. Then, the picture of OCB was in a very high category as well, especially in the courtesy dimension, and LMX gave an effect on OCB which was about 71.5%. If an employee's behavior is grounded on OCB's behavior, then the organization's performance will be better and improve.

**Keywords:** *Leader-Member Exchange (LMX), Organizational Citizenship Behavior (OCB).*

## 1. INTRODUCTION

Human existence as human resources is important in the organizations because human resources support the organization through work, talent, creativity, encouragement, and real roles as can be seen in every organization [1]. Successful organizations need employees who not only act according to the written tasks in the job description but also employees who deliver the performance exceed the assigned tasks [2], or the individual displays an extra-role behavior.

The extra-roles behavior in organizations is known as an Organizational Citizenship Behavior (OCB) [3]. In the last two decades, OCB has become an interesting topic for researchers resulting in many studies regarding the concept of OCB, antecedents, correlation, and its consequences [4].

Organizations that are aware of the importance of OCB behavior are one of the success factors in assisting organizational development [5]. Many studies have focused on OCB problems in various sectors, such as the banking sector [6], transportation services [7], hospital [8], educational institution [9], state-owned enterprises (BUMN) [10], and public agency or government [11, 12].

OCB is often associated with organizations in government agencies, one of which is Civil Servants (PNS). The era of bureaucratic reform is currently carried out in various government agencies, then the role of OCB is considered vital and very decisive for organizations, especially in the government sector. Along with the development era, the state civil apparatus is confronted with government complexity tasks and its development, as well as the demands of a more varied and a qualified public services [13]. If employee behavior is grounded on OCB behavior, the organization's performance will be better and improve [13]. It is important to pay attention to the strengthening of OCB as a priority in achieving organizational goals, because OCB has a theoretical effect on organizational managerial processes [14].

One of the efforts that are able to overcome the OCB problem is the quality of Leader-Member Exchange (LMX) [2, 15]. A good treatment to employees is able to create OCB behavior, so that they are able to sacrifice for the organization. Special treatment of positive leaders will increase employee's contributions to companies. [16].

Based on the background of the study above, the research questions of the study are as follows: 1) how is the picture of leader member exchange (LMX), 2) organizational citizenship behavior (OCB), and 3) the influence of LMX to OCB on employees.

**1.1 Leader-Member Exchange (LMX)**

According to [2], organizational behavior is a field of study that invests the influence of individuals, groups, and structures on behavior within organizations for the purpose of applying knowledge and increasing organizational effectiveness. Organizational behavior learns three determinants of behavior in organizations, namely individual, group, and structure. At the group level, group behavior is influenced by group dynamics, rules, and values adopted by the group [17].

One of the scopes at the group level is leadership [2]. According to [2], leadership is the ability to influence a group towards achieving a defined vision or goal. The role of the leader in a company is not only in terms of governing its employees, but also a good relationship between superiors and subordinates, which is needed to optimize human resources in a company. One concept of leadership in terms of relations between superiors and subordinates is usually called Leader-Member Exchange (LMX) [18].

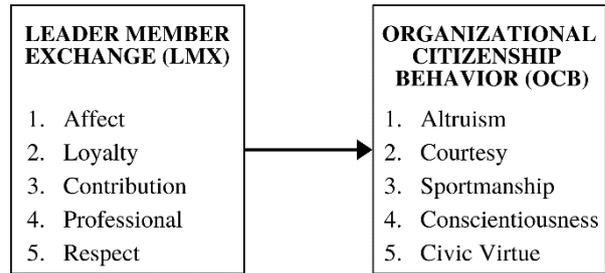
Reference [2] explains that Leader- Member Exchange theory is a theory that supports the creation of leaders in groups and outside groups; subordinates in the group who will have a higher work rating, lower worker turnover rates, and higher job satisfaction. LMX dimension according to [19] is Affect, Loyalty, Contribution, Professional Respect.

**1.2 Organizational Citizenship Behavior (OCB)**

Organizational behavior can be analyzed through three determinants of behavior in organizations, namely individuals, groups, and structures [2]. Researchers have emphasized individual level outputs such as attitudes and satisfaction, task performance, citizenship behavior (Organizational Citizenship Behavior-OCB), and withdrawal behavior [2]. The level of individual analysis on the output variable is OCB.

