ANALYSIS OF THE RELATIONSHIP OF LEADER MEMBER EXCHANGE WITH THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEDIATED BY ORGANIZATIONAL COMMITMENTS AT THE DKI JAKARTA WATER COMPANY: A CONCEPTUAL MODEL

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ABSTRACT

In the era of industrial revolution 4.0, organizations especially in the government are required to have competent employees for achieving their targets. Misplaced employee, unsatisfied employee, lack of motivation, and low evaluation score are currently problems that organizations are facing. This paper provides a conceptual model on how leadership styles and motivation influence employee performance moderated by competence through a study in the General Directorate of Guidance for Placement of Workers and Expansion of Employment Opportunities. The study is a quantitative study with a total sample of 70 employees and analyzed using Partial Least Square (PLS) method. Through this model, organizations are expected to have better employee performance and a higher target accomplishment overall. This study aims to determine the effect of Leader Member Exchange (LMX) with organizational citizenship behavior (Organization Citizenship Behavior / OCB) in Jakarta Water Company (PDAM). The mediating variable is organizational commitment while the moderating variable is motivation. The approach that is used is quantitative with the collection of data through questionnaires are given to a sample of 128 employees. Partial Least Square analysis is done by using validity test, reliability test, and hypothesis testing with a comparison between the results of the path coefficient shown by the t-statistic value with the t-table.

KeyWords
Leader Member Exchange, Organization Citizenship Behavior, Organizational Commitment, Motivation
INTRODUCTION

Yulk (1998) describes how the superordinates and subordinates develop a relationship of mutual influence of each other and negotiate the role of a subordinate in an organization. Leader Member Exchange (LMX) not only look at the behavior of his boss alone, but emphasizes on the quality of relationships between superordinates and subordinates. Leader Member Exchange (LMX) occur due to several things, namely because of the social exchange from unique relationship among leaders and employees which happens because of being mutually beneficial, formal background of relationship between leader and subordinate, the difference in the quality of the relationship between leaders and employees, and the continuous process of exchange.

According Mowday, Porter and Sters (1982) in Truckkenbrodt (2000: 235), commitment to the organization is the identification of the provisions of the individual in relation to the organization that includes the values and purpose organizations. The more powerful the values of the organization the employees hold, the stronger the desire of employees to achieve the objectives that have been set companies also demonstrate high commitment to the organization.

Morrison (1994) defines the Organization Citizenship Behavior (OCB) as the behavior of extra role of employees and differences in the most fundamental is the reward for the behavior is usually free of reward. Behavior that is done by people not organized in reward, with other words do not exist incentive extra for employees who behave in an extra role.

The author will conduct research on local water company (PDAM) of Jakarta where the company that is a company that is engaged in the distribution of water clean for the public common, especially in Jakarta. Based on the results of observations of the behavior of OCB on employees, obtained the conclusion that the behavior of the OCB in Jakarta PDAM has not sufficient and there is a problem on the behavior of OCB in whom the lack of motivation. OCB on employees is a factor that needs to be considered, because if the employee has the attitude of OCB, the employees are going to work as closely as possible to be able to help achieve the objectives that have been defined.

The importance of building OCB cannot be separated from the commitment of employees in the organization. Employee commitment will encourage the increase of OCB. Organizational commitment is one of the factors that influence OCB. Under the terms of these, the researchers are interested to analyze the relationship Leader Member Exchange on the behavior of organizational citizenship which is mediated by the commitment of the organization to the Regional Water Company (PDAM) of Jakarta.

LITERATURE REVIEW

1. Leader Member Exchange (LMX)

Yulk (1998) explains how superordinates and subordinates develop mutually influencing relationships with each other and negotiate the role of subordinates in one organization. LMX not only looks at the behavior of their superordinates, but emphasizes the quality of the relationship between superordinates and subordinates. LMX is a theory that focuses on interactions between leaders and followers. LMX explains how leaders and subordinates develop relationships that affect each other and negotiate the role of subordinates in an organization. LMX not only looks at the attitudes and behaviors of leaders and followers but emphasizes the quality of the relationships formed. LMX basically has several dimensions. Liden and Maslyn (1998, P.50) divides Leader Member Exchange into four dimensions: Affection, Contribution, Loyalty, and Professional Respect.

