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By Dede Suhendi

⁹
The Influence of Leader-Member Exchange and Affective Commitment on Organizational Citizenship Behavior

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ABSTRACT

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²² This study uniquely focuses on the impact of Leader-Member Exchange (LMX) and affective commitment on Organizational Citizenship Behavior (OCB) at the Yamaha Flagship Shop, a prominent company in the automotive sector, located in the vibrant city of Bandung. OCB, which refers to the voluntary actions of employees that contribute to the business's effectiveness, is a key area of investigation. The research methodology is a quantitative technique combining descriptive and verification methods. The study collected samples from 35 respondents who were employees of the Yamaha Flagship Shop in the Bandung City branch. The data and information utilized in this study consist of primary data acquired directly from companies, as well as secondary data sourced from books, journals, and the Central Bureau of Statistics (BPS).

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The findings of this study are significant as they indicate a robust correlation of 0.832 between the Leader-Member Exchange variable and the Affective Commitment variable at the Bandung City branch of the Yamaha Flagship Shop. This correlation is statistically significant with a p-value of 0.000. The Leader-Member Exchange variable has a positive and statistically significant effect of 0.410 on Organizational Citizenship Behavior. The Affective Commitment variable shows a positive and statistically significant effect of 0.569 on Organizational Citizenship Behavior. The direct impact of Leader-Member Exchange and Affective Commitment on Organizational Citizenship Behavior is 16.8% and 32.4%, respectively. Each of the indirect effects accounted for 19.4% of the total, resulting in a cumulative total of 88%. These findings underscore the substantial impact of Leader-Member Exchange and Affective Commitment on the Organizational Citizenship Behavior of the Yamaha Flagship Shop in the Bandung City Branch, providing valuable insights into organizational behavior.

¹⁴
Keywords: Leader-Member Exchange, Affective Commitment, Organizational Citizenship Behavior.

INTRODUCTION

The automotive industry is a critical sector that contributes to the national economy. Indonesia now has 26 businesses operating in motor vehicles with two and three wheels. The allocated investment value amounts to IDR 10.05 trillion, resulting in a manufacturing capacity of 9.53 million units per year and employing up to 32 thousand individuals. The automobile sector possesses a significant and strategic position within the Making Indonesia 4.0 roadmap, which prioritizes its development in implementing Industry 4.0. (Eka, Rahmat & Handayani, 2022; Ribeiro, Duarte, Filipe & David, 2022)

The company's vision and mission can be effectively achieved by utilizing human resources, which are valuable assets. Competent human resources can effectively confront a wide range of progressively competitive problems. To achieve the company's mission, effectively managing an organization or corporation necessitates strong collaboration at the individual and team levels. Additionally, fostering healthy interpersonal relationships is crucial, which may be achieved through exhibiting a positive attitude, compliance, loyalty, mutual respect, and high performance. In addition, a solid dedication to the business is crucial for establishing a favorable work environment that enables the company to operate effectively and efficiently. (Sa'adah & Rijanti, 2022; Rahayu & Aseanty, 2024)

In the current era of globalization, organizations need employees who possess high-quality skills and knowledge, are willing to go beyond their assigned duties and exhibit supportive behaviors toward colleagues facing challenges. This condition is essential for enhancing organizational effectiveness.

Organizational Citizenship Behavior refers to the actions and conduct exhibited by employees. Organizational citizenship behavior encompasses the concept of extra-role behavior, an activity that is advantageous to the organization, is intended to benefit the organization directly, and aligns with role expectations. Organizational Citizenship refers to the voluntary behaviors exhibited by employees that go beyond their formal job responsibilities and contribute to the overall effectiveness and well-being of the organization. Behavior refers to the outward expression of actions and conduct that go beyond formal duties and are not directly tied to compensation. It typically involves individuals engaging in social behavior that surpasses expectations, such as willingly assisting coworkers during their free time. (Vasudeva & Aslan, 2022; Muliawan, Asmony & Superman, 2024)