Reference [20] defines OCB as a discretionary individual behavior, which does not directly and explicitly get an award from a formal reward system, and that as a whole (agrarian) increases the efficiency and effectiveness of organizational functions [19]. Meanwhile, according to [21], OCB is a form of informal behavior where people behave more than expected in contributing to the involved organizations. The OCB dimension according to [22] is altruism, courtesy, sportsmanship, conscientiousness, and civic virtue.

Based on the explanation of the influence of LMX on OCB, the paradigm thinking is described in the framework in Figure 1.



**Figure 1.** Research paradigm

**2. METHODS**

The unit of analysis in the study was the employee of the National Civil Service Agency (BKN) at Regional III Bandung. The unit of analysis in this study was employees of the National Civil Service Agency (BKN) at Regional III Bandung in a period of less than one year, so that the data collection technique used was a cross-sectional method. The sampling technique used in this study was stratified random sampling involving 108 employees of the National Civil Service Agency (BKN) at Regional III Bandung.

The data collection technique used was library studies and field research with questionnaires. Meanwhile, data analysis techniques used were descriptive and verification analysis. Data verification analysis used was simple linear regression with SPSS 22.0 for Windows software.

**3. RESULTS AND DISCUSSION**

**3.1 Descriptive Analysis**

*Leader-Member Exchange (LMX)*

Based on the results of the questionnaire, the description of LMX in the employees of the National Civil Service Agency (BKN) at Regional III Bandung is shown in Table 1.

TABLE I. RECAPITULATION OF LMX RESPONSES

No	Dimension	Ideal score	Total Score	%
1	Affect	2.160	1.955	90,51
2	Loyalty	1.620	1.420	87,65
3	Contribution	1.620	1.312	80,99
4	Professional Respect	1.620	1.435	88,58
<b>TOTAL</b>		<b>7.020</b>	<b>6.122</b>	<b>86,93</b>

Source: 2019 Data Processing Results (SPSS 22.0 for Windows Software)

Based on Table 1, the highest score on LMX is in affection dimension which scores 1,955 or 90.51%, while the lowest score is in the contribution which scores 1,312

or 80.99%. Thus, it can be said that almost all respondents stated that LMX in employees of the National Civil Service Agency (BKN) at Regional III Bandung is in a very high category. Reference [23] states that if the superior and subordinate interactions have a high quality, then a superior will have a positive view of his subordinates so that his subordinates will feel that the superior provides a lot of support and motivation. This, of course, will increase the confidence and respect of subordinates to superiors so that they can work more than what is expected by their superiors.

**Organizational Citizenship Behavior (OCB)**

Based on the results of 108 questionnaires, there is an overview of OCB employees of the National Civil Service Agency (BKN) at Regional III Bandung as it can be seen in Table 2.

**Table 2.** Recapitulation of OCB Responses

No	Dimension(s)	Ideal Score	Total Score	%
1	Altruism	2.700	2.232	82,67
2	Courtesy	2.160	1.936	89,63
3	Sportmanship	1.080	922	85,30
4	Coustienness	2.160	1.845	85,42
5	Civic Virtue	1.620	1.426	86,22
<b>TOTAL</b>		<b>9,720</b>	<b>8,361</b>	<b>86,22</b>

Source: Data Processing Results 2019 (SPSS 22.0 for Windows Software)

Based on Table 2, the highest score of OCB is based on the results of the respondent's answers in the courtesy dimension which scores 1.936 or 89.63%, while the lowest score is found in the altruism dimension which scores 2.232 or 82.67%, It can be said that almost all respondents stated that OCB at the National Civil Service Agency (BKN) employee at Regional III Bandung was categorized in a very high category. Someone with a good OCB does the extra things like helping others or civilizing the overall performance of the organization [24].

**3.2 Verification Analysis**

This study consisted of independent variables namely LMX while for the dependent variable was OCB. In finding out the effect of LMX on OCB, a simple linear regression test was carried out. The form of a simple linear regression equation model in the study is can be seen in (1).

$$Y = a+ bX \tag{1}$$

Source: [25]

Where:

Y = OCB                      a                      = Constant numbers  
 X = LMX                      b                      = Regression coefficient

Based on the results of data processing using the SPSS 22.0 for windows program, a simple linear regression coefficient is obtained as in Table 3.

