

The Influence of Work Climate, Leader Member Exchange (LMX) and Organizational Commitment to Organizational Citizenship Behavior (OCB) on Company Employees in Kudus City

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Abstract

Organizational Citizenship Behaviour is a reciprocal relationship between the organization and employees, employees who are satisfied with their work will show OCB. This study aims to determine the effect of work climate, leader member exchange, and organizational commitment to organizational citizenship behavior on company employees in Kudus City. The research method used is explanatory research with a quantitative approach where the variables are measured using a Likert scale, with a sample of 89 as many as 52 respondents. Data collection through questionnaire link. Data analysis techniques in this study using multiple linear regression analysis methods. The results showed that there was a positive influence between Work Climate, Leader Member Exchange, and Organizational Commitment to Organizational Citizenship Behavior on Employees.

Keywords

leader member exchange; organizational citizenship behavior; organizational commitment; work climate

I. Introduction

An employee certainly has a desire to get a decent and comfortable workplace. According to this, it affects the sense of building cooperation and creating loyalty at work (Elondri, 2020). According to (Prihatsanti & Dewi, 2010) revealing good performance is not only in-role but also extra -role called Organizational Citizenship Behavior (OCB). OCB is a matter of one's choice and failure to display such behavior is not considered a cause of punishment (Zeinabadia, 2010). OCB is often considered to be an important factor, because there are several jobs that do not allow OCB to be carried out. So, this behavior is often used as a positive and exemplary conversation material. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

One of the things that affect Organizational Citizenship Behavior (OCB) is the work climate. Work climate is the environment in a workplace with internal qualities that are relatively direct, experienced by employees at work, as well as behaviors that can influence individual responses about their place of work (Khaeron, 2009). In addition to the work climate, the Leader Member Exchange (Lmx) is also one that affects Organizational Citizenship Behavior (OCB). Leader Member Exchange (LMX) is a relationship that is carried out by superiors in different ways for all its members, superiors carry out different relationships, namely a member exchange. In addition to LMX, organizational commitment is also one that affects OCB. Organizational commitment is the extent to which employees believe and accept organizational goals and desire to remain with the

organization (Ukkas & Latif, 2017b). Therefore, OCB is considered important because the behavior is positive and exemplary.

The existence of a good work climate, every individual in the organization also required the role of a leader in order to make employees work with discipline and achieve high targets later. Leadership is the foundation of organizational processes because with leadership it can manifest in the achievement of an organization. Leadership also tends to have an impact that can affect employee performance, one of which is the work environment (Ghoniayah & Masurip, 2011). The relationship between the behavior of leaders and employees is believed to be an encouragement to create a sense of solidarity and responsibility in the performance between leaders and subordinates in order to achieve the goals of an organization (Yaffe & Kark, 2011).

Furthermore, related to Organizational Citizenship Behavior is LMX. Leader Member Exchange (LMX) is a relationship between leaders and employees that can have an impact on each other that does not see the behavior of leaders and employees, but rather on the quality created in a relationship (Harthantyo & Rahardjo, 2017).

The third thing related to OCB is organizational commitment. Organizational commitment is an individual's psychological condition to get something in order to achieve success with the aim of achieving the interests of an organization (Widiarti & Dewi, 2016).

Research on the effect of work climate, Leader Member Exchange (LMX) and organizational commitment to Organizational Citizenship Behavior (OCB), is supported by several previous studies such as those from (Mahendra & Surya 2017; Lubis, 2013; Fitriani & Dewi, 2017) which show that work climate has an effect on OCB. However, according to (Ukkas & Latif, 2017; Pudjiomo & Sahrah, 2019; Tenaya & Suwandana, 2018) stated that with the work climate, OCB has no effect. (Sandjaja, 2012) states that the Leader Member Exchange (LMX) variable has an effect on OCB in employees. Research conducted (Hendrawati & Tjahjaningsih, 2019; Braddy et al., 2014; Anand et al., 2018) that LMX can affect OCB. The results of this study are in contrast to studies by several other studies which state and show that LMX has a positive and significant relationship with OCB (Elshifa, 2020). Opinions (Wira Saputra & Supartha, 2019; Rhoades & Eisenberger, 2002; Chiaburu et al., 2015) suggest that organizational commitment greatly influences OCB in employees. So, from the results that became research gaps, there were inconsistencies in the research results, so this research was carried out to strengthen the results of the study so that further research was needed.

