



# The influence of leader member exchange and organizational culture on organizational citizenship behavior (OCB) with organizational commitment as a mediating variable

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## ABSTRACT

Every company has several factors that become a strong foundation as a basis for advancing the success of the company. This study aims to statistically test and provide empirical information about the effect of Leader Member Exchange (LMX) and Organizational Culture on Organizational Citizenship Behavior (OCB) with Organizational Commitment as a mediating variable with the object of research of 230 respondents of PT Hartono Plantation Indonesia employees determined by purposive sampling technique. The data analysis technique used in this research is Structural Equation Modeling (SEM) with AMOS software. The test results show that there is a positive and significant effect on each variable partially (individually) or the mediating effect.

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## INTRODUCTION

Every company has several factors that become a strong foundation as a basis for advancing the success of the company. One of them is human resources. The aspect of human resources in the company is inseparable from the role of employees who work in meeting company goals. Employees are the most important asset for any organization, and their attitudes and behaviors can affect their performance and the performance of the organization. (Hermanto & Srimulyani, 2022). The work of each employee will be achieved well due to dedication, performance, or a sense of belonging at work. These positive behaviors contribute to making it easier for employees to complete their tasks. Without the role of employees, the success of the company will be hampered if employees do not help to achieve the company's goals.

*Organizational Citizenship Behavior* or abbreviated as OCB is a form of employees in showing their loyalty to the company. According to (Rayadi et al., 2021.) Organizational Citizenship Behavior (OCB) Organizational Citizenship Behavior (OCB) is talent selection behavior that leads to increased competence in an organization but does not identify and appreciate the

formal reward system in an organization. This behavior means that if the sense of belonging of an employee is high, it will exceed the employee's capacity to work. OCB is employee behavior that is not part of the individual job description, is not included in the employee contract, and is beneficial to organizational performance. (Grego-Planer, 2019). OCB can be described as employee behavior with extra roles that are not included in their job description or formal job role requirements but result in the overall effectiveness of the organization. (Kapil & Rastogi, 2020).. Employees who have Organizational Citizenship Behavior (OCB) traits or behaviors tend to help accelerate the organization to achieve its success targets. OCB is not a behavior required by an employment contract or job role, but is a personal choice, and its negligence cannot be punished. (Marcos et al., 2020). The existence of OCB can reduce the occurrence of disputes and increase work efficiency. That way, OCB provides added value to the company and a positive impact on the success of the company's targets. The expression of good *citizenship behavior* is very important because of performance at the personal level. Therefore, human resource management should focus on increase employees' organizational citizenship behavior or OCB to support and promote the success of work operations. (Na-Nan et al., 2021)

The role of the leader is one of the factors driving employees in carrying out their work. According to (Islam et al., 2019) leadership is a process of influencing other people or employees to do their work in accordance with the expected goals. Leaders can use different styles to influence their followers. (Keskes et al., 2018). The relationship between leaders and employees is influential in improving company achievements. Among several leadership theories, *Leader Member Exchange* (LMX) is one of the leadership styles that are often applied by leaders in an organization. According to (Athirah Ismail & Ismail, 2022), the Leader-Member Exchange (LMX) leadership style involves quality relationships between leaders and followers. Supported by research (Rosalia, 2022) Leader Member Exchange is focused on assessing the interaction between superiors and subordinates, the level of closeness of the relationship between leaders and subordinates is what indicates a positive relationship between superiors and subordinates in an organization. Employees who are given trust and support by superiors will feel needed and valued within the company. (Arundita et al., 2021).

Organizational Culture is one of the aspects that trigger Organizational Citizenship Behavior (OCB). Organizational culture is a driver of employee performance based on the habits set by the organization to improve the quality of employees at work in terms of dedication, ambition, or a sense of belonging. According to (Ichsan & Nasution, 2020)(Ichsan & Nasution, 2020), organizational culture is one of the factors that can improve employee performance and for everyone involved in the company because culture is the identity of everyone involved even though they have different goals. According to (Suryanto et al., 2018) states that a set of key characteristics that are upheld by the organization. If an employee sees these values and meaning systems, then this behavioral support will be the basis for a person's willingness to do work and can affect the employee's performance. Organizational culture has the aim of changing the attitudes and behavior of existing human resources, to further increase work productivity to face various challenges in the future. (Arundita et al., 2021). The greater the difference between the culture adopted and the culture that exists in the company, the greater the negative impact on employee engagement. (Zahreni et al., 2021). A strong culture is an important factor influencing the improvement of company performance because when the culture is collectivist, it is easier to gain customer-focused orientation and learning. (Tulcanaza-Prieto et al., 2021). This means that an organization needs to build an orderly organizational culture so that the values of life are well organized for mutual sustainability.