Organizational culture and climate, personality and mood, perception of organizational support, perception of the quality of superior-subordinate relationships/interactions, length of service, and gender are all factors that

can influence someone to exceed their obligations as a voluntary member of a company. Organizational behavior that yields advantages to the company's overall functioning, such as surpassing standard attendance expectations and adhering to informal regulations to uphold order, assisting colleagues who are not present at work, and giving individualized attention to other employees. These activities will improve the running of the business and exceed the boundaries of the official job description. (Anwer & Rabi, 2022; Nguyen, Khoi, Le & Ho, 2023)

This condition assumes that a firm may establish a mutually advantageous association with its employees just when they are a collective of autonomous individuals. The company has conducted an annual employee awareness survey to assess their satisfaction and motivation levels at work. This survey helps gauge employee engagement, which refers to their willingness to undertake various tasks and their emotional commitment to the organization or job. (Susanto, 2023)

The 36 employees at the Yamaha flagship shop consistently adhere to the company's regulations and policies, ensuring that they are always on time. Nevertheless, 11 employees were missing due to illness. The substantial presence of ill employees can have a detrimental impact on employee performance and the productivity generated by the workforce,

potentially leading to a decline in revenue or an inability to meet business objectives.

After obtaining permission, 16 personnel were present. The corporation establishes a policy that limits employees to a maximum of three permits per year. This measure is implemented to promote employee discipline and enhance their ability to meet company objectives. Three employees were absent without providing any justification. As per corporate policies, employees are only permitted to be absent without providing an explanation, as this directly impacts their performance and is taken into account when deciding whether to extend their contract. (Ananda, Nurhayati & Rahim, 2024)

Organizational Citizenship Behavior acts as a mediator between the things that influence it. **13** Leader-member exchange and affective Commitment are two characteristics that drive Organizational Citizenship Behavior.

Organizational Citizenship Behavior comprises **18** Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship. The behavior of leaders who prioritize relationships and tasks has a wide-ranging impact. This explanation can elucidate the variables employed to ascertain the efficacy of leadership conduct.

The staff at the Bandung City branch of the Yamaha Flagship Shop demonstrated a commendable level of organizational citizenship Behavior, with an average score of 3.70. The

altruism dimension receives an average score of 3.59, placing it in the relatively good category. The prudence dimension also falls into the excellent category, with an average score of 3.35. The member policy dimension receives an average score of 3.66 in the relatively good category. The courtesy dimension scores an average of 3.96, falling into the excellent category. Lastly, the positive attitude dimension receives an average score of 3.98, placing it in the relatively good category.

Affective Commitment is one of the elements that impact Organizational Citizenship Behavior. Multiple theories indicate that the efficacy of leadership conduct directly impacts the level of Commitment inside a company. This is derived from multiple studies that have identified a correlation between organizational dynamics and leadership conduct focused on tasks and relationships.

The leadership styles of charisma, intellectual stimulation, concern for individuals, and contingent rewards are positively correlated with affective Commitment, continuation commitment, and normative Commitment.

Organizational Commitment refers to an employee's identification with the organization's ideals, active involvement in working for the organization's benefit, and devotion to remaining a member.

Affective Commitment measures the intensity of an individual's inclination to remain employed

in an organization due to their alignment with the organization's values and satisfaction with their employment. Affective Commitment refers to the perception of the organization as a means of personal emotional expression about one's workplace. Employees with strong affective Commitment demonstrate a deep and intimate connection to the firm. This condition indicates that the person will have the drive and eagerness to contribute to the organization.

Affective Commitment achieved an impressive mean score of 3.72, positioning it within the excellent category. The dimension of emotional involvement garnered an average score of 3.94, placing it in the "quite good" range. Similarly, the dimension of problem identification received an average score of 3.71, also falling within the "quite good" category. The dimension of involvement in creative activities garnered an average score of 3.89, further solidifying its place in the "quite good" category. Additionally, the dimension of workplace belonging received an average score of 3.71, reflecting its favorable standing in the "quite good" category. On the other hand, the dimension of workplace pride attained an average score of 3.49, positioning it in the relatively good category. The dimension of work conditions garnered an average score of 3.57, maintaining its position within the excellent category. Lastly, the dimension of meeting work expectations achieved an average score of 3.70,

once again placing it in the favorable "quite good" category.