Employees who have a high quality of LMX will receive a task that is more attractive and in accordance with what they wanted, higher frequency of communication with the leaders, higher participation and influence and control against the activities of the team, and also receive more lots of support, recognition, appreciation, and rewards (reward) than employees who have the low quality of LMX.

2. Organizational Commitment

According to Ostroff (1992) in Truckkenbrodt (2000: 235): that the concept of employee commitment to organization (also called work commitment), which received the attention of managers and organizational behavior experts, developed from the initial study of employee loyalty that is expected to exist in every employee. Work commitment or organizational commitment is a condition that is felt by employees that can lead to strong positive behavior towards the organization. There are three types of organizational commitment according to (Robbins & Judge, 2007):

1. Affective Commitment
   Namely emotional feelings for the organization and belief in organizational values. This commitment illustrates employee loyalty to an organization.

2. Continuance Commitment
   That is a commitment for the value of the economy that is felt from last in an organization are much higher when compared with leaving the organization are. This commitment describes an employee who is bound by the organization simply because there is no better thing.

3. Normative Commitment
   Namely the commitment to retain in an organization for moral or ethical reasons.
According to Allen and Meyer (in Tobing, 2009), employees with strong affective commitments remain in the organization because they want to, employees with strong ongoing commitment remain in the organization because they need to, whereas employees who have commitment strong normatives remain in the organization because they have to do it (ought to).

3 Dimensions of Organizational Commitment:
Three dimensions of organizational commitment according to O'Reilly (in Yuwono, Purwanto, & Kurniawan, 2006) that can be used to measure the level of employee commitment to the organization, namely:

1. Willingness and compliance, measured by indicators:
   a. Employees accept the rules that apply in the company.
   b. Employees carry out any task that is given.

2. Identification, measured by indicators:
   a. Employees are proud to be part of the company.
   b. Employees want to continue to be part of the company.

3. Internalization, measured by indicators:
   a. Employees feel that the values exist in the organization in accordance with what are believed to be.
   b. Employees feel comfortable with organizational values.

3. Organizational Citizenship Behavior (OCB)
OCB is a form of behavior that is an individual choice and initiative that is not related to an organization's formal reward but in the aggregate increases organizational effectiveness (Organ, 1988, in Purba & Seniati, 2004). Morrison (1994) defines OCB as employee’s extra role behavior and the most fundamental difference is in reward because in this behavior it is usually free from reward. Behavior carried out by individuals is not organized in rewards, in other words there is no additional incentive for employees who behave extra roles. (Kurniawan, 2015)

Dimensions of Organizational Citizenship Behavior (OCB):
There are 5 aspects of OCB mentioned by Organ, 1998 (in Purba & Seniati, 2004) of when viewed broadly can contribute to the overall work of the organization, namely:

a. Altruism, namely behavioral help alleviate the work which is aimed at individuals within an organization. Hoffman (2007) altruism shows a person who is more concerned with the interests of others, compared with personal interests. For example, employees who had finished with her work to help employees another in the face of the work that hard.

b. Courtesy, namely behavioral help a friend working to prevent the onset of problems in connection with his work with a way to give consultations and information and respect the needs of them. According to Hoffman (2007) Courtesy shows a behavior to help others is voluntary and not a duty and obligation. For example helping in using equipment in work.

c. Sportmanship, namely behavioral tolerance in a situation that is less pleasant and less ideal in places of work without complaining. According Podsakoff, 2000 (in Budihardjo, 2004) dimension is less able to attention in the research empirically. It is said also that sportmanship should have coverage that is more comprehensive, in the sense of people not only hold dissatisfaction but the individual that should still be positive and willing to sacrifice its interests itself for the sake of the survival of the organization. For example, when he is not comfortable with the conditions of work.

d. Civic virtue, namely the behavior involved in organizational activities and care for the survival of the organization. Hoffman (2007) Civic Virtue is the behavior of voluntarily participating, responsible and involved in overcoming organizational problems for the survival of the organization. Employees also actively express their ideas and participate in observing the business environment in terms of threats and opportunities. For example, actively participating in organizational meetings.