In addition to *Leader Member Exchange* and *Organizational Culture* which have an influence on *Organizational Citizenship Behavior* (OCB), employee commitment to the organization or *Organizational Commitment* is one aspect that has an impact on OCB behavior. (Savithri & Mozhi, 2018). Someone who has a high organizational commitment, then he will more often show positive

behaviors and even do something that is outside the formal job description. (Arundita et al., 2021).. Therefore, the higher the sense of organizational commitment, the stronger the employee to stay and remain loyal to a company and will strive to improve his performance. (Sm et al., 2021). *Organizational Commitment* itself is an internal aspect that needs to be considered with the aim of improving the quality of employee performance. For employees to establish a close relationship with their organization or role, a strong alignment between their values and the values inherent in their organization or role needs to be maintained and conveyed to them. Therefore, understanding employees' values is essential for effective HRM. (Afshari et al., 2020)

The four aspects of human resources are a determining factor in maintaining an organization that encourages companies to improve employee performance. In this study took a sample at PT Hartono Plantation Indonesia. PT Hartono Plantation Indonesia (HPI) is a company engaged in oil palm agribusiness. The company under the auspices of the Djarum Group has been established since 2008. This study aims to determine whether *leader member exchange (LMX)* affects Organizational Citizenship Behavior (OCB) directly, organizational culture affects Organizational Citizenship Behavior (OCB) directly, organizational commitment affects Organizational Citizenship Behavior (OCB) directly, leader member exchange (LMX) affects Organizational Citizenship Behavior (OCB) through organizational commitment, organizational culture affects Organizational Citizenship Behavior (OCB) through organizational commitment, leader member exchange (LMX) affects organizational commitment, and organizational culture affects organizational commitment.

## RESEARCH METHOD

According to (Prasetyo & Waskito, 2023) Leader member exchange (LMX) theory stems from the assumption that leaders are intended to build social exchange relationships between employees and leaders with the assumption that the nature of their relationship will have an influence on the way leaders treat each employee. A good relationship between the leader and his members, one of which is that the boss involves his employees when he wants to make a new decision, it can create a good relationship with his employees, because that is where employees feel they are considered and take part in all activities in the company. (Sm et al., 2021). High quality LMX encourages members' leadership loyalty, greater commitment to task completion, and hard work driven by awareness rather than demands for rewards, helping leaders achieve organizational success. (Bhoki, 2020).

According to Liden and Maslyn (1998), the dimensions of interaction between leaders and members can be categorized into four dimensions. (a) Affection. Measured by the attention that arises between superiors and subordinates, based on personal appeal, not just personal attraction. Based on professional values. (b) Fidelity involves consistent and unconditional loyalty to a person. (c) Contribution measured by some level of task-oriented awareness among organizational members to achieve a common goal. (d) Professional respect as measured by good superior-subordinate relationships beyond those established in the organization.

According to (Raharja & Sutarto Wijono, 2021), culture is a system of meaning and a belief shared by members of the organization that shows most ways of acting to other employees and people outside the company. Organizational culture is an important component in a company because it is a value that will determine the behavior of all employees within the company and is a component that can distinguish between one organization and another. (Arundita et al., 2021). Organizational culture is the common beliefs, principles, standards, and assumptions that shape behavior by building commitment, providing direction, generating a combined identity, and building a community. (Nafchi & Mohelská, 2020).. Similarly, the dimensions defined by (Fondas & Denison, 1991) directly affect the company through: (a) Engagement refers to the ability of employees to work as a team and develop capabilities within the company's internal environment

