The Effect of Leader-Member Exchange on Organizational Citizenship Behavior Mediated by Job Satisfaction

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ABSTRACT

This study aimed to examine and analyze the effect of leader-member organizational citizenship behavior mediated by job satisfaction. This study uses a descriptive analysis with path analysis as an analytical tool. Sampling uses the census method, namely the total population used as research respondents, namely as many as 48 random sampling employees. The research instrument test used the validity test and the instrument reliability test. The analytical tool used in this research is the analysis of PLS-SEM results, which showed that the Leader-Member is positive but not significant. Leader-Member positive and significant effect on Job Satisfaction. Job satisfaction has a significant positive impact on OCB. Impacts a significant substantial mediated by Job Satisfaction.

I. INTRODUCTION

In the past, they evaluated individuals with behaviors expected on job descriptions and employee competencies, but nowadays, behavior outside of that is a consideration. For the first time, Bateman and Organ (1983) announced the term organizational citizenship behavior for the behavior of the world of science. They introduced it as a good action not listed in the job description to help others fulfill their obligations. as employee rail. Indeed, after the introduction of this concept by organs and colleagues, different experts, using concepts such as extra-role behavior, prosocial organizational behavior, organizational spontaneity, and Contextual Performance, for two decades explained this subject (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Critical elements of OCB include behavior beyond formally described for staff; It is a behavior that is not directly rewarded or, through a formal organizational structure, is not rewarded; it is a behavior that is important for the organization's performance or success (Castro, Armario & Ruiz, 2004).

Podsakoff and colleagues have outlined several areas in organizational citizenship behavior that help organizations to be thriving below: improving management and employee efficiency, making corporate resources accessible that can use for more productive purposes, and reducing the need to allocate limited resources for tasks that are only in the maintenance aspect, the activities of the assistant coordinator, both within and between working groups; strengthen organizational capacity to attract and retain qualified personnel; improve the stability of corporate performance, enabling organizations to adapt more effectively to environmental changes (Podsakoff et al., 2000). Therefore, the organizational citizenship behavior of the Samen credit union staff can play an essential role in the success and better performance of the organization. These staff act outside their official positions voluntarily and use all their efforts for their organization. In this case, the competitive ability of the institution improves and consists more effectively with the changing environment, and the changing organization is effective. So, exploring these behaviors and how they increase their emergence in these institutions can be a significant challenge for these institutions. One of the main challenges facing organizations in a changing and currently highly variable world is identifying the factors that can be effective in organizational citizenship behavior, which is one of the emerging phenomena in organizational behavior. The initial investigation of the relationship between attitudes and behavior assumes that the two had a causal relationship. That is, a person's perspective determines what he does and can influence that person's behavior. The Attitude-Behavior relationship is between philosophy and behavior (Robbins, 1999).

Therefore, work and organizational attitudes can lead to behaviors such as the behavior of corporate citizens. It should consider job satisfaction and commitment to organizational behavior and psychology. Job satisfaction and organizational commitment variables are considered attitudes towards organizational behavior and psychology on the issue. Therefore, they can determine the organizational citizenship behavior of the staff. And they can predict its

occurrence on the job; and expand organizational citizenship behavior (Williams and Anderson, 1991). When an employee is satisfied with his career, he will compensate for his satisfaction with positive behavior (such as OCB), which benefits the organization (Chiu and Chen, 2005). Scholl says that when there is no formal organizational reward for performance, it is a commitment that maintains a behavioral orientation so that it may be a predictor of OCB. Weiner says similarly to Scholl's model that commitment is responsible for behavior unrelated to reinforcement or punishment. Given the high correlation between job satisfaction and organizational commitment, researchers and managers should study both to obtain the relative effect of these two variables on OCB (Schappe, 1998).