Based on initial observations of several employees, according to a company HRD manager in Kudus City in a preliminary interview, it showed that some of these employees said that they were still not optimal in their work. This indicates that there is a low level of achievement of OCB in their assigned offices. In addition, there were employees who stated that in their office company, resignation or resignation actions were found which resulted in employees having a workplace atmosphere that might be considered less than ideal. In addition, from the results of a pre-survey of two employees that have been carried out, there is a phenomenon that there are still frequent and found several employees who also admitted that they had replaced their work shift colleagues who were unable to attend, while some of them had missed their break due to a situation. The important thing is that they help their shift work colleagues. In addition, there are also employees who do not want to help their own co-workers. Bad OCB in the organization is suspected because it has not had an effective commitment. In addition, when conducting a pre-survey to HRD, the employee also admitted that there was one security guard who made a mistake in providing a report, which the security guard should have given to the manager but gave it to someone else.

Based on the results of the research and initial observations of the phenomena above, the researchers are interested in the problems of the formulation of this research, namely (1) Does the work climate affect Organizational Citizenship Behavior in Kudus City company employees?, (2) Does Leader Member Exchange affect Organizational Citizenship Behavior in employees of the Kudus City company?, (3) Does the employee's organizational commitment affect the Organizational Citizenship Behavior of the employees of the Kudus City company? While the objectives of this study are (1) To examine the effect of work climate on Organizational Citizenship Behavior in Kudus City employees, (2) To examine the effect of Leader Member Exchange on Organizational Citizenship Behavior on Kudus City employees, (3) To examine the effect of employee organizational commitment to Organizational Citizenship Behavior for employees of the Kudus City company.

II. Review of Literature

2.1 Organizational Citizenship Behavior (OCB)

The definition of OCB, according to Organ (1998) states that there are five dimensions to OCB, namely, (1) Altruism (helpful/voluntary behavior), is individual behavior in dealing with problems to help others in their work. ; (2) Conscientiousness (consistency), which refers to the expected behavior of individuals in a timely manner, above the basic requirements, and a high level of attendance; (3) Civic Virtue (citizenship obligations / skills), is an organization that is responsible for political issues within an organization; (4) Courtesy (politeness), is respect and courtesy that is addressed in every behavior in the organization; (5) Sportsmanship (sportsmanship), is the attitude of someone who doesn't like to protest or a sense of dissatisfaction with small things. Based on this explanation, in this study, the measurement of variables will be carried out according to Organ (1998) namely altruism, conscientiousness, civic virtue, courtesy, sportsmanships.

2.2 Work Climate

Research will use the notion of work climate according to Sumantri (2004) as a reference. Regarding the definition of work climate, there are also indicators and dimensions of work climate according to Sumantri (2004), namely: 1) Conformity (approval), meaning conformity or similarity. So, conformity is conformity to existing regulations, techniques and policies established within the organization; 2) , Responsibility Which means describing the sense of responsibility that exists within an organization, so that every member of the employee truly has a sense of responsibility for himself and provides an opportunity and trust that is willing to discuss matters relating to the organization; 3) Standards, is an organization that must have a commitment to work targets that it has set, which is obliged to adjust the abilities and skills of its employees, so that within the organization and employee members can jointly create good service quality; 4) Rewards (rewards), which show the level of attitude of employee members that they get a reward or appreciation for a job well done; 5) , Clarity is an organization that has clear goals and responsibilities. Clarity can be seen from the linkage of work steps in the organization, responsibilities, and authority towards employee members so that they can do work in accordance with the existing organizational goals; 6) Team spirit (team spirit), is that within an organization there is a sense of help, mutual trust, and good ties between relatives in the organization. Based on this explanation, in this study the measurement of variables will be carried out using indicators namely Conformity, Responsibility, Standards, Rewards, Clarity, and Team spirit Sumantri (2004)