(e.g., empowerment, team orientation, and capability development). (b) Consistency, indicating that employee behavior is based on values, which create agreement and coordinate activities within the company (e.g., integration, agreement, and values). (c) Adaptability, indicating the company's ability to deal with environmental changes and act according to new customer demands (e.g., organizational learning, customer focus, change creation). (d) Mission, defining strategic objectives with a sense of the company's purpose and direction (e.g., strategic intent, goals, objectives, and vision)

Organizational Citizenship Behavior is an attitude shown by an employee where they can help the work of other colleagues without expecting any form of reward, so it is more of a desire to do good. (Rusminah & Ilzar Daud, 2023). *Organizational Citizenship Behavior* (OCB) implies that employee behavior is aligned with organizational goals and policies. This behavior includes cooperative activities among employees: actions to protect the system, innovative ideas aimed at system improvement, training, and behaviors that promote a good organizational climate. (Andrade & Neves, 2022).. Although this concept has evolved over time and its definitions have varied, its essence, antecedents, and dimensions have remained relatively unchanged. (Habeeb, 2019). According to (Organ, 1988), the aspects of OCB are as follows: (a) Altruism (helping behavior), Altruism is the behavior of employees in helping their colleagues who are experiencing difficulties in the situation at hand both regarding tasks in the organization and other people's personal problems. (b) Conscientiousness, Conscientiousness is a behavior that is shown by trying to exceed what the company expects. (c) Sportsmanship, Sportsmanship is a behavior that tolerates less than ideal conditions in the organization without raising objections. (c) Courtesy, *Courtesy* is maintaining good relationships with coworkers to avoid interpersonal problems. (d) Civic Virtue, Civic Virtue is behavior that indicates responsibility for organizational life (following changes in the organization, taking the initiative to recommend how organizational operations or procedures can be improved, and protecting the resources owned by the organization).

Organizational Commitment is the psychological perception of individuals to identify themselves with their organization's core values, their intention to stay with their organization and their willingness to give more effort than expected by their organization. (Sattavorn, 2018). Organizational commitment is a function of personal characteristics and situational functions related to the work environment or organization. (Nurjanah et al., 2020).. Organizational commitment has been characterized as the extent to which a worker feels that he/she belongs to an institution and believes that the institution is related to his/her life. (Al-Haroon & Al-Qahtani, 2020).. According to (Allen & Meyer, 1990) the dimensions of organizational commitment are: (a) Emotional engagement consists of personal characteristics and work experience. (b) Ongoing obligations consist of the size and/or amount of individual or side bet investments and recognition of the lack of alternative employment opportunities. (c) Normative commitment refers to an individual's experience (family and socialization experience) before working in the organization and socialization experience during working in the organization.

### **Leader Member Exchange (LMX) with Organizational Commitment**

One of the important variables affecting organizational commitment is leadership, and the role of deans and directors as middle managers is critical. (Jung, 2022). Based on research (Athirah Ismail & Ismail, 2022) there is a positive relationship between the *Leader Member Exchange (LMX)* variable and *Organizational Commitment*. This is because the leadership style of a leader has an impact on the quality of employees. Social contact and communication between superiors and subordinates that occur with frequent intensity, of course, will have an impact on positive feelings from subordinates towards superiors. According to (Helmy, 2021) LMX is interpreted as an interaction or reciprocal relationship between superiors and subordinates. Leaders who treat their subordinates as colleagues or partners and provide trust and involvement in decision making,

will increase employees' desire to stay with the company. Supported by research (Setya Wicaksono & Suko Priyono, 2022) which shows that there is a correlation between *Leader Member Exchange (LMX)* and *Organizational Citizenship Behavior (OCB)*.

### **Organizational Culture with Organizational Commitment**

When in an organization there is a good culture, employees will feel safe and comfortable in the organization which has an impact on the quality of the employee's performance. An employee who has believed in the values and norms and cultural habits of an organization will foster a sense of organizational commitment. This will make employees loyal to the organization. According to (Saragi et al., 2021) organizational commitment is defined as a form of love and loyalty owned by employees. In research (Arundita et al., 2021) stated that organizational culture is very good to be applied in organizations, because organizational culture has the aim of changing the attitudes and behavior of existing human resources to increase work productivity to face various challenges in the future. Commitment is influenced by many individual features and aspects of personality that may be related to variables such as self-evaluation or organizational culture. (Krajcsák, 2018).

