

The Influence of Leader Member Exchange and Perceived Organizational Support on Organizational Citizenship Behavior

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ABSTRACT

Objective -The aim of the research is to analyze Leader Member Exchange and Perceived Organizational Support towards Organizational Citizenship Behavior mediated by Employee Engagement at the BPJS Health Head Office.

Methodology/approach –Using quantitative methods and conducting surveys on employees, after that SEM analysis is used to model causal relationships between complex variables and test existing theories or hypotheses. Meanwhile, researchers used the Partial Least Square (smart-PLS) application version 3.2.9 PLS to process the data.

Novelty/value –HThe research results found that Leader Member Exchange had a significant positive effect on Employee Engagement and Organizational Citizenship Behavior. Perceived Organizational Support has a significant positive effect on Employee Engagement and Organizational Citizenship Behavior. Leader Member Exchange and Perceived Organizational Support also have a significant effect on Organizational Citizenship Behavior through Employee Engagement as a Mediating Variable.

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INTRODUCTION

Human resources are one of the important drivers of an organization where the human aspect plays a role as a planner and active actor in various organizational activities and in the current competitive era, organizations have realized that they can only become assets through the development of human resources. The employee behavior expected by the organization is not only related to the implementation of work tasks that they are accustomed to carrying out (in role) but requires employees who are willing to provide performance that exceeds their extra-role duties and responsibilities. This extra-role behavior is also called Organizational Citizenship Behavior (OCB).

The author conducted an analysis of the causes of low OCB among employees at the BPJS Health head office by conducting a series of preliminary surveys and distributing questionnaires containing statements about the factors that influence OCB to 30 employees at the BPJS Health head office. The aim is to strengthen research data on phenomena that occur at the BPJS Health Headquarters for OCB.

Distributed pre-survey questionnaires containing statement material regarding the X factor variables which influence the Z factor variables (OCB). The results of the pre-survey research used to look for links to Organizational Citizenship Behavior (OCB) that occur among employees obtained 3 variables with the highest percentages from the pre-survey results. The author conducted a follow-up

survey to find out what factors according to company employees could influence OCB BPJS Health Headquarters:

Table1 Pre-Survey Results of Factors Influencing OCB Behavior

No	Factors that influence OCB	Mean
1	<i>Leader Member Exchange</i>	57%
2	<i>Perceived Organizational Support</i>	55%
3	<i>Employee Engagement</i>	58%
4	Work motivation	47%
5	Job satisfaction	37%

Source: Pre Survey Results, 2023

This is known based on pre-survey results, 57% of employees do not feel full of energy when they are at work and 43% feel full of energy when they are at work. Apart from that, 43% of employees stated they were enthusiastic about their work and 57% did not feel enthusiastic about their work. Likewise, with the question of fully concentrating on the work being done, 60% of employees cannot fully concentrate, and 40% can fully concentrate on the work being done. This is related to employees' lack of engagement with the organization which influences the OCB of BPJS Health Head Office employees, confirming the results of research conducted by (Vidian et al., 2022) Employee Engagement has a positive and significant effect on OCB.

LITERATURE REVIEW

This research will outline theoretical concepts related to research, namely, Leader Member Exchange (LMX), Perceived Organizational Support (POS), Organizational Citizenship Behavior (OCB), and Employee Engagement.

Organizational Citizenship Behavior

According to Organ and Ryan (1995) in (Gentur Kurniawan, 2023) that OCB is a voluntary contribution in the workplace which includes altruistic helping behavior, compliance with work rules and requirements, politeness to other parties to ensure good working relationships, sportsmanship to maintain performance under pressure, and goodwill to contribute constructively to problems encountered in the workplace.

OCB or Organizational Citizenship Behavior refers to voluntary behavior undertaken by individuals in the workplace that is not formally required by their job role or responsibilities. OCB involves actions or contributions performed outside of the primary duties expected of an employee.

Leader Member Exchange

Leader Member Exchange(LMX) or leader-member exchange is a concept in the field of organizational psychology that refers to the interpersonal relationship between a leader and team members or subordinates in an organization. According to Jemmy et al. (2022) Leader Member Exchange (LMX) is the main relationship in the leadership concept, several other leadership concepts, such as transformational leadership, are leadership concepts that focus solely on the influence of leadership behavior on employee behavior, while the LMX concept is seen from quality. The relationship between superiors and subordinates, so that superiors can be closer, more familiar and communicative with their subordinates.

