

The Influence of Organizational Citizenship Behavior (OCB) and Leader-Member Exchange (LMX) on the SMEs Performance: How The Role of Organizational Commitment (OC) Mediation

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Abstract – The purpose of this study was to analyze the relationship between organizational citizenship behavior (OCB) and organizational commitment, to analyze the relationship between leader-member exchange and organizational commitment, to analyze the relationship between organizational citizenship behavior (OCB) and performance, to analyze the relationship between leader-member exchange and performance. analyze the relationship between organizational commitment variables and performance. In this study, the approach used by researchers is a quantitative approach. The respondents of this study were 230 UKM owners in Banten Indonesia. The data collection technique used by researchers is sampling with simple random sampling. The scale used in the research to fill in each question item uses a Likert scale with 5 (five) alternative answers, namely strongly agree (SS), agree (S), undecided (R), disagree (TS), strongly disagree (STS). Data was obtained by distributing online questionnaires via social media. The approach taken when analyzing this research is the Structural Equation Model Partial Least Square (SEM-PLS) using SMART PLS software. In this study, the data analysis used was a validity test, a reliability test and a hypothesis test using SEM-PLS on 4 (four) variables. The formation of latent variables in this study are all reflective, which means that the four latent variables influence indicators. The results of this study are organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment, leader-member exchange has a positive and significant effect on organizational commitment, organizational citizenship behavior (OCB) has a positive and significant effect on performance, leader-member exchange has a positive and significant effect on performance, organizational commitment has not significant significant effect on SMEs performance.

Keywords: *Keywords: Organizational Citizenship Behavior (OCB) , Leader-Member Exchange , Performance, SMEs , Organizational Commitment*

I. INTRODUCTION

The first development of SMEs in Indonesia can be seen from the amount of growth. From year to year, the total number of SME units in Indonesia as well as their GDP continues to grow. From 2020 to 2021 , the total GDP of SMEs has more than doubled. The total number of SME units in Indonesia has now reached around 87 million units spread across various sectors. About 99.9% of businesses in Indonesia are SMEs. SMEs contributed 58.18% of the total investment. These figures show the rapid growth of SMEs in Indonesia. The role of SMEs in the Indonesian economy can be seen from their current position in the business world. According to [Suhardi et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#) divide the position of SMEs as (1) major players in economic activities in various sectors, (2) the largest providers of employment, (3) important players in the development of regional economic activities and community empowerment, (4) creators of new markets and innovation. SMEs that have gone international contribute to maintaining the balance of payments through their contribution in generating exports. Since Indonesia was hit by a crisis, not all the important positions of SMEs can be maintained. However, compared to large companies, SMEs are strong enough to withstand the turmoil of the economic crisis. Many SMEs continued to earn high profits, even though in 1998 during the peak of the crisis negative economic growth of 13.4% resulted in a decrease in the number of business units by more than 2.95 million units. The development of SMEs is currently receiving more serious attention from various groups. Problems that are often faced by SMEs include product marketing, technology, financial management, quality of human resources and capital. According to [Arar et al. \(2019\)](#); [Asbari et al. \(2021\)](#) one problem that is often

overlooked by SME business people is regarding financial management. The impact of neglecting financial management may not be obvious, but without effective accounting methods, businesses that have prospects for success can become insolvent.

According to [Sa'adah et al. \(2022\)](#) SMEs in the Indonesian economy have a strategic role in building the productivity of the national economy. The growing business world requires SMEs to actively contribute to the economy. MHM has a role in economic growth and employment. In order to strengthen this business sector, the government issued Law Number 20 of 2008 concerning Micro Small Enterprises (UKM) and refined it with Government Regulation Number 7 of 2021 concerning Criteria for SMEs. Improving business performance is an effort that must be carried out by business or economic actors so that they continue to exist in carrying out their activities and can increase the competitiveness of their businesses. However, this is a big problem for economic actors, especially SMEs. They assume that improving performance requires fundamental changes and specific strategies. According to [Pramezwarly et al. \(2022\)](#) performance improvement requires a level of quality human resources, advanced technology, and a conducive environment. According to [Qiu et al. \(2019\)](#) revealed that the current business environment has changed radically, directing every industry to be efficient in order to be able to compete with domestic products. In this way the industry/business must be able to offer good quality products at low prices to consumers. Therefore every company must have good performance in order to be able to make the right decisions in the business activities carried out.