### **Leader Member Exchange (LMX) with Organizational Citizenship Behavior (OCB)**

High quality LMX encourages leaders to help group members have a regular work schedule, be given more authority and responsibility, be involved in decision making, be able to share more information, so that they can complete their tasks well. (Bhoki, 2020). Organizational Citizenship Behavior is an expression of love, loyalty, and a high sense of belonging from organizational members. (Rosalia, 2022). When those in leadership carry out their duties with a sense of responsibility and follow the principles of more environmentally friendly operating principles, employees tend to respond with higher levels of OCB (Freire & Gonçalves, 2022). (Freire & Gonçalves, 2021).. According to (Ilham & Herawati, 2017) stated that leader member exchange (LMX) has a positive effect on Organizational Citizenship Behavior (OCB). Likewise with research (Elshifa, 2018) statistically it can be shown that in this study Leader Member Exchange (LMX) has a positive influence with Organizational Citizenship Behavior (OCB) so that the higher the Leader Member Exchange (LMX) of a leader, it will be able to increase Organizational Citizenship Behavior (OCB).

### **Organizational Culture with Organizational Citizenship Behavior (OCB)**

Organizational Culture is an important component in the organization. Employees who have a strong organizational culture will encourage the formation of good OCB, which is behavior that is formed outside of their job description. (Arundita et al., 2021). Employees who have good adaptation to the culture in their organization will have an impact on the employee's OCB behavior. Culture also serves as the stability of the social system and guides the shaping of employee attitudes and behavior. (Bharata et al., 2016).. Employees who are aware of their organization's values tend to encourage better OCB (Jeong et al., 2019). (Jeong et al., 2019). This is because OCB is influenced by two factors, namely factors that come from within the employee (sense of pua, confidence, positive attitude, morale, and loyalty) and come from outside the employee (management, leadership system, environment). (Saragi et al., 2021).

### **Organizational Commitment with Organizational Citizenship Behavior (OCB)**

Organizational Commitment is a form of employee action loyal to their organization. According to (Saragi et al., 2021) organizational commitment is defined as a form of love and loyalty owned by employees. Proven in research (Wira Saputra & Supartha, 2019) that high commitment makes individuals care about the fate of the organization and try to make the organization in a better direction, so that with high commitment it will influence employees to carry out OCB behavior. When employees already have a high commitment to the company,

these employees wholeheartedly have satisfaction at work, and are willing to take actions aimed at advancing the company. This shows that Organizational Citizenship Behavior employee behavior is getting better. (Elshifa, 2018).

### **Leader Member Exchange (LMX) with Organizational Citizenship Behavior (OCB) through Organizational Commitment**

In the Leader member Exchange theory, there are two types of relationships, namely high-quality exchange, and low-quality exchange. A high-quality exchange relationship is a relationship that occurs between leaders and team members who are considered to have high quality, where leaders provide support and show trust to team members. This relationship can help increase employees' organizational commitment as team members feel valued and recognized by their leaders. (Setya Wicaksono & Suko Priyono, 2022).. In research (Savithri & Mozhi, 2018; Prabawa & Rozak, 2016; & Sasmita & Gorda, 2019) stated that the correlation between Leader Member Exchange (LMX) with Organizational Citizenship Behavior (OCB) and Organizational Commitment as a mediator shows that there is a positive relationship.

### **Organizational Culture with Organizational Citizenship Behavior (OCB) through Organizational Commitment**

Organizational Commitment is a mediating variable for the influence of organizational culture on Organizational Citizenship Behavior (OCB). This can be proven by research (Arundita et al., 2021) that the application of a good organizational culture in a company triggers an increase in employee commitment to the company and is followed by an increase in OCB. This phenomenon is due to a good organizational culture being able to build cooperation between employees, create good communication and spur employee productivity which is then followed by a sense of caring between employees in the company. In line with research (Ariani et al., 2017) shows the results that organizational commitment is a good mediating variable to determine the relationship between organizational culture, leadership style, and organizational justice to OCB to be applied in organizations, because organizational culture has the aim of changing the attitudes and behavior of existing human resources in order to increase work productivity to face various challenges in the future. Commitment is influenced by many individual features and aspects of personality that may be related to variables such as self-evaluation or organizational culture. (Krajcsák, 2018).