e. Conscientiousness, which is behavior that is seen when individuals do things that benefit the organization such as complying with the rules that apply in the organization. According to Hoffman (2007) Conscientiousness is a behavior that indicates an attempt voluntarily to improve the way in running his job as creative so that the performance of the organization increases. Behavior that involves creative and innovative in voluntarily to improve their ability to work for the sake of improvement of the organization. Employees that perform actions that benefit the organization exceeds than that required, for example, took the initiative to improve their competence, are voluntarily taking responsibility on the outside of his authority. (Kurniawan, 2015)

4. Motivation
According to Colquitt, Lepine, and Wesson (2009; 178), motivation is an energetic collection of forces that coordinates within and outside a worker, which drives work effort, in determining direction, intensity, and persistence. Kreitner and Kinicki (2008; 210), work motivation is a collection of psychological processes that cause movement, direction, and persistence of voluntary attitudes that lead to goals. According to George and Jones (2005), work motivation can be interpreted as a psychological boost to someone who determines the direction of one's behavior, level of effort and level of persistence in dealing with a problem to achieve a goal. The definitions above can be concluded that work motivation is a collection of psychological processes that have the power within a person who is driven to cause movement, direction, effort and persistence to achieve a goal. (Febriani, 2016)
Dimensions of Motivation:
There are several theories of motivation and research results that seek to provide an explanation of the relationship between behavior and results that fall into two categories, namely Theory of Satisfaction and Process Theory. Satisfaction theory that focuses on factors in a person that reinforces, directs, supports and stops behavior. Process Theory is a theory that describes and analyzes how the behavior is strengthened, directed, supported and stopped (Manahan, 2008).

a. Satisfaction Theory

The Need Hierarchy Theory
Abraham Maslow describes the level of needs of the most poor are the needs of physiology and level of which the highest is the need for the realization of the self (self-actualization needs). The levels of needs according to Maslow are as follows (Manahan, 2008):

a. Physiological needs such as eating, drinking, and having a shelter.
b. The need for safety and security is the need to be free from threats, such as being safe in the environment (criminals and interference environment more).
c. The need to be loved, which is the need for friends, affiliation, interaction, love and being loved.
d. The need to be awarded, namely the need will reward themselves and appreciation of others.
e. The need for self-actualization, which needs to satisfy himself alone with the use of the ability of the maximum, through the skills and potential that exist.

Based on the work motivation theory outlined, in this study refers to the dimensions and indicators of the Need Hierarchy Theory (Need Hierarchi) as a theoretical foundation for the preparation of work motivation research instruments.

CONCEPTUAL MODEL

This study attempts to examine the relationship between LMX on OCB, mediated by organizational commitment. The objectives of this conceptual model are:

1. To determine the effect of Leader Member Exchange on the organizational citizenship behavior of Regional Water Company (PDAM) of Jakarta employees.
2. To determine the effect of Leader Member Exchange on organizational commitment in the Regional Water Company (PDAM) of Jakarta.
3. To determine the effect of organizational commitment on the organizational citizenship behavior of Regional Water Company (PDAM) of Jakarta employees.
4. To determine the influence of Leader Member Exchange to conduct civic organizational which is mediated by the commitment of the organization to the Regional Water Drinking (PDAM) of Jakarta.
5. To determine the effect of organizational commitment on organizational citizenship behavior that is moderated by motivation.

Based on the description above, the proposed research model is as below:
HYPOTHESIS DEVELOPMENT

1. Leader Member Exchange (LMX) Relationship with Organization Citizenship Behavior (OCB)

OCB is an individual contribution that exceeds the demands of the role at work and is rewarded by the acquisition of task performance (Elshifa, 2018). LMX is the quality of reciprocal relations between superordinates and subordinates where superordinates have the quality of reciprocal relationships that are different from each of his subordinates, reviewed based on an introduction to the potential and position of his subordinates the feeling and desire to mutually support leaders who understand the problems and work needs and the effectiveness of an effective working relationship, there will be a feed-back or indebted debt from subordinates with the existence of extra role behavior or OCB from subordinates and LMX is one of the predictors of OCB. 

H1: Leader Member Exchange (LMX) influences the Organization Citizenship Behavior (OCB).

2. Relationship between Leader Member Exchange (LMX) on Organizational Commitment.

According to Steers and porter (1983: 520) in Truckkenbrodt (2000: 235); a form of work commitment that appears not only is positive loyalty, but also involves an active relationship with work organizations that have the aim of giving all the efforts for the success of work organizations concerned. (Prisetyadi, 2014)

H2: Leader Member Exchange (LMX) influences organizational commitment.