**Table 3.** Regression coefficient

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	40.048	8.740		4.582	.000
Leader Member Exchange	.501	.125	.363	4.021	.000

Dependent Variable: Organizational Citizenship Behavior

Source: Data Processing Results 2019 (SPSS 22.0 for Windows Software)

Based on Table 3 in column B, there are constant values and simple linear regression coefficients for independent variables. These values can determine a simple linear regression model expressed in the form of equations as shown in (2).

$$Y = 40,048 + 0,501X \tag{2}$$

Equation (2) can be interpreted as follows:

- a = 40,048    it means that if the variable LMX is zero (0), then the variable OCB will be worth 40,048
- b2= 0,501    it means that if LMX increases by one unit and the other variables are constant, then the OCB variable will increase by 0.501 units.

To find out the percentage effect of LMX on OCB, the coefficient of determination can be determined by the formula stated by [26] can be seen in (3).

$$CD = r^2 \times 100\% \tag{3}$$

Information:

- CD = Coefficient Determination
- r        = Correlation coefficient
- 100%        = Constant

The effect of LMX on OCB can be seen from the results in Table 4.

**Table 4.** Partial Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 <sup>a</sup>	.766	.763	4.785

Predictors: (Constant), Leader Member Exchange

Dependent Variable: Organizational Citizenship Behavior

Source: Data Processing Results 2019 (SPSS 22.0 for Windows Software)

$$CD = (0,875)^2 \times 100\% = 71,5\%$$

The number of the correlation coefficient (R) is 0.875. This means that the relationship between LMX and OCB is 0.875. Based on the results of the calculation of the coefficient of determination for LMX with OCB is about 71.5%. In other words, OCB is influenced by LMX by 71.5%, while the remaining 28.5% is influenced by other factors that are not involved in this study, which can be a transformational leadership [8, 27], job satisfaction [28], perceived organizational support (POS) [29], motivation and organizational justice [30].

**3.3 Partial Hypothesis Test (T Test)**

The t-test basically shows how far the influence of one explanatory variable / independent individually in explaining the dependent variable. To find out the percentage effect of LMX on OCB using the SPSS 22.0 for Windows program, the following output is obtained in Table 5.

**Table 5.** Significance Value of T Test

Model	Coefficients <sup>a</sup>		t	Sig.	
	Unstandardized Coefficients				Standardized Coefficients
	B	Std. Error			Beta
(Constant)	40.048	8.740		4.582	.000
Leader Member Exchange	.501	.125	.363	4.021	.000

Dependent Variable: Organizational Citizenship Behavior

Source: Data Processing Results 2019 (SPSS 22.0 for Windows Software)

Based on Table 5, the acquisition of t-count is 4.021 for LMX. Significant level ( $\alpha$ ) is about 5%, and degrees of freedom  $df = n - k = 108 - 2 = 106$  obtained t-table at about 4.00.

Due to  $t\text{-count} > t\text{ table}$  or  $4.021 > 0.677$  then  $H_a$  is accepted, this means that LMX has an effect on OCB, with the magnitude of the influence of LMX on OCB by 71.5% and it is categorized in a strong category [25], while the remaining 28.5% is influenced by other factors that are not involved in this study, which can be a transformational leadership [8, 27], job satisfaction [28], perceived organizational support (POS) [29], motivation and organizational justice [30].

**4. CONCLUSIONS**

Based on the discussion above, several conclusions can be drawn: 1) The picture of LMX in National Civil Service Agency (BKN) at Regional III Bandung was in a very high category; 2) The picture of OCB in National Civil Service Agency (BKN) at Regional III Bandung was in a very high category; 3) There was an influence between LMX and OCB. This shows that the better the LMX, the higher the OCB employees of the National Civil Service Agency (BKN) at Regional III Bandung.

Based on the results of the study, it is suggested to improve LMX through contributions made by superiors or by the organization to employees in order to create a better leader-member exchange (LMX) so that it can simplify the effort to ignite organizational goals. In increasing the contribution in leader-member exchange (LMX), it can be done by involving employees on challenging tasks, providing training, and delegation on certain tasks. The level of contribution influences the number, difficulty, and importance of the assignment given and received by members because it shows the trustworthiness of the leader in the ability and willingness of the members to work on and to solve the difficult and important tasks [19].

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