### **Research Framework**

Based on the above description, the framework is therefore as follows:

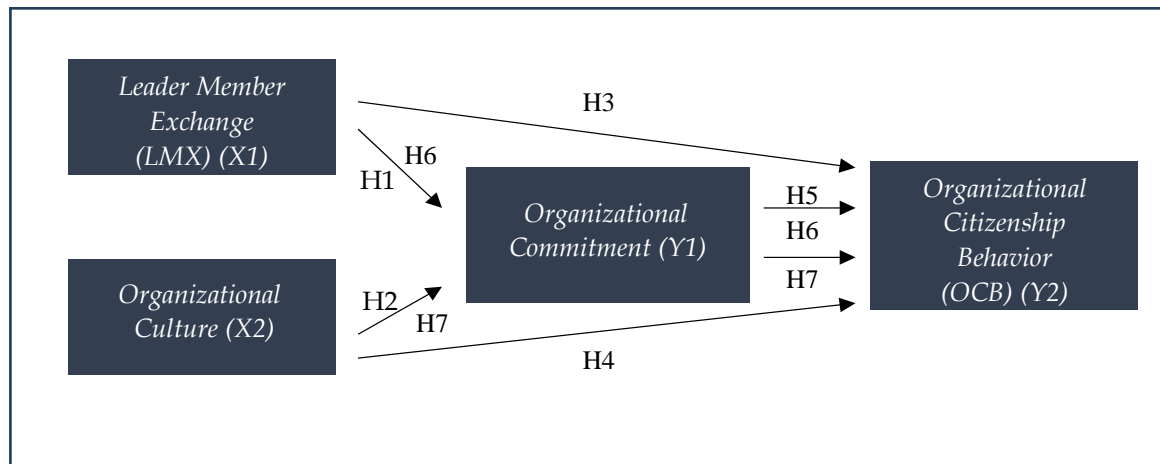


Figure 1. Research Framework

### Research Hypothesis

Based on the research problem and research framework above, the hypothesis in this study is as follows: (a) Leader Member Exchange (LMX) affects Organizational Commitment directly. (b) Organizational Culture affects Organizational Commitment directly. (c) Leader Member Exchange (LMX) affects Organizational Citizenship Behavior (OCB) directly. (d) Organizational Culture affects Organizational Citizenship Behavior (OCB) directly. (e) Organizational Commitment affects Organizational Citizenship Behavior (OCB) directly. (f) Leader Member Exchange (LMX) influences Organizational Citizenship Behavior (OCB) through Organizational Commitment. (g) Organizational Culture affects Organizational Citizenship Behavior (OCB) through Organizational Commitment.

This type of research is quantitative research with primary data. The population in this study were 230 employees of PT Hartono Plantation Indonesia. The data collection technique used in this study was a questionnaire. The questionnaire uses a Likert scale from 1 to 5 with the categories Strongly agree with number 5; Agree with number 4; Neutral with number 3; Disagree with number 2; and the last is Strongly disagree with number 1. The sampling technique in this study was purposive sampling technique. Purposive sampling is a strategy in which certain people or events are deliberately selected to provide important information that cannot be obtained from other options. (Firmansyah et al., 2022). The data analysis technique used in this research is Structural Equation Modelling (SEM) with AMOS software.