Therefore, examining the level of job satisfaction and organizational commitment of the Samen Institute staff as essential factors that can play a crucial role in organizational citizenship behavior can be a significant challenge for the Institute. If they are satisfied with their work and committed to the organization, institutional staff engage in positive compensatory behaviors, such as organizational citizenship behavior. Therefore, it is necessary to measure the level of job satisfaction and organizational commitment of Samen Credit Union employees to determine whether the organization has succeeded in creating employee attitudes and whether these attitudes cause organizational citizenship behavior in employees. Empirical research focuses on four leading causes and development of organizational citizenship behavior: personal and employee characteristics, job characteristics, organizational characteristics, and leadership behavior (Podsakaff et al., 2000). Throughout history, leadership has been one of the most significant structures studied in behavioral science (Milner, Katz, Fisher & Notrica, 2007). Over the past three decades, increased growth to shaped by research on leadership with a focus on relationships between supervisors and subordinate pairs (Stringer, 2006).

Passionate leadership is not only a tool for management; it is also a person's inner feeling to serve others in the best way. Servant leadership is defined as "Servant-leader is the first to serve. It starts with the natural and inner feelings of a leader he wants to serve, to motivate the characteristics of their followers by serving first". Servant leadership is a philosophy that defines methods that improve people's lives, build better organizations and ultimately create the world's only concern. Leadership has always existed as a hot issue for researchers.

On the other hand, servant leadership can be to characterized as dealing with administration, with liberal advice and strong morals that call for it. Require that pioneers attend to the needs of their supporters and offer them with them. They must deal with it by ensuring they become more helpful, intelligent, motivated, and make more decisions independently, so they can also move into pioneer workers (North House, 2004).

Servant leadership is empowering towards their work as well as their organization. Servant Leadership Theory has generally improved, establishing authenticated leadership similar to global leadership and organizational behavioral effectiveness (Brubaker et al. 2016).

Organizational citizenship behavior is employees' positive and constructive approach to their voluntary actions and agreements. Organizational citizenship behavior (OCB) has undergone subtle modifications of clarity since the term originated in the late 1980s, but its creation continues as deep as it is. OCB mentions whatever subordinates choose to do voluntarily and with their consent or protocol, usually outside their identified contractual responsibilities. In other words, optional OCB may not always directly and formally validate or reward the company, through a raise or promotion, for example. However, it may to considered by the supervisor and co-workers free of change or better presentation. Evaluation. In this way, it can facilitate future rewards obtained by chance; finally, and seriously, OCB should drive the success of the organization's operations (Zhang 2011).

Based on initial observations, the phenomenon at Bank Bahteramas Kendari Branch related to the implementation of work is that there are still some employees who are still slow in providing services to customers, both on customer service at tellers and customer credit services. Some employees seem slow in processing new customers. Another problem with leadership was that the relationship between some employees and the leaders had well-established ministration. Lack of communication in terms of solving problems faced by employees is a problem that still needs to be considered by the leadership. If you look at the characteristics of leaders, they motivate their subordinates to do things that exceed expectations to enlighten them to focus on the greater good than individual needs. Then, the bank's leadership, Bahteramas Kendari Branch, always concentrates on the essential goals at a higher level. Therefore, examining and analyzing the implementation of leader-member exchange conditions on organizational citizenship behavior mediated by job satisfaction is necessary.

II. LITERATURE REVIEW

2.1 Leader-Member Exchange

Leader-Member Exchange is a two-way mechanism between leaders in building relationships with each of their collaborators, according to Dansereau et al. (1975). Graen and Uhl-Bien (1995) argue that LMX is on a reciprocal employee-leader relationship. This philosophy also supports leaders and workers in giving each other input. Leader-Member Exchange is also not limited to peer relationships. Another opinion from Liden and Maslyn (1998) says that LMX is related to work, respect for the abilities and experiences of leaders, commitment to one another, and mutual affection. The abovementioned theories concluded that LMX is a reciprocal relationship involving contact between leaders and employees through love, joint involvement, loyalty, and respect. Good relations between managers and workers to expected to increase business efficiency. Every employee and leader develop a different relationship. They vary.