According to [Tai et al. \(2012\)](#); [Wengang et al. \(2023\)](#) organizational Citizenship Behavior, abbreviated as OCB, is a behavior of employees or members of an organization that is voluntary outside of job descriptions and is not regulated in company regulations, but is very profitable for companies because it can increase organizational effectiveness and efficiency and is not related to a formal reward system. In the field of psychology industry, which specifically examines human behavior in an organization, employee behavior like this can be termed Organizational Citizenship Behavior (OCB). If interpreted in simple terms, Organizational Citizenship Behavior is the behavior of employees who voluntarily do work that exceeds the standard tasks assigned to them, in order to help the company continue to achieve its goals. Employees with a high level of OCB are an asset to an organization.

Leader-Member Exchange (LMX) or leader-member exchange is a concept of leadership in an organization by focusing on the special relationship that a leader creates for each member or subordinate. A good relationship is characterized by a positive attitude, loyalty, respect and a high contribution to performance. According to [Asgari et al. \(2020\)](#); [Chanko et al. \(2022\)](#) Leader-Member Exchange (LMX) is the quality of interpersonal exchange relationships between leaders and their members. A high LMX relationship is characterized by friendship, loyalty, professional respect and contribution, whereas a low LMX relationship is characterized by a lack of friendship, loyalty, professional respect and contribution. According to [Tai et al. \(2012\)](#); [Wengang et al. \(2023\)](#); [Wu et al. \(2023\)](#) Leader-Member Exchange (LMX) is an increase in the quality of the relationship between supervisors and employees will be able to improve the work of both. But in reality, the relationship between employees and supervision can be grouped into two relationships, namely good relationships and bad relationships. A good relationship will create employee trust, positive attitudes, and loyalty, but a bad relationship will have the opposite effect.

According to [Zhao et al. \(2019\)](#); [Ahmed et al. \(2022\)](#) leader-Member Exchange (LMX) is a unique leadership approach by focusing on the special relationship that a leader creates with each of his subordinates. Organizational commitment is an attitude or form of behavior towards an organization in the form of loyalty and achievement of vision, mission, organizational values and goals. According to [Wengang et al. \(2023\)](#); [Wu et al. \(2023\)](#); [Zhao et al. \(2019\)](#) high commitment to the organization, which can be identified by characteristics including strong trust and acceptance of the goals and values of the organization, a strong will to work for the organization and a strong desire to remain a member of the organization. Here are some definitions and definitions of organizational commitment. The purpose of this study was to analyze the relationship between organizational citizenship behavior (OCB) and organizational commitment, to analyze the relationship between leader-member exchange and organizational commitment, to analyze the relationship between organizational citizenship behavior (OCB) and performance, to analyze the relationship between leader-member exchange and performance. analyze the relationship between organizational commitment variables and performance.

II. METHOD

In this study, the approach used by researchers is a quantitative approach. The respondents of this study were 230 UKM owners in Banten Indonesia. The data collection technique used by researchers is sampling with simple random sampling. The scale used in the research to fill in each question item uses a Likert scale with 5 (five) alternative answers, namely strongly agree (SS), agree (S), undecided (R), disagree (TS), strongly disagree (STS). Data was obtained by distributing online questionnaires via social media. The approach taken when analyzing this research is the Structural Equation Model Partial Least Square (SEM-PLS) using SMART PLS software. The reason for using this program is because this research is more predictive and explains latent variables than testing a theory and the number of samples in the study is not large. In this study, the data analysis used was a validity test, a reliability test and a hypothesis test using SEM-PLS on 4 (four) variables. The formation of latent variables in this study are all reflective, which means that the four latent variables affect the indicators.

Validity test

Validity measurement includes testing how well the value of an instrument is developed in measuring a study. The higher the value of the instrument, the better it represents the questions research. To measure validity, it must examine the relationship of the relationship between variables, including: Discriminant Validity and Average Variance Extracted (AVE) with an expected AVE value of > 0.5 . The validity test with the SmartPLS 3.0 program can be seen from the loading factor value for each construct indicator. The conditions that are usually used to assess validity are that the loading factor value must be more than 0.70. Furthermore, Discriminant validity relates to the principle that different construct metrics should not be highly correlated. The way to test discriminant validity is with reflexive indicators, namely by looking at the cross loading value for each variable must be > 0.70 and the value is higher than the other variables (Purwanto et al., 2020).