## RESULTS AND DISCUSSIONS

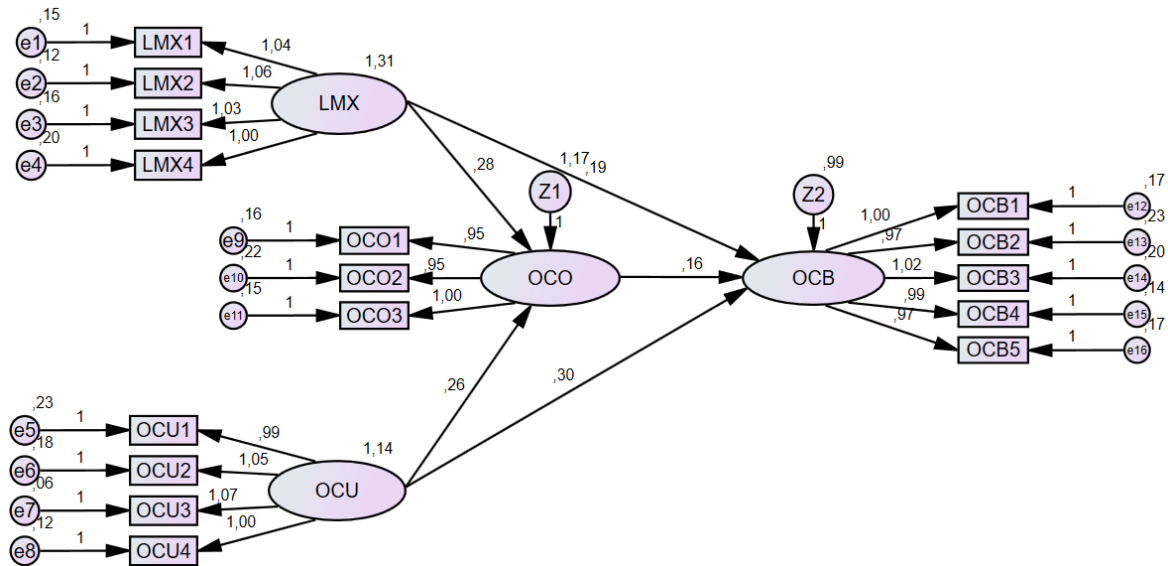


Figure 1. Full Model Testing

**Hypothesis Testing**

The results of testing the effect of the relationship between variables in the study configuration built in this study can be presented as follows.

Table 2. Hypothesis

Hypothesis	Path	$\beta$	S.E.	C.R.	P	Conclusion
H <sub>1</sub>	Leader_Member_Exchange → Organizational_Commitment	0,279	0,069	4,009	0	Significant positive
H <sub>2</sub>	Organizational_Culture → Organizational_Commitment	0,263	0,074	3,555	0	Significant positive
H <sub>3</sub>	Leader_Member_Exchange → Organizational_Citizenship_Behavior	0,191	0,066	2,859	0,004	Significant positive
H <sub>4</sub>	Organizational_Culture → Organizational_Citizenship_Behavior	0,296	0,07	4,221	0	Significant positive
H <sub>5</sub>	Organizational_Commitment → Organizational_Citizenship_Behavior	0,156	0,064	2,422	0,015	Significant positive

Hypotheses are based on existing knowledge. Leader Member Exchange (LMX) has a significant positive impact on Organizational Commitment. The t-value and p-value support the proof of the hypothesis. The calculated t-value for the Leader Member Exchange (LMX) and Organizational Commitment variables is 4.009, showing a more significant gain than the t table value of 1.96. Similarly, the p-value shows a number greater than 0.05 ( $\alpha = 0.05$ ). The results of the second hypothesis are also accepted. Organizational Culture has a significant positive impact on Organizational Commitment. The calculated t value for the Organizational Culture variable on Organizational Commitment is 3.555, showing a value greater than the t table value of 1.96.

Similarly, the p-value is greater than 0.05. The third hypothesis is also proven. *Leader Member Exchange (LMX)* significantly impacts *Organizational Citizenship Behavior (OCB)*. The t-count value of the *Leader Member Exchange (LMX)* and *Organizational Citizenship Behavior (OCB)* variables reaches a multiple of 2.859. This shows that the value obtained exceeds the t-table value of 1.96. Similarly, if the p-value is less than 0.05 ( $\alpha = 0.05$ ). Similarly, the p-value shows a number greater

than 0.05. The fourth hypothesis is also proven. *Organizational Culture* significantly impacts *Organizational Citizenship Behavior (OCB)*. The t-count value of the *Organizational Culture* and *Organizational Citizenship Behavior (OCB)* variables reaches a multiple of 4.221. This shows that the value obtained exceeds the t-table value of 1.96. Similarly, if the p-value is less than 0.05 ( $\alpha = 0.05$ ). Similarly, the p-value shows a number greater than 0.05. The fifth hypothesis is also proven. *Organizational Commitment* significantly impacts *Organizational Citizenship Behavior (OCB)*. The t-count value of the *Organizational Commitment* and *Organizational Citizenship Behavior (OCB)* variables reaches a multiple of 2.422. This shows that the value obtained exceeds the t-table value of 1.96. Similarly, if the p-value is less than 0.05 ( $\alpha = 0.05$ ).