The Leader-Member Exchange has several dimensions Liden and Maslyn (1998, p.50) divide it into four dimensions, including:

1. Affection Such intimacy does not consider social status itself. Relationships between employees and leaders, leaders with leaders, and staff with employees can shape interactions. Liden and Maslyn (1998) add that the element of love may or may not depend on the type of relationship that occurs in the workplace. The time it takes to develop a relationship between a leader and subordinates seems to vary; some can create a good relationship in a short time, but some do not. For the survival of LMX, a joint partnership between management and employees is essential.
2. Contribution is the belief that the activities of other individuals are also related to each entity in the organization. Contribution (contribution) Participation factor is the understanding of task-oriented tasks at a certain level between leaders and workers to achieve common goals, Liden and Maslyn (1998, p.50) suggest. High-quality contributions allow workers to be ready for leaders, colleagues, and businesses to make sacrifices. The higher the worker participation rate, the better the LMX output.
3. Loyalty is loyalty and support offered to other people, both employees and company leaders. Loyalty Liden and Maslyn (1998) suggest that loyalty is how leaders and workers support each other in all circumstances. As stated in the statements of Liden, Graen, Scandura (1986), and Maslyn (1998), leaders prefer to allocate the work of loyal staff. For the survival of LMX, the loyalty of workers and leaders is necessary to ensure the organization's success.
4. Professional appreciation/respect for work done by others means professional appreciation or admiration. It can focus on Professional respect/respect Admiration on various factors, such as the ability to be the success of the person you admire. An employee's appreciation is due to the integrity of the leader. Liden and Maslyn (1998, p.50) stated that credibility could be built by historical data about a person, such as personal knowledge, comments from individuals, and external individuals and awards. These good qualities should embed in your everyday life with people who value leader success and interactions.

2.2 Job satisfaction

A person's general attitude about work is known as a prelude (meaning the degree or extent to which a person knows his job and actively participates in it) (Robbins, 1999). According to Locke, approval is a pleasant or positive emotional state from work or work experience (Locke, 1976). According to Locke, aspects of job satisfaction usually studied in previous research include the nature of work, salary, promotion, benefits and compensation, working conditions, supervisory style, colleagues, organization, and management (Locke, 1976). Subsequent research has shown that it can manage these different aspects according to two dimensions: intrinsic versus extrinsic (Weiss, Dawis, England & Lofquist, 1976).

Extrinsic satisfaction is employee satisfaction from self-employment, such as independence, job diversity, job stability, career service to society, usefulness opportunities, sense of responsibility, creativity, meaningful work, and social status work. Job satisfaction is work motivation and personal subjective perception that may not impress others, close to inner satisfaction. Exterior satisfaction is employee satisfaction with conditions, policies, and praise for work, which are not relevant to the job itself. Employee satisfaction from the reward system, promotion, company policy, and the quality of interpersonal relationships in their current position, all of which are external factors, are close to the concept of external approval (Chiu and Chen, 2005).

Another opinion states that job satisfaction is an individual's general emotional attitude towards his work according to an assessment of various aspects of his career. (Robbins & Judge, 2007). Multiple attempts to develop measuring tools that accurately measure job satisfaction. The dimensions of job satisfaction, according to Luthans (2006: 243), are:

1. The work relates to the extent to which a job provides interesting tasks, learning opportunities, and responsibility,
2. Salary This relates to whether the salary is appropriate or not when compared to other individuals in the organization,
3. Opportunity to be promoted This is related to career advancement opportunities in the organization,
4. Supervision This relates to the supervisor's ability to provide technical assistance and behavioral support,
5. Colleagues. It relates to the extent to which colleagues are technically capable and socially supportive.

But keep in mind that there is no absolute standard of job satisfaction because every employee has different satisfaction standards. That will achieve after subordinates realize their work has met or exceeded expectations. (Robbins and Hakim, 2008: 107).

2.3 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is the different behavior of an individual that can be indirectly or explicitly recognized in the formal work system and can increase the effectiveness of organizational functions (Organ, 1988). This personality basis for OCB reflects the qualities of cooperative, helpful, caring, and determined employees. This basis indicates if an employee practices OCB in response to the organization's actions. The dimensions of job satisfaction are related to OCB.