Reliability Test

Reliability test was carried out to prove the accuracy, consistency, and precision of the instrument in measuring constructs. In PLS-SEM using the SmartPLS 3.0 program, to measure the reliability of a constructs with reflexive indicators can be done by calculating the value of composite reliability. The requirement that is usually used to assess construct reliability is that composite reliability must be greater than 0.7 for confirmatory research and a value of 0.6 - 0.7 is still acceptable for exploratory research. Reliability testing cannot be carried out on formative models because each indicator in a latent variable is assumed to be uncorrelated or independent. The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be done by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research (Purwanto et al., 2021).

Coefficient of Determination (R²)

The coefficient of determination is a way to assess how much an endogenous construct can be explained by an exogenous construct. The coefficient of determination (R²) is expected to be between 0 and 1. The R² values are 0.75, 0.50, and 0.25 indicating that the model is strong, moderate and weak. The R² value criteria of 0.67, 0.33 and 0.19 are strong, moderate, and weak (Purwanto et al., 2021). Assessing the structural model in PLS begins by looking at the R-squares value for each endogenous latent variable as the predictive power of the structural model. The R-squares results represent the total variance of the construct described by the model. Rule of thumb for R-squares values are: values 0.75, 0.50 and 0.25 it can be concluded that the model is strong, moderate and weak.

Hypothesis Testing (Resampling Bootstrapping)

The final step of the data that has been processed and analyzed by the researcher is to test the hypotheses that have been formulated. The bootstrapping procedure produces t-statistical values for each path of the relationship used to test the hypothesis (Purwanto et al., 2021). The t-statistic value will be compared with the t-table value. Research using a 95% confidence level so that the level of precision or inaccuracy limit (α) = 5% = 0.05, the t-table value is 1.96. If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability). The t-test is used to prove the hypothesis whether there is an influence of each independent or exogenous variable individually on the dependent or endogenous variable.

The research hypothesis is:

H1: Organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment

H2: Leader-member exchange has a positive and significant effect on organizational commitment

H3: Organizational citizenship behavior (OCB) has a positive and significant effect on performance

H4: Leader-member exchange has a positive and significant effect on performance

H5: Organizational commitment has a positive and significant effect on performance.