Superiors and subordinates with a positive rapport will have enhanced mutual sentiments. Completing more duties can significantly contribute to the firm's success. The Leader-Member Exchange theory posits that employees' attitudes and behavior in an organization are heavily influenced by how their leader interacts with them. The theory distinguishes itself from other leadership theories by placing emphasis on the dyadic relationship between leaders and their subordinates. Leader-member exchange focuses on the mutual relationships that develop between leaders and their members. (Zayed, Jauhar, Mohaidin & Murshid, 2022; Shang, Kuo, Hsu, Lai & Ye, 2024)

The Leader-Member Exchange achieved a commendable score of 3.68, positioning it within the "quite good" category. The professional dimension garnered an average score of 3.85, further solidifying its place within the "quite good" range. Similarly, the loyalty dimension attained an average score of 3.65, reflecting its favorable standing in the same "quite good" category. The affection dimension received an average score of 3.53, once again placing it within the "quite good" range. Lastly, the contribution dimension achieved an average score of 3.70, further affirming its position within the "pretty good" category.

Based on the pre-survey analysis, the variable with the highest mean score is the affective commitment variable, which has an average score of 3.72. Conversely, the variable with the lowest mean score is the Leader-Member Exchange variable, which has an average score of 3.72. The mean score is 3.68. The Organizational Citizenship Behavior variable obtained a mean score of 3.70.

¹Based on the background of the aforementioned problem, which highlights the existence of research issues, relevant theoretical foundations, and supporting previous research findings, the researcher formulates the research problem regarding the influence of leader-member exchange and affective commitment on organizational citizenship behavior. This decision is based on the presence of research problems, relevant theoretical foundations, and previous research findings.

METHOD

This study methodology employs quantitative data analysis, which refers to the process of analyzing data composed of numerical values or figures.

⁶Quantitative research methods can be defined as research methods that adhere to positivism and are employed to study specific populations and samples. The author employed descriptive and verification methodologies,

specifically the classical assumption ⁶test and ⁴coefficient of determination, in this study.

The objective of this research is to test the hypothesis and examine the relationship between variables based on the predetermined problem formulation and the anticipated research objectives. According to the provided description, this research designates Leader-Member Exchange (X1), Affective Commitment (X2) as the independent variable, and Organizational Citizenship Behavior (Y) as the dependent variable.

The study population consisted of all 35 employees at the Yamaha Flagship Shop Bandung. Research does not use sampling; instead, all units of the population are thoroughly explored. ¹This research used validity and reliability tests as the data testing methodology.

A validity test is a quantitative tool for assessing the accuracy and reliability of a research instrument. An instrument is considered valid if it can accurately measure the intended variable.

Invalidity and factor analyses determine the relationship between the sum of factor scores and the total score. A factor can be considered a strong construct if its correlation with each component is positive and the magnitude of the correlation is more than 0.3. Therefore, these characteristics contribute positively to the construction process.

Reliability testing refers to the degree to which repeated measurements using the same object will yield consistent data. Reliability testing is employed to ascertain the degree to which measurement outcomes remain consistent when multiple measurements are taken on the same symptom using the same measuring device.

⁶RESULTS and DISCUSSION

A validity test is a quantitative measure used to assess the accuracy and reliability of a research instrument. An instrument is considered legitimate if it can accurately measure the intended quantity or attribute.

Invalidity and factor analyses determine the relationship between the sum of factor scores and the total score. A factor can be considered a strong construct if its correlation with each component is positive, and the magnitude is more significant ⁴than 0.3. The judgment is based on whether the r-count is more than the r-table. If this condition is met, then the statement is deemed genuine. This validity test employs a significance level of 5% or 0.05.

Reliability testing refers to the degree to which repeated measurements using the same object will yield consistent data. Reliability testing is employed to ascertain the degree to which measurement outcomes maintain consistency when multiple measurements are taken on the

same symptom using the same measuring device.

Reliability can be determined using SPSS by examining Cronbach's Alpha in Statistical Reliability. If the value of Cronbach's Alpha is more significant than 0.7, it indicates that the instrument is dependable. A Cronbach's Alpha coefficient below 0.7 is untrustworthy.