In addition to extra roles or doing "extra hours." OCB is free to choose, and OCB is unregulated by the formal achievement system of the organization. According to Organ (1988), OCB consists of four dimensions that are all unique:

1. Altruism is a willingness to help colleagues complete a task in a specific context.
2. Conscientiousness describes employees who exceed expectations in completing their duties.
3. Sportsmanship describes employees who emphasize the organization's positive aspects more than their pessimistic counterparts; sportsmanship describes a worker's sportsmanship towards the organization.
4. Citizenship relates to employee support for the organization's administrative functions.
5. Courtesy is behavior that relieves work problems that other people face.

Whether or not the organization's goals to depends on the behavior of the individuals in it. Each individual has a specific role in achieving the goal. Bass and Avolia (1994) stated that the ability of organizational leaders is a significant factor in building work ethics in their organizations. On the other hand, Bersona and Avolia (2004) state that work motivation in an organization depends on its environment and atmosphere. Only when they are perceived positively and accommodate the needs of workers will they be more likely to be willing to work beyond expectations (Organ, 1988). OCB is very positive employee behavior that must consciously contribute more to an organization.

Robbins and Judge (2008: 113) state that the logic in seeing job satisfaction is the main determining factor for an employee's OCB. Satisfied people are more likely to praise the organization they work for, help their colleagues, and exceed expectations in terms of performance. Moreover, they will find contributing more accessible because they desire to respond to their positive experiences.

Several studies link leadership as an antecedent of OCB to using a prototype of job satisfaction. On the other hand, other studies link leadership with OCB. However, studies on the correlation between leadership style and OCB are relatively scarce (Podasakoff et al., 2000). Locke (1976 in Luthans, 2006: 243) states that job satisfaction is a pleasant emotional state resulting from an employee's assessment of his performance and experience, which highly correlates with the relationship between the leader and subordinates. In line with that, Luthans (2006: 654) states that job satisfaction is a factor that mediates the relationship between leadership and OCB.

CONCEPTUAL FRAMEWORK AND HYPOTHESES
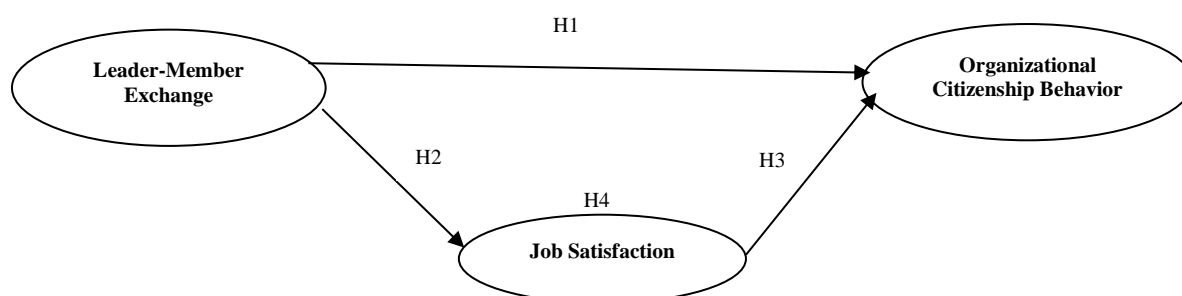
Research Hypothesis:
H1: leader-member exchange has a significant effect on organizational citizenship behavior
H2: the leader-member exchange has a significant effect on job satisfaction
H3: Satisfaction has a significant effect on organizational citizenship behavior
H4: the leader-member exchange has a significant impact on organizational citizenship behavior mediated by job satisfaction

III. RESEARCH METHODS

The approach used in this study is quantitative (positivism). A quantitative approach is a research approach that works with numbers. The data is in the form of numbers, analyzed using statistics to answer questions or test specific research hypotheses and predict that a particular variable affects other variables (Ferdinand 2006). The quantitative approach to studies on empirical rational principles I k. Therefore, before conducting research, researchers must identify problems and hypotheses to be tested based on established criteria and analytical tools. Based on the objectives to be achieved and the nature of the relationship between variables, this research includes explanatory research, which is a study that aims to find an explanation of the functional relationship or the influence of the relationship between variables and other variables and test hypotheses (Singarimbun and Efendi, 1995).