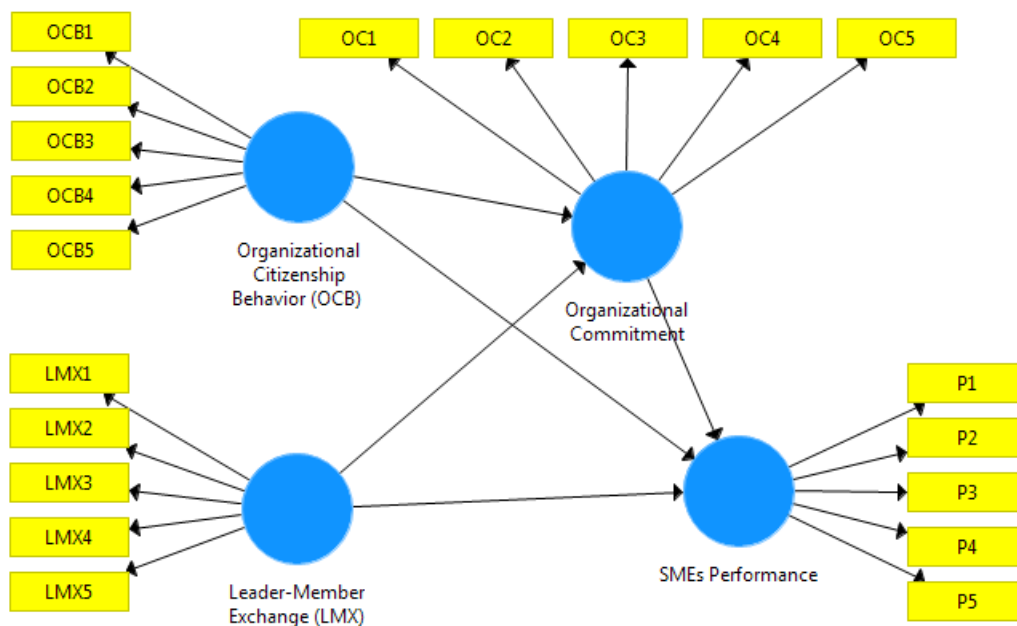


Fig 1. Research Model

III.RESULT AND DISCUSSION

Validity test

Validity measurement includes testing how well the value of an instrument is developed in measuring a study. The higher the value of the instrument, the better it represents the questionsresearch based on the results of data processing shows that the loading factor value of all indicators is more than 0.70 so that all indicators meet the validity requirements.

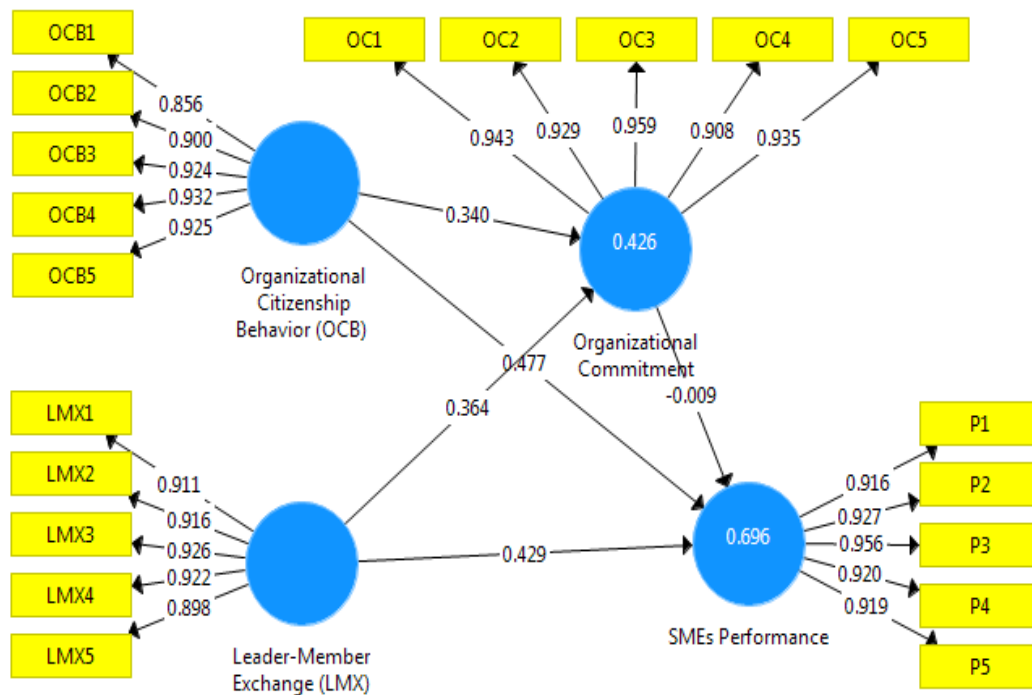


Fig 2. Validity Testing

Reliability Test

Reliability test was carried out to prove the accuracy, consistency, and precision of the instrument in measuring constructs. In PLS-SEM using the SmartPLS 3.0 program, to measure the reliability of aconstructs with reflexive indicators can be done by calculating the value of composite reliability. based on the results of data processing shows that the composite reliability is greater than 0.7 for confirmatory research and a value of 0.6 - 0.7 is still acceptable for research. Based on the results of data processing, it shows that the CR value of 0.60 – 0.70 is still acceptable for exploratory research. Cronbach's Alpha values for all variables greater than 0.60 are still acceptable for exploratory research.

Table 1. Reability Testing

	Cronbach's Al...	rho_A	Composite Reliability	Average Variance Extracted...
Leader-Member Exchange (LMX)	0.951	0.954	0.962	0.837
Organizational Citizenship Behavior (OCB)	0.946	0.948	0.959	0.824
Organizational Commitment	0.964	0.967	0.972	0.874
SMEs Performance	0.960	0.961	0.969	0.861

Coefficient of Determination (R²)

The coefficient of determination is a way to assess how much an endogenous construct can be explained by an exogenous construct. The R-squares results represent the total variance of the construct described by the model. The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak.