According to Helmy (2021) LMX is defined as interaction or reciprocal relationships between superiors and subordinates. Leaders who treat their subordinates as colleagues or partners, and who offer trust and participation in decision making, increase employees' desire to stay with the company. LMX theory is different from leadership theory in general. Most leadership theories assume that leaders treat subordinates as equals. However, in fact, leaders can act differently and tend to pay special attention to the people closest to them.

Perceived Organizational Support

Rhoades & Eisenberger (2002) in (Khairunnisa, 2023) asserts that perceived organizational support is defined as the global belief formed by each member of the workforce towards the organization, all based on their individual experiences and interactions with the organization, as well as their own perceptions of the organization's concern for employee welfare.

Employee Engagement

According to Robins and Judge (2017:117) in (Adrianto & Riyanto, 2020) Employee Engagement is individual commitment, satisfaction and enthusiasm for the work performed. High-engagement employees are passionate about their work and have a deep connection to their company, while low-engagement employees could even be described as selfless, basically just spending time on their work without putting any effort or attention into their work.

The following is a schematic of the conceptual framework for research on the Influence of Leader Member Exchange and Perceived Organizational Support on Organizational Affairs mediated by Employee Engagement.

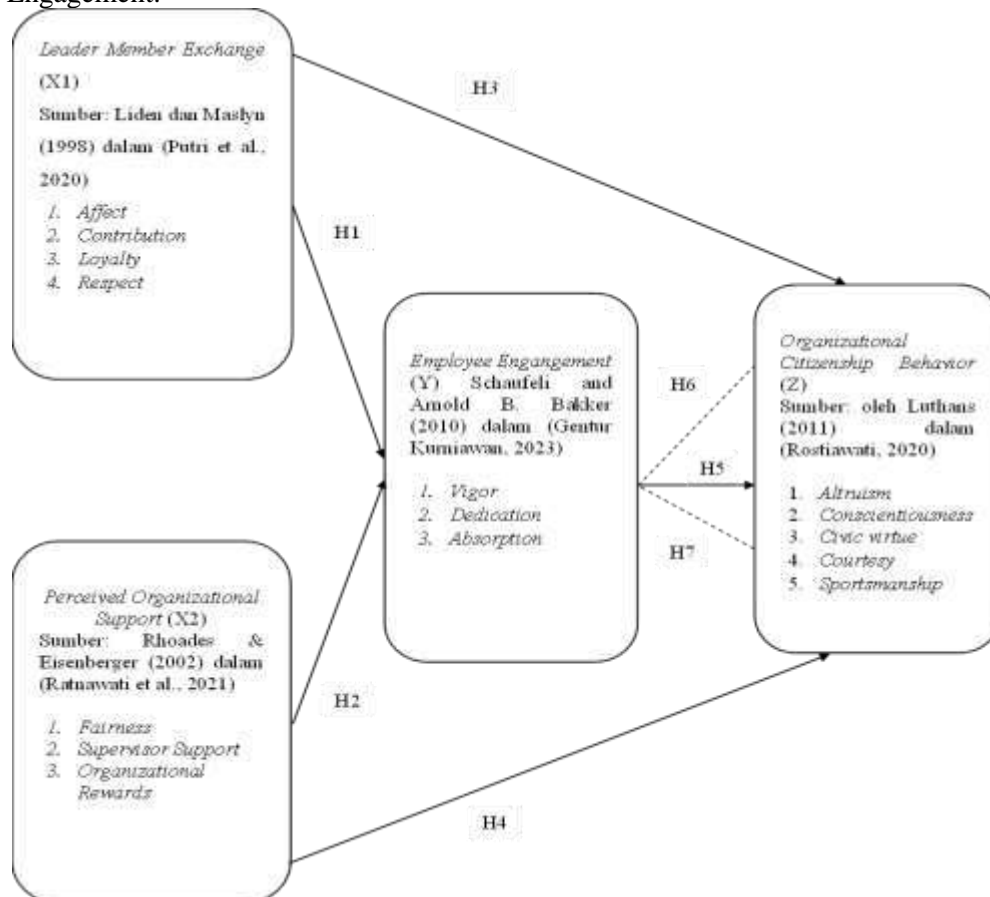


FIGURE 1: Research Framework

METHOD

This research is quantitative research with primary data in the form of a survey. The aim of this research is to understand, explain and analyze the relationship between the independent variable and the dependent variable. The focus of this research is descriptive research whose aim is to provide a complete picture of the phenomena that occur at the BPJS Health Head Office.