2.3 Leader Member Exchange (LMX)

This study refers to the opinion of Graen & Uhl-bien (1995) which states that there are dimensions that exist in the Leader Member Exchange, namely, 1) Respect (honor), is a mutual respect for the abilities of others that can create relationships good with the leader between subordinates; 2) Trust, is a sense of trust with the leader between subordinates who can provide a feedback relationship to both; and 3) Obligations, which are feedback to leaders and subordinates that can lead to the impact of obligations that grow into a working relationship.

2.4 Organizational Commitment

According to Lubis (2013), that the definition of commitment in this study describes the existence of building commitment to the organization including, namely, 1) Making the vision and mission of an organization as a charismatic, something that makes individual behavior on the basis of acting and behaving. 2) Maintain and maintain something good in the organization for future generations. 3) There is communication between fellow employees in the organization without looking down on each other. Based on this explanation, in this study, measurement of variables will be carried out according to Allen & Meyer (1990) Affective Commitment, Continuance Commitment, and Normative Commitment.

III. Research Method

The type of research used in this study is explanatory research (Pristiwati & Sunuharyo, 2018). According to Putriatama et al (2016) explains explanatory research causality between variables or causal relationships through hypothesis testing through the same data. The testing technique used in this research is a quantitative approach which aims to find information or information about what can be known to analyze manifested in the form of data (Sugiyono, 2018). The data in this study are primary data obtained from questionnaires and then collected by researchers with several employee respondents.

The population in this study were company employees in Kudus City as many as 89 people. Sampling in this study using a saturated sample technique. According to Sugiyono (2011), the saturated sample technique is a sampling technique which means using all members as research samples.

The data used in this research is by using primary data. While the technique used in this research is to use Google Forms to distribute the link or address of the questionnaire online through social media such as (Email, Instagram, and WhatsApp). The method of measuring variable data in this study uses a Likert which is used to measure a person's agreement or disagreement with the questionnaire (Tenaya & Suwandana, 2018). Based on this, there are five choices of reference answers with a Likert 1-5, namely: 1) Strongly Disagree; 2) Disagree; 3) Hesitating; 4) Agree; and 5) Strongly Agree.

In this study using a questionnaire pretest method, namely by using the validity test and reliability test. Furthermore, in order to obtain the results of data analysis required to meet the test requirements, namely, the use of classical assumption testing. Classical assumption test consists of normality test, heteroscedasticity test, and multicollinearity test, linearity test, and hypothesis testing using multiple linear regression analysis method (linear multiple regression). Multiple linear regression analysis was used to determine the effect of work climate (X1), Leader Member Exchange (LMX) (X2), and organizational commitment (X3) on Organizational Citizenship Behavior (OCB) (Y).

IV. Result and Discussion

Descriptive data on Work Climate, *Leader Member Exchange* (LMX), Organizational Commitment, and *Organizational Citizenship Behavior* (OCB) will be presented below. To show the *Likert* from the average respondents' answers to the three variables in this study, such as: work climate, *leader member exchange*, organizational commitment, and *organizational citizenship behavior*. The following table about the description of the interval to determine the level of the variable category is presented below.

Obtained using the formula: Interval = $\frac{\text{Max Value} - \text{Min Value}}{\text{Number of Classes}} = \frac{6-1}{5} = 1$

Table 1. Level Category Variable

Range	Description
5.00 – 5.99	Very High
4.00 – 4.99	High
3.00 – 3.99	Medium
2.00 – 2.99	Low
1.00 – 1.99	Very Low

Mean is used to find out several categories of each variable, the explanation table for each variable is presented below:

Table 2. Table of Organization Citizenship Behavior (OCB)