To confirm the indirect effect on the effect of the built-in mediating variable, the researcher presents Table 5, which is obtained from the results of the Sobel test.

**Table 3.** Sobel Test - Significance of Mediation

Hypothesis	Path	Sobel test statistic	Two-tailed probability	Conclusion
H <sub>6</sub>	Leader_Member_Exchange→ Organizational_Commitment→ Organizational_Citizenship_Behavior	2,087	0,03	Significant
H <sub>7</sub>	Organizational_Culture→ Organizational_Commitment→ Organizational_Citizenship_Behavior	2,01	0,04	Significant

Based on the Sobel test results in Table 5, the sixth hypothesis obtained a Sobel test statistical value of 2,087 with a p-value of 0.03. The Sobel test statistical value is greater than the t-table value of 1.96. Likewise, the p-value is smaller than 0.05 ( $\alpha = 0.05$ ). These results indicate an indirect effect of the *Leader Member Exchange (LMX)* variable on *Organizational Citizenship Behavior (OCB)* through *Organizational Commitment*. Similarly, the seventh hypothesis obtained a Sobel test statistical value of 2.01 with a p-value of 0.04. The Sobel test statistical value is greater than the t-table value of 1.96. Likewise, the p-value is smaller than 0.05 ( $\alpha = 0.05$ ). These results indicate an indirect effect of *Organizational Culture* variables on *Organizational Citizenship Behavior (OCB)* through *Organizational Commitment*.

a. The Effect of Leader Member Exchange (LMX) with Organizational Commitment

The results of the analysis conducted show that the t statistics value obtained is 0.05 with a value of 4.009. So, it can be concluded that leader member exchanges have a positive and significant effect on Organizational Commitment, therefore it can be said that the first hypothesis (H1) is accepted. The results of this study are in line with research conducted by (Wahidah, 2022; Athirah Ismail & Ismail, 2022; Setya Wicaksono & Suko Priyono, 2022; Helmy, 2021; Kamila et al., 2019; Prabawa & Rozak, 2016; Prasetyo & Waskito, 2023; Savithri & Mozhi, 2018; Sm et al., 2021; Sukoco & Lubis, 2020). stated that the *Leader Member Exchange (LMX)* variable has a positive effect on Organizational Commitment.

b. The Effect of Organizational Culture with Organizational Commitment

The results of the analysis conducted show that the t statistics value obtained is 0.05 with a value of 3.555. So, it can be concluded that *Organizational Culture* has a positive and significant effect on Organizational Commitment, therefore it can be said that the second hypothesis (H2) is accepted. The results of this study are in line with research conducted by (Utarayana & Dewi Adnyani, 2020; Aranki et al., 2019; Arundita et al., 2021; Mahayasa et al., 2018; & Wira Saputra & Supartha, 2019; Sarpong et al., 2021) stated that the *Organizational Culture* variable has a positive effect on Organizational Commitment.

c. The Effect of Leader Member Exchange (LMX) with Organizational Citizenship Behavior (OCB)

The results of the analysis conducted show that the t statistics value obtained is 0.05 with a value of 2.859. So, it can be concluded that Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior (OCB), therefore it can be said that the third hypothesis (H3) is accepted. The results of research conducted by (Teng et al., 2020; Elshifa, 2018; Setya Wicaksono & Suko Priyono, 2022; Kapil & Rastogi, 2020; Savithri & Mozhi, 2018; Rosalia, 2022; Ilham & Herawati, 2017; Bhoki, 2020; Kelebek & Alniacik, 2022); (Anand et al., 2018) stated that the Leader Member Exchange (LMX) variable has a positive effect on Organizational Citizenship Behavior.

d. The Effect of Organizational Culture on Organizational Citizenship Behavior

The results of the analysis conducted show that the t statistics value obtained is 0.05 with a value of 4.221. So, it can be concluded that Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior (OCB), therefore it can be said that the fourth hypothesis (H4) is accepted. The results of this study are in line with research conducted by (Zahreni et al., 2021; Saragi et al., 2021; Khan et al., 2020; Jeong et al., 2019; & Bhoki, 2020) stated that the Organizational Culture variable has a positive effect on Organizational Citizenship Behavior.