3. Relationship of organizational commitment to the Organization Citizenship Behavior (OCB).

The definition of Organizational Citizenship Behavior (OCB) centers on the behavior of each individual who carries out his duties in excess of his job description. Organ in Djati (2009: 22) provides an understanding of OCB as a form of behavior that is an individual choice and initiative to improve the efficiency of organizational performance by helping the goals of individual employee productivity. OCB is an individual contribution that exceeds the demands of the role at work and is rewarded by the acquisition of task performance. (Elshifa, 2018)

H3: Organizational Commitment influences the Organization Citizenship Behavior (OCB).

4. The Leader Member Exchange (LMX) relationship in Organizational Citizenship Behavior (OCB) mediated by organizational commitment.
According to Ostroff (1992) in Truckkenbrodt (2000: 235): that the concept of employee commitment to this organization (also called work commitment), which received the attention of managers and organizational behavior experts, developed from the initial study of employee loyalty that is expected to exist in every employee. Work commitment or organizational commitment is a condition that is felt by employees that can lead to strong positive behavior towards the work organization that it has. According to Steers and Porter (1983: 520) in Truckkenbrodt (2000: 235): a form of work commitment that emerges not only is positive loyalty, but also involves an active relationship with work organizations that have the aim of giving all the effort to the success of work organizations concerned. (Prisetyadi, 2014)

H4: Leader Member Exchange (LMX) influences the Organization Citizenship Behavior which is mediated by organizational commitment.

5. Relations organization’s commitment to the Organization Citizenship Behavior (OCB), which in moderation by motivation.

According to Colquitt, Lepine, and Wesson (2009; 178), motivation is an energetic collection of forces that coordinates within and outside a worker, which drives work effort, in determining direction, intensity, and persistence. Kreitner and Kinicki (2008; 210), work motivation is a collection of psychological processes that cause movement, direction, and persistence of voluntary attitudes that lead to goals. According to George and Jones (2005), work motivation can be interpreted as a psychological boost to someone who determines the direction of one’s behavior, level of effort and level of persistence in dealing with a problem to achieve a goal. The definitions above can be concluded that work motivation is a collection of psychological processes that have the power within a person who is driven to cause movement, direction, effort and persistence to achieve a goal. Ariani (2008) suggests that organizational motivation is a core factor that can encourage OCB members of individual organizations. (Febriani, 2016)

H5: Organizational Commitment influences the Organization Citizenship Behavior which is moderated by Motivation.

METHODOLOGY

This research will be conducted at the Regional Water Supply Company of Jakarta. This research uses quantitative research methods. Data collection methods used in this study are questionnaires with a Likert Scale model. In this study, the population used was all employees who are still active in working with the company (186 employees), further sampled by calculating the sample size using the Slovin technique. Based on the calculation of the sample with the formula above found the number of samples for this study was 127,891 rounded up to 128 with an error estimation of 5%.

Analysis model that will be used is PLS (Partial Least Square) with analysis techniques are as follows:
1. Validity Test
   At the stage of this, the testing is done by using a program SmartPLS version 3.0. Validity test consists of two parts, namely the convergent validity and discriminant validity.
2. Reliability Test
   After testing the validity of the instrument, test the next step is the reliability test measured by two criteria: Composite Reliability and Cronbach’s Alpha.
3. Hypothesis Testing
   To test the hypothesis, a comparison between the path coefficient results shown by the T-statistic value and the T-table is used. If the T-statistic value is higher than the T-table value, it means that the hypothesis is supported. For a 95% confidence level (alpha 5%), the T-table value for the two-tailed hypothesis is > 1.96 (Jogiyanto, 2009; 63)

CONCLUSION

This paper is proposed a conceptual model to find out how the relationship between LMX, organizational citizenship behavior (OCB) is mediated by organizational commitment in PDAM DKI Jakarta. There are five hypotheses proposed in this paper which is fifth aims to address the relationship between the variables at the top. Literature review, conceptual model, hypotheses development and research methodology are discussed. Practicing this paper instantly would provide information about the relationship of leader member exchange (LMX), organizational citizenship behavior (OCB), organization commitment and motivation.
REFERENCES