No.	Indicator	<i>Mean</i>	Category
1	Replaces coworkers who are absent from work.	3.75	Moderate
2	Helping a coworker without asking for anything in return.	3.98	Moderate
3	Help to complete the work.	3.79	Moderate
4	Completed the work according to the order.	3.71	Moderate
	Average Altruism	3.81	Moderate
1	Use adequate rest time.	4.17	High
2	Use rest periods according to the rules.	4.32	High
3	Using time appropriately.	4.07	High
	Average Conscientiousness	4.18	High
1	Attend meetings regularly.	3.94	Moderate
2	Easily adaptable within the company.	3.96	Moderate
3	Has a good impression in his work.	3.92	Medium
	Average Civic Virtue	3.94	Moderate
1	Able to work together between teams.	4.17	High
2	Assist and prevent conflict.	3.98	Moderate
3	Complying with the rules.	4.21	High
4	Appreciate and care about employees.	4.32	High
5	Comply with applicable regulations.	4.25	High
	Average Courtesy	4.18	High
1	Self-control to avoid mistakes.	4.21	High
2	Have a creative attitude.	3.94	Moderate
3	Obedient to the task that has been given.	3.63	Average

Average Sportsmanship	3.92	Average
OCB	4.00	High

Source: Primary Data, 2022

Based on the table above shows that the mean obtained from each OCB variable is 4.32 which is included in the high category. The highest mean value is found in the indicator "using appropriate rest periods in the high category. The highest mean value is found in the indicators "using rest time according to the rules" and "respect and care for employees". Furthermore, the mean is found in the indicator "compliance with the tasks that have been given" with a value of 3.63.

Table 3. Working Climate

No.	Indicator	Mean	Category
1	Regulations from the organization are not too heavy.	4.03	High
2	Acceptance of new ideas.	4,15	High
	Average Conformity	4,09	High
1	Has the task authority in his work.	3.92	Moderate
2	Organizational tasks are carried out with a sense of responsibility.	4.11	High
	Average Responsibility	4.01	High
1	Organizational target is achieved.	4.03	High
2	Tolerance to errors or things that are not suitable.	3.78	Medium
	Average Standards	3.90	Moderate
1	Motivated to stay in the job because they are rewarded.	3.92	Moderate
2	There is recognition of good work.	4.09	High
	Average Rewards	4.00	High
1	The job has a clear scope.	4.07	High
2	Roles are clearly defined.	4.17	High
	Average Clarity	4.12	High
1	Good relationship among other employees.	4.13	High
2	Willingness to put in more effort when needed.	4.15	High
	Average Team Spirits	4.14	High
	Average Work Climate	4.04	High

Source: Primary Data, 2022

In Table 3. It shows that the *mean* of Work Climate is 4.04 indicating a high category. The *mean* is found in the "clearly formulated role" indicator with a value of 4.17. Meanwhile, the mean is found in the indicator "tolerance to errors or things that are not appropriate" with a value of 3.78.

Table 4. Leader Member Exchange (LMX)

No.	Indicator	Mean	Category
	Respect		
1	Knowing work problems.	4.13	High
2	Appreciate potential.	4.13	High
	Average Respect	4.13	High
	Trust		

1	Side.	3.84	Medium
2	Knowing the level of job satisfaction.	3.84	Average
3.84 Trust		Medium	Obligation
<i>to</i>			
1	Help in solving work problems.	4.01	High
2	Willing to guarantee if there are work problems.	4.00	High
3	There is a defense from the employee.	3.76	Moderate
4	Effectiveness of working relations.	3.98	Average
Medium Average		Bond Average	Leader
		3.93	
Member Exchange (LMX)		3.96	Medium

Source: Primary Data, 2022

From the results of the data above, it shows the average value in each LMX variable contained in Table 4. Shows that the value is 3.96 which is included in the medium category. The *mean* highest Furthermore, the *mean* is also found in the indicator "there is a defense from employees" with a value of 3.76.