Table 2. Coefficient of Determination (R²)

	R Square	R Square Adjusted
Organizational Commitment	0.426	0.414
SMEs Performance	0.696	0.686

Based on the test results, it was obtained that the performance R-squares value was 0.696 or 69.6 %, meaning that the Organizational Citizenship Behavior (OCB) and Leader-Member Exchange and Organizational Commitment variables contributed 69.6% and the remaining 30.4% was influenced by other variables not discussed in this study. the test results show that the R-squares value of organizational commitment is 0.426 or 42.6%, meaning that the Organizational Citizenship Behavior (OCB) and Leader-Member Exchange variables contribute 42.6% and the remaining 57.4 is influenced by other variables not discussed in this study.

Hypothesis Testing (Resampling Bootstrapping)

The final step of the data that has been processed and analyzed by the researcher is to test the hypotheses that have been formulated. If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability). The t-test is used to prove the hypothesis whether there is an influence of each independent or exogenous variable individually on the dependent or endogenous variable.

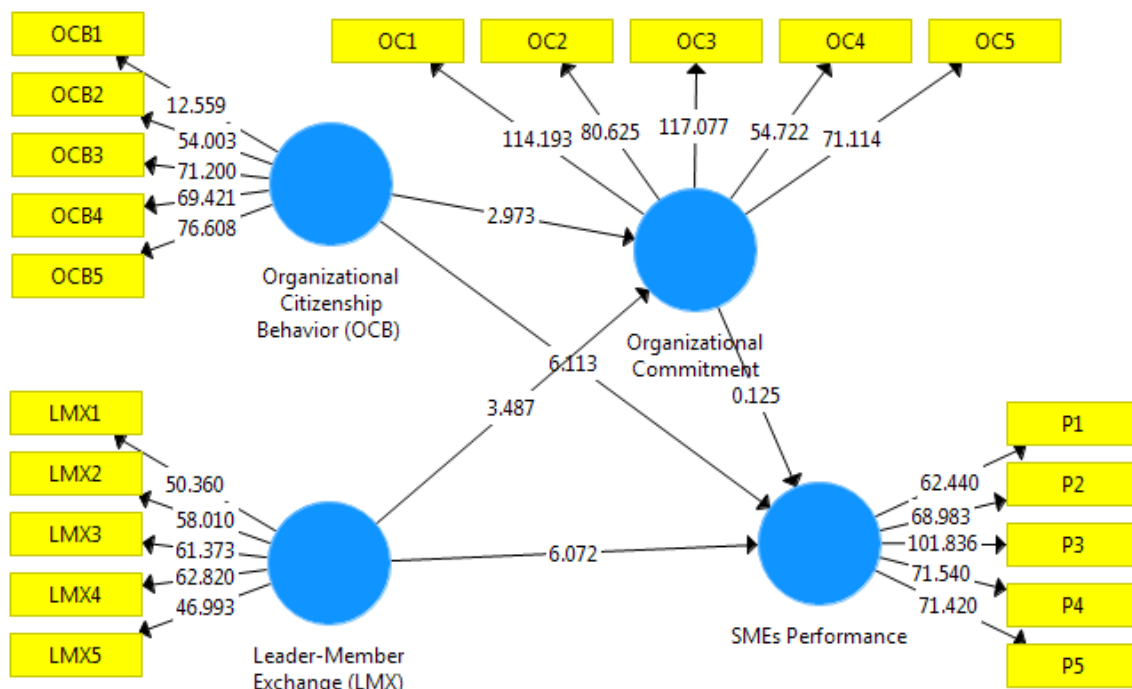


Fig 3. Hypothesis Testing

Table 3 . Hypothesis Testing

	Original Sample ...	T Statistics ...	P Values
Leader-Member Exchange (LMX) -> Organizational Commitment	0.364	3.487	0.001
Leader-Member Exchange (LMX) -> SMEs Performance	0.429	6.072	0.000
Organizational Citizenship Behavior (OCB) -> Organizational Commitment	0.340	2.973	0.003
Organizational Citizenship Behavior (OCB) -> SMEs Performance	0.477	6.113	0.000
Organizational Commitment -> SMEs Performance	-0.009	0.125	0.901