From the total employee population of 850 people consisting of permanent employees and non-permanent employees, researchers took samples from permanent employees at the BPJS Health Head Office with a total of 729 employees.

Sampling using purposive sampling according to Sugiyono (2018:138) is sampling from a certain point of view according to the desired criteria so that the number of samples to be studied can be determined. From the calculation results, the sample size obtained was 258.28 respondents, the research will be adjusted to 258 respondents from permanent employees of the BPJS Health Head Office.

The method used is data analysis using SEM (Structural Equation Modeling) or Structural Equation Modeling is a statistical method used to test the relationship between latent variables (variables that cannot be directly observed) and observed variables (variables that can be directly observed) in a model. SEM analysis is used to model causal relationships between complex variables and test existing theories or hypotheses. Meanwhile, researchers used the Partial Least Square (smart-PLS) application version 3.2.9 PLS to process the data.

According to Nurhaliza et al., (2022) Structural Equation Modeling (SEM) method. SEM is a multivariate analysis technique that allows the study of relationships in complex variables. The SEM method is used to analyze the relationship between latent variables and manifest variables. Latent variables are variables that cannot be measured directly. Therefore, manifest variables are needed to measure it. Manifest variables, on the other hand, are variables that can be measured directly.

The Partial Least Squares (PLS) method is a statistical method used to carry out regression analysis and structural equation modeling in the context of SEM (Structural Equation Modeling). This method can be used to test the causal relationship between observed variables and latent variables in a model. The goal of PLS is to find the optimal predictive linear relationship that exists in the data. PLS is also used to explain whether there is a relationship between latent variables and to explain the theoretical relationship between the two variables. Therefore, two evaluations were carried out which were used to test the existing data analysis, namely Evaluation of the Measurement Model (outer model) and (inner model).

Evaluation of the Measurement Model (Outer Model)

Validity test

Validity testing using the Partial Least Squares (PLS) method can be carried out to ensure the validity of the construct or latent variable measured in the SEM (Structural Equation Modeling) model using the PLS approach. Based on the PLS method, the validity of reflexive indicators is checked in two steps. The first stage is testing convergent validity, namely conducting a validity test based on the loading factor value of each construct, and the next stage is a discriminant validity test, namely testing validity based on comparison.

Reality Test

Composite Reliability

Another test to evaluate the outer model is to test the reliability of the latent variable construct which is measured by two types of measures, namely composite reliability and Cronbach's alpha from the block of indicators that measure the construct. In the first stage, a construct is declared reliable if it has a composite reliability score greater than 0.70.

Cronbach's Alpha

The next level of reliability testing is Cronbach's alpha testing. A construct is considered reliable if it has a Cronbach's alpha value greater than 0.60.

Measurement Model Evaluation (Inner Model)

Inner model testing is the development of a conceptual and theory-based model to analyze the relationship between exogenous and endogenous variables described in the conceptual framework. Structural model testing is carried out using the R-square value which is a goodness-fit test (Uliyah & Riyanto, 2021).

The testing stages of the structural model (hypothesis testing) are carried out with the following steps:

R-square value

Look at the R-square value, which is a test of the model's goodness-of-fit. The second test can be seen from the R-square results for the endogenous latent variable of 0.02, 0.15, and 0.35, which shows that the model has a small, medium, and large influence on the structural model.

Goodness of Fit Model

When testing the Goodness of Fit of the structural model in the inner model, the Predictive Relevance (Q²) value is used. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance value.