Table 5. Organizational Commitment

No.	Indicator	Mean	Category
<i>Affective Organizational Commitment</i>			
1	Committed to be bound to an organization.	4.11	High
2	Proud of the company.	4.01	High
Average Affective Organizational		4.06	High
1	Emotionally attached to the company.	3.75	Moderate
2	Forming commitment within the company.	4.01	High
3	Expectations to persist at work.	3.53	Medium
Average Continuance Commitment		3.77	Medium
1	Responsible for company goals.	3.96	Moderate
2	Loyalty is important to the individual.	4.01	High
Average Normative Commitment		3.98	Medium
Average Organizational Commitment		3.93	Medium

Source: Primary Data, 2022

From the results of the data above, it shows the average value in each variable of Organizational Commitment contained in Table 5. Shows that the value of 3.93 is included in the medium category. The *mean* highest Furthermore, the *mean* is also found in the indicator "expectation to stay at work" with a value of 3.53.

The hypothesis test in this study is using the SPSS V. 25 program. To test the multiple linear analysis which aims to determine whether the hypothesis is accepted or rejected on the magnitude of the independent or dependent variable. In this test the researchers used a test with a significance level of 0.05.

Table 6. Hypothesis Test

X	Y	Sig.	Unstandardized Coefficients Beta	Adj. R ²	Conclusion
Work Climate	OCB	0.019	0.789	0.615	H ₁ accepted
LMX	OCB	0.000	0.740	0.538	H ₂ accepted
commitment	OCB	0.030	0.777	0.595	H ₃ accepted

Source: Primary Data, 2022

Based on Table 6. it can be seen that the work climate variable (X1) has an effect on OCB (Y). Meanwhile, the LMX (X2) variable has no effect on OCB (Y). Then, the commitment variable (X3) also has an effect on OCB. It can be concluded that the significance value for the effect of work climate on *Organizational Citizenship Behavior* (OCB) is $0.019 < 0.05$ with a coefficient value of 0.615. Based on the coefficient value which shows positive test results, it means that the work climate variable has a positive influence on OCB. So, the higher the accepted work climate, the higher the OCB of employees. So, it can be said that Ho is rejected and H1 is accepted which states that LMX has a positive effect on OCB. It is stated that the results of the test of the effect of LMX on OCB, and the effect of organizational commitment on OCB. The results of the effect of LMX on OCB show that the sig value is 0.000. Meanwhile, the results of the test of the effect of organizational commitment on OCB show a sig value of 0.030. Based on the sig value which is less than 0.05, it can be concluded that the work climate significantly affects, and organizational commitment significantly affects OCB.

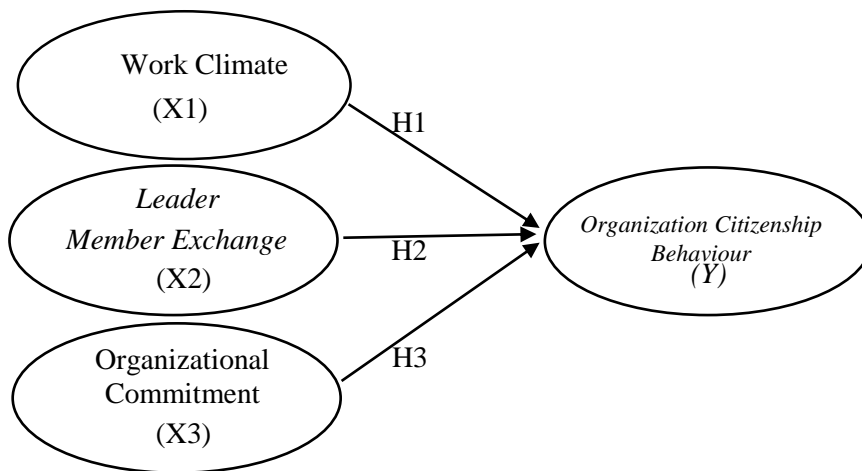


Figure 1. Research Model

Based on the results of descriptive analysis, it can be seen that the OCB variable of employees in companies in Kudus City has shown a good attitude that can support a company. This is indicated by the OCB variables which include *Altruism, Conscientiousness, Civic Virtue, Courtesy, Sportsmanship*. From these criteria, the average OCB is in the high category. This dimension that can trigger high OCB is *Courtesy* where employees always maintain good relations with their co-workers so as not to cause interpersonal problems and respect and value the opinions of others with a value of 4.32.