Organizational citizenship behavior (OCB) relationship to organizational commitment

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.003 is lower than 0.050, so it can be concluded that there is a significant relationship, organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment. These results are in line with research by MNahum-Shani et al. . (2011); Nasiatin et al. (2021); Nurhidayati et al. (2021); Nugroho et al. (2020); Purwanto (2021); Purwanto (2022) that organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment and is supported by Kadiyono et al. (2020); London et al. (2023);Jang (2021);Kanwal et al. (2019); Lie et al. (2022);Monna et al. (2022) that organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment

The relationship between Leader-member exchange relationship and organizational commitment

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.003 is lower than 0.050, so it can be concluded that there is a significant relationship. Leader-member exchange has a positive and significant effect on organizational commitment. These results are in line with research by Eka et al. (2022); Hariani et al. (2019); Harwiki (2016) that leader-member exchange has a positive and significant effect on organizational commitment and is supported by Cheng et al. (2023); Cahyono et al. (2020); Daouk et al. (2021) that leader-member exchange has a positive and significant effect on organizational commitment

The relationship between organizational citizenship behavior (OCB) and performance

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is a significant relationship, Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance. These results are in line with research by Ahmed et al. (2022); Asgari et al. (2020); Chanko et al. (2022) that Organizational citizenship behavior (OCB) has a positive and significant effect on performance and is supported by Tai et al. (2012); Wengang et al. (2023); Wu et al. (2023);Zhao et al. (2019) that Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance

The relationship between Leader-member exchange relationship on performance

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is a significant relationship, leader-member exchange has a positive and significant effect on performance. These results are in line with research by Sa'adah et al. (2022); Suhardi et al. (2022); Sunarsi et al. (2020) that leader-member exchange has a positive and significant effect on performance and is supported by Arar et al. (2019); Asbari et al. (2021); Pramezwary et al. (2022); Qiu et al. (2019) that Leader-member exchange has a positive and significant effect on performance

The relationship between organizational commitment and performance

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.901 is greater than 0.050, so it can be concluded that there is not significant relationship, Organizational Commitment has not significant effect on performance. These results are in line with research by Qiu et al. (2019); Sa'adah et al. (2022); Suhardi et al. (2022); Sunarsi et al. (2020) that Organizational commitment has not significant effect on performance and is supported by Arar et al. (2019); Asbari et al. (2021); Pramezwary et al. (2022); Qiu et al. (2019) that Organizational commitment has a positive and significant effect on performance

Based on previous research, OCB behavior has a positive (beneficial) effect when applied in an organization. According to [Nugroho et al. \(2020\)](#); [Purwanto \(2021\)](#); [Purwanto \(2022\)](#) organizations that have employees who have good OCB will have better performance than other organizations. Meanwhile, according to [Nahum-Shani et al. \(2011\)](#); [Nasiatin et al. \(2021\)](#) it can be concluded that the benefits of OCB behavior in the organization, OCB increase the productivity of coworkers. Employees who help their coworkers will speed up the completion of coworkers' tasks, so that will in turn increase the productivity of these coworkers. Helps spread best practice to all work units or groups within the organization. OCB increases manager productivity. Employees who display civic virtue behavior will help managers get valuable suggestions or feedback to improve organizational work effectiveness. Polite SMEs employees avoid conflicts with colleagues work, will help managers avoid crisis management. OCB saves resources owned by management and the organization as a whole.

If SMEs employees help each other to solve problems in a job so there is no need to involve managers, the consequence is that it gives SMEs managers time to do other tasks. Employees who display high conscientiousness require only minimal supervision from managers, so managers can delegate greater responsibility to them. Existing employees who assist new employees in terms of training and work orientation, will reduce costs for these purposes. According to [Ahmed et al. \(2022\)](#); [Asgari et al. \(2020\)](#); [Chanko et al. \(2022\)](#) Employees who display sportsmanship behavior will greatly help managers not spend too much time dealing with small employee complaints. OCB helps save SMEs' scarce resources to maintain group functions. The advantage of helping behavior is to increase morale, morale and cohesiveness groups, so that group members (or managers) do not have to spend energy and time on maintaining group functioning. According to [Tai et al. \(2012\)](#); [Wengang et al. \(2023\)](#) SMEs employees who display courtesy behavior towards co-workers will reduce conflict within the group, so that the time spent resolving conflict management is reduced. OCB can be an effective means of coordinating work group activities. Displaying civic virtue behavior will help coordination between groups, which in turn can increase the effectiveness and efficiency of the group. Showing courtesy behavior will avoid the emergence of problems that require time and effort to solve.