- Hypothesis testing results (Path Coefficient Estimates)

The estimated value for the path relationship in the structural model must be significant. This significance value can be determined using the bootstrapping method. When looking at the significance

of the hypothesis using the parameter coefficient values and the T-statistic significance value in the bootstrapping algorithm, the T-statistic significance value must be greater than 1.96 for the two-tailed hypothesis and above 1.64 for the one-tailed hypothesis (one-tailed) for hypothesis testing at 5 percent alpha.

Hypothesis testing

The estimated value for the path relationship in the structural model must be significant. This significance value can be determined using the bootstrapping method. When looking at the significance of the hypothesis using the parameter coefficient value and the T-statistic significance value in the bootstrapping algorithm, this study uses the R squared value with a parameter of 0.67; 0.33; 0.19 (good, moderate and weak). And the significance is 5% with a t-table value > 1.64 (one tailed).

In this research, the researcher created a research model between variables (endogenous and exogenous) so that the research model can be read as follows.

RESULTS AND DISCUSSION

Measuring the distribution of questionnaires was carried out to determine the state of the observed variables, where the questionnaire included two independent variables (Leader Member Exchange and Perceived Organizational Support), one dependent variable (Organizational Citizenship Behavior) and one mediating variable (Employee Engagement). Meanwhile, the population of this study only consisted of permanent employees of BPJS Central Health, totaling 729 people, so the research sample taken was part of the population according to the Slovin formula, namely 258 respondents. The results of data analysis are presented clearly. Descriptive analysis of respondent characteristics was carried out in the form of frequencies and percentages consisting of gender, position, highest level of education and length of service. The following is a table of research participant profiles:

Respondent Descriptive Statistics

Based on the data collected and calculation results, the following table presents the characteristics of respondents according to the respondent's gender.

Table 2 Characteristics of Respondents Based on Gender

No	Gender	Amount	Percentage (%)
1	Man	154	60%
2	Woman	104	40%

Source: BPJS Health Employee Questionnaire, 2023

From Table 2 above, it can be seen that the characteristics of respondents based on gender are 154 men (60%) and 104 respondents (40%) women.

Description of Respondents Based on Age

Based on the data collected and the results of the calculations, the table below shows the characteristics of respondents based on age.

Table 3 Distribution of Respondents Based on Age

No	Age	Amount	Percentage
1	20 – 25 Years	3	1%
2	26 – 30 Years	122	47%
3	31 – 35 Years	113	44%
4	35 > Year	20	8%

Source: BPJS Health Employee Questionnaire, 2023

From Table 3 above, you can see the characteristics of respondents based on age, 3 respondents aged 20 to 25 years (1%), 122 respondents aged 26 to 30 years (47%), 113 respondents aged 31 to 35 years (44%).) to the top. Aged 35 years, at least 20 respondents (8%).

Description of Respondents Based on Last Education

Based on the data collected and the results of the calculations, the following is a table of the characteristics of respondents with their latest education.

Table 4 Distribution of Respondents Based on Last Education

No	Education	Amount	Percentage
1	D3/D4	72	28%
2	S1	150	58%
3	S2	34	13%
4	S3	2	1%

Source: BPJS Health Employee Questionnaire, 2023

Based on final educational level, 72 respondents (28%) had an education level equivalent to D3/D4, 150 respondents (58%) had a bachelor's degree, 34 had a master's degree (13%), and 2 respondents had a doctoral level of education (1%).

Description of Respondents Based on Length of Work

Based on the data collected and the results of the calculations, the following is a table of respondents' characteristics based on length of service listed below.

Table 5 Distribution of Respondents Based on Length of Work

No	Length of work	Amount	Percentage
1	< 5 Years	34	13%
2	5 – 10 Years	204	79%
3	11 – 15 Years	14	5%
4	15 > Years	6	2%

Source: BPJS Health Employee Questionnaire, 2023

Based on length of work, it can be seen that the characteristics of respondents are based on length of work, respondents with a length of work for < 5 years are 34 respondents (13%), respondents with a length of work of 5 - 10 years are 204 people (79%), respondents who have worked for 11 - 15 years as many as 14 people (5%) and those who have worked for more than 15 > years at the BPJS Health Head Office are 6 respondents (2%).