This research population is all Bank Bahteramas Kendari Branch employees, as many as 48 employees. The sampling method used in this research is to use the census method. Namely, the sampling method is to carry out the entire population as a sample of 48 Bank Bahteramas Kendari Branch employees. This study's type of data consists of primary and secondary data. At the same time, the data collection techniques in this study used methods and procedures: Interviews and data collection techniques by conducting direct interviews with respondents or employees where they carried out their activities. This technique uses to obtain technical data about individual employee behavior that has not to recorded in the questionnaire. And Questionnaires, namely data collection techniques using a list of questions made following the research objectives achieved. The list of questionnaires submits to each respondent. The questions are arranged based on the core variables in this study so that they are easier to understand in filling them out. The analytical tool used in this research is SEM using SMART PLS software.

IV. RESULTS AND DISCUSSION

4.1 Result

4.1.1 Inferential Statistics

Table 1 shows that the contribution of leader-member exchange variables to job satisfaction is 0.43 5. Meanwhile, the gift of transformational leadership variables to job satisfaction and employee creativity to organizational innovation was 0. 068—each R-Square value with a sufficient degree of tightness.

Table 1: R-Square

Variable	R Square	R Square Adjusted
Job Satisfaction	0.435	0.432
OCB	0.068	0.058

Table 2: Path Coefficient
Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Satisfaction -> OCB	0.341	0.348	0.092	3,712	0.000
LMX -> Job Satisfaction	0.659	0.665	0.037	17,745	0.000
LMX -> OCB	0.180	0.187	0.103	1,753	0.080

Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
LMX -> Job Satisfaction -> OCB	0.341	0.348	0.092	3,712	0.000

The value of the path coefficient, as presented in table 2, shows that the direct influence, namely: Job Satisfaction on OCB, and LMX on Job Satisfaction, has a positive original sample value, and each p-value is smaller than 0.05; it is declared significant. LMX on OCB has a positive actual sample value, and each p-value is more considerable than 0.05; it's not substantial. However, the direct influence of LMX on OCB has a path coefficient value smaller than the value of the coefficient of an indirect effect of Job Satisfaction on OCB mediated by Job Satisfaction; similarly, the p-value of direct influence is more significant than indirect influence. Thus, the nature of the mediation variable of Job satisfaction is complete mediation.

Figure1: Research Empirical Model
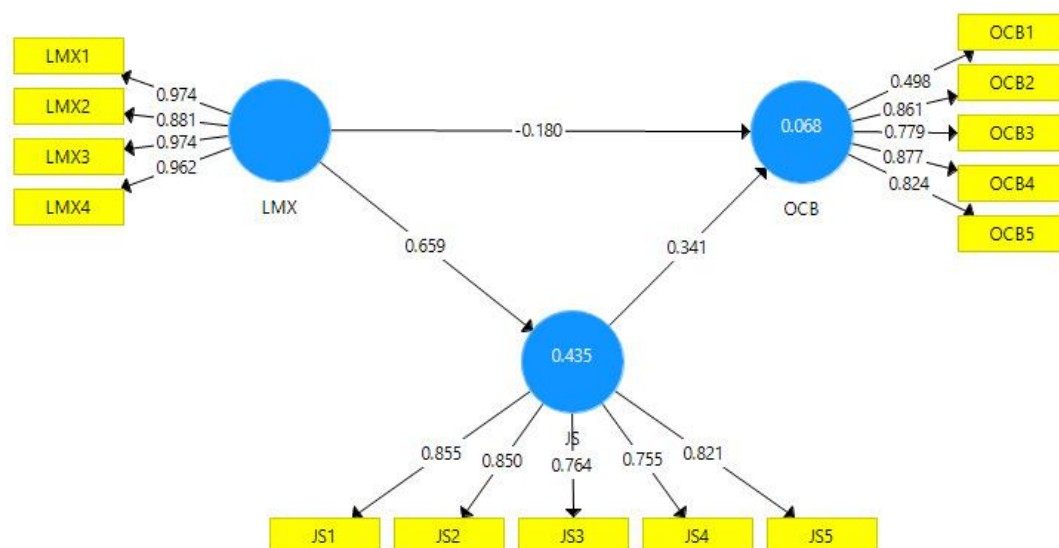
4.2 Discussion

4.2.1 Influence of leader-member exchange on OCB

The results showed that Leader-member exchange had a positive but insignificant effect on Organizational Citizenship behavior. It means that the better the implementation of the leader-member deal, which indicates good superior and subordinate relationships, it will be able to increase Organizational Citizenship Behavior or social behavior in the organization, but not significantly. The results of this study are not in line with research conducted by Rifa'ah Maheasy et al. (2020), Riska & Sulastri (2020), and Pratami Wulan (2016), who found that Leader-member exchange has a positive and significant effect on Organizational Citizenship behavior.