e. The Effect of Organizational Commitment on Organizational Citizenship Behavior

The results of the analysis conducted show that the t statistics value obtained is 0.05 with a value of 2.442. So, it can be concluded that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB), therefore it can be said that the fifth hypothesis (H5) is accepted. The results of this study are in line with research conducted by (Grego-Planer, 2019; Samsudin et al., 2018; Elshifa, 2018; Uddin et al., 2019; Rosario Núñez et al., 2020; Donglong et al., 2020; & (Azila-Gbetteo et al., 2020). stated that the Organizational Commitment variable has a positive effect on Organizational Citizenship Behavior.

f. The Effect of Leader Member Exchange on Organizational Citizenship Behavior through Organizational Commitment

The results of the analysis conducted show that the t statistics value obtained is 0.05 with a value of 2.087. So, it can be concluded that Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior (OCB) through Organizational Commitment, therefore it can be said that the sixth hypothesis (H6) is accepted. The results of this study are in line with research conducted by (Setya Wicaksono & Suko Priyono, 2022; Savithri & Mozhi, 2018; Prabawa & Rozak, 2016; & Sasmita & Gorda, 2019) provides a statement that the Leader Member Exchange variable has a positive effect on Organizational Citizenship Behavior through Organizational Commitment.

g. The Effect of Organizational Culture on Organizational Citizenship Behavior through Organizational Commitment

The results of the analysis conducted show that the t statistics value obtained is 0.05 with a value of 2.01. So, it can be concluded that Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior (OCB) through Organizational Commitment, therefore it can be said that the seventh hypothesis (H7) is accepted. The results of this study are in line with research conducted by (Arundita et al., 2021; Ariani et al., 2017; S. K. Khan & Rashid, 2012; Wira Saputra & Supartha, 2019; Ardi & Sudarma, 2015; & Arumi et al., 2019) provides a statement that the Organizational Culture variable has a positive effect on Organizational Citizenship Behavior through Organizational Commitment.

## CONCLUSION

The results of the overall analysis and discussion in this study indicate that Leader Member Exchange (LMX) has a positive and significant effect on Organizational Commitment, meaning that the higher the level of Leader Member Exchange (LMX), the higher the level of Organizational Commitment of employees. Organizational Culture has a positive and significant effect on Organizational Commitment, meaning that the higher the level of Organizational Culture, the higher the level of Organizational Commitment. In addition, Leader Member Exchange (LMX) has a positive and significant effect on Organization Citizenship Behavior (OCB), meaning that the higher the level of Leader Member Exchange (LMX), the higher the level of Organization Citizenship Behavior (OCB). Furthermore, Organizational Culture has a positive and significant effect on Organization Citizenship Behavior (OCB), meaning that the higher the level of Organizational Culture, the higher the level of Organization Citizenship Behavior (OCB). Organizational Commitment variables have a positive and significant effect on Organizational Citizenship Behavior (OCB), meaning that the higher the level of Organizational Commitment, the higher the level of Organization Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) with Organizational Commitment as a mediating variable, meaning that the higher the level of Organizational Culture towards Organizational Citizenship Behavior, the higher the level of Organization Citizenship Behavior (OCB) mediated by Organizational Commitment.

Based on the research that has been done, the suggestions that can be given in this study are that company leaders can increase OCB through the implementation of independent variables, namely Leader member Exchange (LMX) and Organizational Culture and the mediating variable Organizational Commitment. It is recommended that leaders should prioritize communication between superiors and subordinates in organizational goals, and leaders should give good awards to their employees who have done good things and made extra efforts to do their jobs, so that organizational commitment within the company increases.

On the other hand, the main limitation of this study is the number of respondents to the questionnaire. The data was collected for one week. Another limitation is that the relationship between organizational culture and corporate performance depends on the corporate environment, which is difficult to measure in the case of Ecuador because the statistical system does not provide an industry index.

For researchers who are interested in conducting similar research, it is expected to observe further about the problems found at PT Hartono Plantation Indonesia and can add other variables that can affect OCB with independent variables, namely organizational culture, retention, leadership style, motivation, Organizational Commitment, and others. In future research, it is recommended to conduct long-term research, develop, and explore studies on mediation analysis to provide additional insights.

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