Results of Research Data Analysis

The technique used in this research is the Partial Least Square (PLS) analysis technique with the help of data analysis tools using SmartPLS 3.2.9 software, which is analyzed using structural methods based on components or variance. The purpose of Partial Least Square is to carry out theoretical conformity and to determine whether or not there is a relationship between each variable being tested. Evaluation of the Partial Least Square (PLS) model includes evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and evaluation of the suitability or appropriateness of the model.

Evaluation of Measurement Outer Model

This model defines how each indicator is related to the latent variable, or it could be said that the outer model can determine the relationship between the latent variable and the indicators. Tests carried out on the outer model used the Confirmatory Factor Analysis (CFA) technique. Confirmatory Factor Analysis construct is used to check the validity of each indicator and test the reliability of the construct. In this research, the total validity criteria are based on the reflective indicator model which is measured by convergent validity and discriminant validity. An indicator meets convergent validity if its factor loading value is greater than 0.7 and is indicated by an Average Variance Extraction (AVE) value greater than 0.50. Construct reliability is measured using Composite Reliability and Cronbach's alpha. A construct is said to be reliable if it has Composite Reliability and a Cronbach's alpha value greater than 0.70.

Validity test

According to the PLS method, testing the validity of reflection indicators takes place in 2 stages. The first stage is a convergent validity test which is based on the loading factor value of each construct

and the HTMT (Heteroit Monorait Ratio) value, then the next stage is a discriminant validity test, namely comparison-based validity.

Convegent Validity Test Results

The convergent validity test of the measurement model with reflective indicators is evaluated based on the correlation between the item scores and the calculated construct scores. The following are the results of the outer model measurements.

Table 6 Outer Loading Measurement Results

Variable	Dimensions	Indicator Code	Outer Loading Value >0.7
<i>Organizational Citizenship Behavior(Z)</i>	Altruism	OCB1	0.805
		OCB2	0.854
	Conscientiousness	OCB3	0.834
		OCB4	0.814
	Civic virtue	OCB5	0.797
		OCB6	0.787
	Sportsmanship	OCB7	0.781
		OCB8	0.776
	Courtesy	OCB9	0.821
		OCB10	0.765
<i>Leader Member Exchange(X1)</i>	<i>Affect</i>	LMX1	0.823
		LMX2	0.893
	<i>Contribution</i>	LMX3	0.827
		LMX4	0.801
	<i>Loyalty</i>	LMX5	0.885
		LMX6	0.804
<i>Perceived Organizational Support(X2)</i>	<i>Respect</i>	POS1	0.784
		POS2	0.776
	<i>Supervisor support</i>	POS3	0.794
		POS4	0.823
	<i>Organizational rewards and job conditions</i>	POS5	0.849
		POS6	0.827
		POS7	0.788
		POS8	0.846
		POS9	0.762
<i>Employee Engagement(Y)</i>	<i>Vigor(Spirit)</i>	EE1	0.730
		EE2	0.768
	<i>Dedication(Dedication)</i>	EE3	0.749
		EE4	0.793
	<i>Absorption(Absorption)</i>	EE5	0.821
		EE6	0.712

Source: SmartPLS data processing results, 2023

In this convergent validity analysis, it can be seen from the loading factor that all indicators have a value greater than 0.70. This result shows that all remaining indicators are valid and can be used in further calculations. Convergent validity is not only seen through the external loading menu, but also through the AVE (Average Variance Extracted) value, and the criteria for a good value must be greater than 0.5. The AVE values in this research are as follows.

Table 7 Average Variance Extracted

Variable	Average Variance Extracted (AVE)
Organizational Citizenship Behavior (Z)	0.646
Leader Member Exchange (X1)	0.705
Perceived Organizational Support (X2)	0.650
Employee Engagement (Y)	0.582

Source: SmartPLS data processing results, 2023

As can be seen from the table 7 above, the AVE value for each variable is greater than 0.5. This shows that this research is valid.

Discriminant Validity Test Results

This discriminant validity test can be seen through the cross-loading and Fornell-Larcker values, which can be determined from the loading scores of the same indicator block, which must be greater than the correlation value between latent variables. The values are shown in the following table.

The cross loading results in Table 8 show that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. Therefore, all constructs or latent variables have good discriminant validity, with the indicators in the construct indicator block being better than the indicators in the other blocks.