4.2.2 The influence of leader-member exchange on job satisfaction

The results showed that the Leader-member exchange had a positive and significant effect on job satisfaction. It means that the better the implementation of LMX, it will impact employee satisfaction. According to Baskoro B. et al. (2021), job satisfaction is an assessment result or individual affective reaction to his work. Therefore, job satisfaction is the representation of the work achieved by workers. Akdol & Arikboga's (2017) research confirmed that LMX positively impacts job satisfaction. Thus, we can conclude that the more individual experiences favorable treatment, the more an individual will be satisfied. Supriyanto et al. (2021) found that the quality of the relationship between leaders and employees or LMX will increase employees' job satisfaction through their communication. If employees have a good relationship with the employer, they establish several privileges such as trust, support, attention, respect, and self-recognition. Besides, job satisfaction creates more opportunities to help the organization's development. According to Zulfa NFI, 2021 (2021), LMX positively and significantly affects employee job satisfaction in the sales department. Increasing the quality of the relationship between superiors causes job satisfaction, which means if the company maximizes the relationship between leaders and subordinates, it can help increase workers' satisfaction.

1. Effect of Job Satisfaction on OCB

The results showed that Job Satisfaction had a significant positive and significant effect on OCB, meaning that the higher the level of employee job satisfaction, the higher the employee's OCB behavior, as indicated by the implementation of Altruism, willingness to help colleagues in completing a task in a specific context. Conscientiousness describes employees who exceed expectations in meeting their duties. Sportsmanship describes employees who emphasize the organization's positive aspects more than their pessimistic counterparts; sportsmanship describes a worker's sportsmanship towards the organization. Citizenship relates to employee support for the organization's administrative functions and Courtesy. This study's results align with the research conducted by Deny Saputra (2021), which states that job satisfaction has a positive and significant effect on OCB.

2. The influence of leader-member exchange on OCB mediated job satisfaction.

The indirect influence of Leader-member Exchange on OCB mediated by Job Satisfaction has a path coefficient of 0.3 41 and a p-value of 0.000 or significant at 1%. The results showed that leader-member exchange had a positive and significant effect on OCB mediated by job satisfaction. A well-established relationship between superiors and subordinates can impact organizational citizenship behavior mediated by employee job satisfaction. The results of this study are in line with the results of research proposed by Alireza et al. (2016). They found that the leader-member exchange had a positive and significant effect on OCB mediated by job satisfaction.

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

The results showed that the Leader-Member Exchange had a positive and significant effect on OCB, meaning that the better the relationship between superiors and employees at Bank Bahteramas Kendari Branch, the better the OCB behavior would be.

5.2 Suggestion

1. To improve OCB behavior, leaders must pay attention to employees, build good communication with employees and understand different levels of readiness and maturity of subordinates. Leaders must be able to adjust their leadership style to suit the situation of readiness and maturity of their subsidiaries.

2. The relationship between the leadership and employees must be well established and maintained in the organization to increase the extra employee role behavior in appreciation of employees who have maximum job satisfaction.

3. For further researchers it is expected to add other variables that affect employee OCB and test their effect on employee performance.

VI. LIMITATIONS OF THE RESEARCH

The limitations of this study are as follows:

1. Related, the sample used in this study only focused on employees of the Bank Bahteramas Kendari branch, so it is considered less proportional to represent the LMX and OCB models.

2. For further research, it can adapt the development of research performance instruments for different results. In detail, the researcher knows that the research instrument is still minimal.

3. Methodologically, this research only relies on primary data, so it is highly recommended for further research to combine this data with more reliable secondary data.

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