Below is a comprehensive table presenting the findings of validity tests and reliability tests conducted for each variable utilized in the research:

Table 1. Results Of Validity and Reliability Testing

Instruments	Leader-Member Exchange	Komitmen Afektif	Organizational Citizenship Behavior
1	0.463	0.762	0.405
2	0.751	0.383	0.376
3	0.580	0.485	0.346
4	0.824	0.665	0.442
5	0.520	0.539	0.430
6	0.756	0.353	0.607
7	0.781	0.816	0.355
8	0.811	0.797	0.346
9	0.632	0.458	0.520
10	0.780	0.469	0.493
11	0.695	0.659	0.697
12	0.671	0.755	0.587
13	0.687	0.415	0.451
14	0.527	0.717	0.413
15	0.404	0.790	0.587
16			0.442
17			0.737

18			0.590
19			0.737
20			0.764
21			0.707
22			0.583
23			0.349
Cronbach Alpha	0.758	0.752	0.762

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Among the variables in the Leader-Member Exchange, the components of Affective Commitment and Organizational Citizenship Behavior meet the criteria for validity. They have a calculated r value more than the r table, namely >0.3, and a significance value less than 0.05. This condition demonstrates that each statement inside the Affective Commitment variable can be utilized for research purposes.

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The Cronbach's Alpha values for the Leader-Member Exchange variable (X1), Affective Commitment variable (X2), and Organizational Citizenship Behavior (Y) are 0.758, 0.752, and 0.762, respectively. All the question items in this questionnaire can be deemed credible since they possess a Cronbach's alpha score over 0.70. Ensure the consistency of the data obtained from each statement item, which means that if the statement is repeated, receive a very similar answer to the previous one.

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The coefficient of determination (R²) indicates that Leader-Member Exchange (X1) and Affective Commitment (X2) together contribute 88.0% to the increase in Organizational

Citizenship Behavior (Y). Additionally, the epsilon value ($\rho\epsilon$) is 0.120 or 12.0%.

Organizational Citizenship Behavior acts as a mediator between the things that influence it. Leader-member exchange and affective Commitment are two characteristics that drive Organizational Citizenship Behavior (OCB).

The premise of this study may be substantiated, specifically that Leader-Member Exchange and Affective Commitment exert a favorable and substantial impact on Organizational Citizenship Behavior at the Yamaha Flagship Shop in Bandung City. The Affective Commitment variable exerts the most decisive influence on Organizational Citizenship Behavior, but the Leader-Member Exchange variable, although smaller, nonetheless impacts Organizational Citizenship Behavior. This finding aligns with earlier studies showing that the relationship between Leader-Member Exchange and Affective Commitment significantly and favorably impacts Organizational Citizenship Behavior.

Based on the coefficient of determination (R^2), the research findings indicate that the combined effect of the two independent variables, LMX, and affective Commitment, on raising OCB is 88.0%. This condition indicates that combining these two variables can account for 88% of the variability observed in OCB. The remaining 12% can be attributed to additional variables not considered in this study. The substantial coefficient of

determination suggests that LMX and affective Commitment are influential factors in predicting OCB within the examined work environment.

The research findings demonstrated a favorable and significant relationship between Leader-Member Exchange and Organizational Citizenship Behavior (OCB). While the impact of Leader-Member Exchange (LMX) on Organizational Citizenship Behavior (OCB) may be less significant compared to affective Commitment, strong relationships between leaders and members nevertheless have a crucial function in promoting positive voluntary actions. When employees see that their leaders provide backing and acknowledge their efforts, they are inclined to be more encouraged to go above their regular duties, such as assisting colleagues and proactively resolving issues in the workplace. This condition aligns with the LMX theory principles, highlighting the significance of the quality of leader-member relationships in promoting favorable organizational behavior. This research aligns with the findings of previous studies conducted by Sa'adah and Rijanti (2022), Tremblay, Parent-Rochelleau, and Sajadi (2022), as well as Zhang, Jiang, and Jin (2020) which provide evidence that the presence of Leader-Member Exchange has a positive impact on enhancing Organizational Citizenship Behavior (OCB).