Table 8 Fornell-Larcker Creterion

	EE (Y)	LMX (X1)	OCB (Z)	POS (X2)
EE (Y)	0.763			
LMX (X1)	0.591	0.840		
OCB (Z)	0.735	0.507	0.804	
POS (X2)	0.673	0.401	0.572	0.806

The discriminant validity test using the Fornell-Larcker criteria is carried out by observing the AVE square root value of a construct with other constructs, where the AVE root value of a construct must be greater than its correlation with other constructs. The discriminant validity results of the Fornell-Larcker criterion values presented in Table 4.10 show that the square root value of AVE for all constructs is greater than the correlation value with other constructs, so it meets the discriminant validity requirements.

Table 9 Heterotrait-Monotrait ratio of correlations (HTMT)

	EE (Y)	LMX (X1)	OCB (Z)	POS (X2)
EE (Y)				
LMX (X1)	0.654			
OCB (Z)	0.819	0.538		
POS (X2)	0.749	0.427	0.603	

Source: SmartPLS data processing results, 2023

Next, the third discriminant validity test uses the heterotrait-monotrait (HTMT) relationship. The HTMT value must be less than 0.9 to ensure discriminant validity between the two reflective constructs. In the HTMT table, all values are below 0.9, which shows that all indicators in this study are valid.

Reliability Test

Reliability tests are carried out to show the accuracy, consistency and precision of the instrument in measuring the construct. In other words, a question item or manifest variable is declared reliable if the answer to the question is consistent over time. In this study, the reliability test carried out consisted of composite reliability and the minimum Cronbach's alpha was 0.70. The results can be seen in the table below:

Table 10 Construct Reliability

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>
EE (Y)	0.856	0.893
LMX (X)	0.916	0.935
OCB (Z)	0.939	0.948
POS (X2)	0.932	0.943

Source: SmartPLS data processing results, 2023

Structural Model Test Results (Inner Model)

This structural model evaluation aims to predict the relationship between variables based on the substantive theory of the structural model. Measurements to be tested include the R2 test, Q2 test, and t test.

Table 11 R-Square

	R-square	R-square adjusted	Information
EE (Y)	0.575	0.573	Moderate
OCB (Z)	0.560	0.554	Moderate

Source: SmartPLS data processing results, 2023

The R-Square results show that the R-Square value for the Employee Engagement variable is 0.575. This value shows that the Leader Member Exchange and Perceived Organizational Support variables have quite an influence on the Employee Engagement variable by 57.5% and the rest is influenced by other variables outside the variables in this research.

Table 12 Q-Square

	SSO	SSE	Q² (=1- SSE/SSO)
EE (Y)	1548,000	1039,887	0.328
LMX (X)	1548,000	1548,000	
OCB (Z)	2580,000	1660.210	0.357
POS (X2)	2322,000	2322,000	

Source: SmartPLS data processing results, 2023

Table 13 Hypothesis Test Results

Hypothesis	Path	t-value	t-table	Decision
Hypothesis 1	X1 -> Y	7,274	1.64	Hypothesis Accepted
Hypothesis 2	X2 -> Y	9,357	1.64	Hypothesis Accepted
Hypothesis 3	X1 -> Z	2,451	1.64	Hypothesis Accepted
Hypothesis 4	X2 -> Z	2,093	1.64	Hypothesis Accepted
Hypothesis 5	Y -> Z	9,537	1.64	Hypothesis Accepted

Hypothesis 6	X1 -> Y -> Z	5,627	1.64	Hypothesis Accepted
Hypothesis 7	X2 -> Y -> Z	6,415	1.64	Hypothesis Accepted

Source: SmartPLS data processing results, 2023

Hypothesis testing in this research uses the t-value which is compared with the t-table. The hypothesis is accepted if the t-value is greater than the t-table, while the hypothesis is rejected if the t-value is smaller than the t-table. The data that will be displayed is the result of the bootstrapping process, both direct effect (path coefficient) and indirect effect (specific indirect effect).

Discussion

Influence between Leader Member Exchange and Employee Engagement

Based on the results of hypothesis testing, the positive influence of Leader Member Exchange (LMX) on Employee Engagement creates a strong basis for relationships between leaders and team members that can motivate, strengthen engagement, and increase productivity. Trust and support from leaders can increase employee self-confidence.