Increase the ability of SMEs to attract and retain the best employees. Helpful behavior will increase morale and closeness and a feeling of belonging among group members, so that it will improve organizational performance and help the organization attract and retain good employees. Setting an example to other SMEs employees by displaying sportsmanship behavior, will foster loyalty and commitment to the organization. According to [Desky et al. \(2020\)](#); [Eka et al. \(2022\)](#); [Hariani et al. \(2019\)](#); [Harwiki \(2016\)](#) OCB increases the stability of organizational performance. Helping SMEs employees who are not present at work or who have heavy workloads, will increase the stability of organizational performance. Conscientious employees tend to maintain consistently high levels of performance, thereby reducing the volatility in organizational performance. OCB increases the organization's ability to adapt to the environment. SMEs employees who have a close relationship with the market voluntarily provide information about changes that occur in the environment and provide suggestions on how to respond to these changes, so that the organization can adapt quickly. According to [Cheng et al. \(2023\)](#); [Cahyono et al. \(2020\)](#); [Daouk et al. \(2021\)](#) SMEs employees who actively attend and participate in meetings at the organization will help disseminate important information and must be known by the organization. Employees who display conscientiousness will increase SMEs' ability to adapt to changes in their environment.

According to [Daouk et al. \(2021\)](#); [Desky et al. \(2020\)](#) a leader and members individually develop a relationship as they influence each other and negotiate the roles of subordinates in the organization. When the relationship develops, the space provided by supervisors to subordinates will increase which is then positively related to favorable attitudes such as job satisfaction and commitment of SMEs. LMX theory is different from other leadership theories. LMX theory emphasizes the specific relationship between leaders and members. The attitude of the leader will have a major influence on employees and their performance. Leaders who give trust, support, and responsibility will have loyal members. When leaders treat members as equal partners and involve them in decision making, leader-member relations will be of high quality. This theory also emphasizes the importance of communication in leadership. According to [Eka et al. \(2022\)](#); [Hariani et al. \(2019\)](#) With proper communication, reciprocal relationships will be created and emotional bonds will grow within SMEs. Organizational commitment has three indicators, namely the existence of employee will, where there is a desire of employees to strive to achieve the interests of the organization. There is employee loyalty, where employees want to maintain their membership to continue to be a part of the organization. and employee pride in the organization, characterized by employees feeling proud to be part of the organization they follow and feel that the organization has become part of their life.

IV. CONCLUSION

The results of this study are organizational citizenship behavior (OCB) has a positive and significant effect on organizational commitment, leader-member exchange has a positive and significant effect on SMEs organizational commitment, organizational citizenship behavior (OCB) has a positive and significant effect on SMEs performance, leader-member exchange has a positive and significant effect on performance, organizational commitment has not significant significant effect on the performance of SMEs. Based on previous research, OCB behavior has a positive (beneficial) effect when applied to SMEs. SMEs that have employees with good OCB will have better performance than other SMEs. The benefits of OCB behavior in SMEs, OCB increases the productivity of co-workers. SMEs employees who help their colleagues will speed up the completion of their co-workers' tasks, which in turn will increase the productivity of these co-workers. Helps spread best practice to all work units or groups within SMEs. OCB increases manager productivity. Employees who display civic virtue behavior will help managers get valuable suggestions or feedback to improve organizational work effectiveness. Polite employees, avoid conflicts with co-workers, will help managers avoid crisis management. OCB saves the resources of the SMEs management and the organization as a whole. Organizational commitment has three indicators, namely the existence of employee will, where there is a desire of employees to strive for the achievement of organizational interests. There is employee loyalty, where employees want to maintain their membership to continue to be a part of the organization. and employee pride in the organization, characterized by employees feeling proud to be part of the organization they follow and feel that the organization has become part of their life. This study has limitations, namely the number of respondents is small and the variables analyzed are limited so that further research should increase the number of respondents and expand to other organizations. For further research to analyze by adding other variables.

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