The results of the second descriptive analysis show that the work climate variable is also included in the high category. This company on Monday-Saturday has a working day at 08.00-16.00 WIB. This shows the time that has been determined in the company. The dimension that triggers a high work climate is *Clarity* with a value of 4.17.

The results of the third descriptive analysis show that the LMX variable for employees is also included in the high category, which is 4.13. This means that many research respondents have *respect* in the workplace. This shows the leader has considered subordinates as members of *the group*.

The results of the last descriptive analysis are stating that the organizational commitment variable is also included in the medium category. Those who have worked for a long time in a company that has experience will work in their field better committed to playing an important role in the work they have done compared to employees who have a much shorter tenure.

The first hypothesis test shows that the work climate has a positive effect on OCB. From a positive direction, it also explains that the higher the work climate, the higher the OCB for employees. The results of this study support previous research conducted by Ukas & Latif (2017); Tenaya & Suwandana (2018); Waspodo & Minadaniati (2012) which states that the work climate has a positive effect on OCB.

The second hypothesis test is to show that in this study the *Leader Member Exchange* (LMX) has a positive influence on *Organizational Citizenship Behavior* (OCB). So, it is said that from a positive direction, the higher the LMX, the leader will be able to increase OCB. The results of this study are consistent with the results carried out by researchers according to Elshifa (2020); Ilham & Herawati (2017); Anand et al., (2018) which states that LMX also has a positive influence on OCB.

The third hypothesis test is that organizational commitment also has a positive effect on OCB. The results of this study are in line with researchers according to Kurniawan, (2015) and Yuliani & Katim, (2017) which state that organizational commitment has a positive effect on OCB in employees. This is explained when employees have a high commitment to their company, then the employee wholeheartedly has work satisfaction and is willing to prosper the company. This shows that OCB behaves well towards the company and employees.

V. Conclusion

Based on the description above, it is concluded that: 1) the work climate has a positive effect on Organizational Citizenship Behavior (OCB) for employees in companies in Kudus City, which means that the higher the work climate of employees, the impact on the increasing OCB of employees in the city. workplace. 2) Leader Member Exchange (LMX) has a positive effect on OCB. 3) Organizational commitment has a positive effect on OCB, so it can be concluded from the three variables that there is also a direct influence on the behavior of Organizational Citizenship Behavior (OCB) in employees.

This theoretical implication is that the first work climate can trigger the emergence of OCB. Because this can happen if employees are faced with excessive work situations and are required to work hard, the employees also have their own set of target work limits, secondly in this study LMX can also trigger OCB. This is because there is a high quality of behavioral relationship between superiors and subordinates so that employees can be motivated to show OCB behavior. While the last results of this study indicate that organizational commitment also triggers the emergence of OCB. This means that organizational commitment has a positive effect on OCB.

The applied implication for the work climate variable with the lowest average is to enter into the tolerance indicator for errors or things that are not suitable. The work climate has an effect on OCB, so if the company wants to improve OCB, it is necessary to pay attention to the work climate. Meanwhile, the LMX variable has the lowest average in the

indicators of taking sides and knowing the level of job satisfaction. LMX has an effect on OCB. Thus, if the company wants to increase OCB, it is necessary to pay attention to the increase in LMX. Finally, the organizational commitment variable also has the lowest average in the indicator of hope to survive in the workplace, so that if a company in Kudus City wants to increase OCB for employees, it is necessary to pay attention to increasing organizational commitment to employees.

Like other research references, this researcher also has limitations. The limitation of this study is the variable size of the various respondents' perceptions. Therefore, it can have implications. From the limitations of the study, it is hoped that the use of security as a data collection method, because OCB will provide a more flexible picture if it is deepened.

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