The Influence between Perceived Organizational Support and Employee Engagement

The relationship between Perceived Organizational Support and Employee Engagement are two interrelated variables and have a positive influence on organizational performance. Employees who feel supported by the organization will feel more motivated to work. They will feel that their efforts are appreciated and that the organization cares about their success. This will also make employees who feel supported by the organization more willing to provide optimal performance. They will feel that they have an obligation to give their best to the organizations that support them.

The Influence between Leader Member Exchange and Organizational Citizenship Behavior

Leader Member Exchange and Organizational Citizenship Behavior are two interrelated concepts in the context of the relationship between leaders and team members in an organization. The positive relationship between LMX and OCB can increase employee loyalty and involvement towards the organization, encouraging them to take voluntary actions in the interests of the organization.

The Influence between Perceived Organizational Support and Organizational Citizenship Behavior

Perceived Organizational Support is a variable that influences Organizational Citizenship Behavior. Employees who feel supported by the organization tend to be more motivated and positively involved in their work. This motivation and involvement can lead to voluntary behavior such as OCB, because employees feel an emotional attachment and commitment to the organization.

The Influence between Employee Engagement and Organizational Citizenship Behavior

Perceptions of employee engagement can have a direct positive influence on Organizational Citizenship Behavior. Employee engagement includes employee involvement, commitment and enthusiasm for work and the organization, while OCB includes voluntary behavior that is not formally required, but can make a positive contribution to the overall well-being and performance of the organization.

The Influence of Leader Member Exchange on Organizational Citizenship Behavior through Employee Engagement as a Mediating Variable

Based on the results of the hypothesis test, it was found that Employee Engagement has a positive effect and is able to mediate the relationship between Leader Member Exchange and Organizational Citizenship Behavior. In other words, LMX can increase OCB by increasing employee engagement. Employees who have a positive LMX relationship with their leaders will feel more motivated, satisfied, and connected to the organization. This will encourage them to engage in behaviors that are beneficial to the organization, such as helping coworkers, sharing information, and supporting organizational goals.

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior through Employee Engagement as a Mediating Variable

Based on the results of the hypothesis test, it was found that Employee Engagement has a positive effect and is able to mediate the relationship between Perceived Organizational Support and Organizational

Citizenship Behavior. In other words, POS can increase OCB by increasing employee engagement. Employees who feel supported by the organization will feel more motivated, satisfied, and connected to the organization. This will encourage them to engage in behaviors that are beneficial to the organization, such as helping coworkers, sharing information, and supporting organizational goals.

CONCLUSION

Based on the results of the research and discussion, it was concluded that Leader Member Exchange, especially in the aspect of response between superiors and subordinates, is very dominant in efforts to produce Employee Engagement for employees, but in the aspect of superiors providing input to subordinates, it is the weakest. Perceived Organizational Support, especially in the Recognition aspect, is very dominant, this shows that the organization values and respects employees in an effort to produce Employee Engagement, but in the Training aspect it is the weakest. This can have a negative impact on employee engagement. Leader Member Exchange, especially in the aspect of response between superiors and subordinates, is very dominant in efforts to produce Organizational Citizenship Behavior for employees, however, in the aspect of superiors providing input to subordinates, it is the weakest. Perceived Organizational Support, especially in the Recognition aspect, is very dominant, this shows that the organization values and respects employees in an effort to produce employee Organizational Citizenship Behavior, but in the Training aspect it is the weakest. Employee Engagement, especially in the aspect of full concentration on work, is very dominant in efforts to produce Organizational Citizenship Behavior, but in the aspect of enjoying work it is the weakest. Leader Member Exchange can mediate Organizational Citizenship Behavior through Employee Engagement. This is caused by LMX, especially in the aspect of response between superiors and subordinates, which is very dominant, but in the aspect of superiors providing input to subordinates, it is the weakest. Perceived Organizational Support can mediate Organizational Citizenship Behavior through Employee Engagement. This is because POS, especially in the recognition aspect, is very dominant, this shows that the organization values and respects employees, However, in the training aspect it is the weakest. This can have a negative impact on employee engagement.

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