Affective Commitment was the primary factor influencing Organizational Citizenship Behavior

(OCB). Employees with a high emotional attachment to the organization are more inclined to display conduct that aligns with and promotes its goals, as they perceive themselves as essential contributors to the organization. They are motivated not only by financial compensation but also by a genuine concern for the organization's prosperity. This includes assisting colleagues, offering valuable recommendations, and proactively enhancing work procedures. These findings align with prior research indicating that affective Commitment is a crucial determinant of organizational citizenship behavior (OCB). The findings of this research further support previous studies conducted by Istiqomah and Riani (2021), Tremblay (2021), and Prayitno, Iqbal, and Aulia (2022), which demonstrate the influence of Affective Commitment on Organizational Citizenship Behavior (OCB). These studies provide additional evidence and reinforcement to the idea that Affective Commitment plays a significant role in shaping employees' engagement in OCB.

The findings of this study have numerous practical ramifications for corporate administration. Firstly, enhancing the quality of leader-member exchange (LMX) can be accomplished by providing training and fostering the development of leadership abilities that prioritize proficient communication, dispute resolution, and the cultivation of interpersonal connections. Companies may foster more

pleasant and productive behavior in the workplace by cultivating stronger relationships between leaders and team members.

Furthermore, employee emotional commitment can be enhanced through various approaches, including implementing employee welfare programs, recognizing and rewarding accomplishments, and fostering an inclusive and friendly work environment. Organizations must prioritize establishing a sense of value and belonging among employees since this will enhance their emotional commitment and foster Organizational Citizenship Behavior (OCB).

To enhance Organizational Citizenship Behavior (OCB), firms should prioritize the development of programs that enhance the quality of Leader-Member Exchange (LMX) and foster affective commitment. The construction of the LMX training program should encompass enhancing communication skills, conflict management, and cultivating improved interpersonal connections between leaders and team members. Furthermore, practical methods for enhancing emotional attachment should include employee welfare programs, incentives for accomplishments, and a work environment that fosters inclusivity.

Additionally, this study proposes the need for further investigation to ascertain additional variables that impact Organizational Citizenship Behavior (OCB). Further exploration of variables such as work satisfaction, intrinsic motivation, and

contextual factors like corporate culture can provide a more comprehensive understanding of the elements that influence OCB. By applying these suggestions, it is anticipated that firms can establish a work atmosphere that promotes the growth of Organizational Citizenship Behavior (OCB), enhancing overall organizational performance and effectiveness.

CONCLUSION

The research provides strong evidence that the relationship between leaders and their subordinates (Leader-Member Exchange) and the emotional attachment of employees to the organization (affective commitment) has a favorable and noteworthy impact on the voluntary behaviors that benefit the organization (Organizational Citizenship Behavior) at the Yamaha Flagship Shop in Bandung City. The research findings emphasize the significance of a solid leader-team member relationship and employees' emotional commitment to the organization in enhancing Organizational Citizenship Behavior (OCB), with these two independent factors accounting for 88% of the contribution. The findings suggest that employees who perceive support and gratitude from their leaders are more inclined to exhibit voluntary conduct that contributes to the organization. Furthermore, it has been demonstrated that affective commitment is the primary determinant

in driving organizational citizenship behavior (OCB), underscoring the significance of acknowledging employees' emotional and psychological dimensions. Employees who possess a robust emotional attachment to a company are inclined to surpass expectations in their contributions due to their sense of belonging and desire for the organization's success. Hence, companies must prioritize strategies to enhance the quality of leader-member exchange (LMX), such as providing leadership training and fostering the development of interpersonal skills.

Companies should also implement strategies to bolster affective commitment, such as employee welfare programs, recognizing and rewarding accomplishments, and cultivating an inclusive and supportive work environment. By focusing on these two factors, firms can establish a work atmosphere that promotes the growth of Organizational Citizenship Behavior (OCB), enhancing overall organizational performance and effectiveness. These findings offer valuable insights for management in formulating policies and procedures that promote positive connections between leaders and team members and enhance employees' emotional commitment to the organization.

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