

The Influence Leader Member Exchange and Work Commitment towards Employee Performance through Mediation Organization Citizenship Behavior

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Abstract	Article Info
This study aims to analyze the influence Leader Member Exchange and work commitment to the performance of employees of the Semarang Maritime Polytechnic (PIP) both directly and indirectly through Organizational Citizenship Behavior as an intervening variable. The population used was all employees at the Semarang Maritime Polytechnic (PIP) with a total of 168 employees, the number of samples used was 120 respondents, with the sampling technique used was proportionate random sampling. The data source used was primary data, with data collection using a questionnaire. The data analysis technique used path analysis and the mediation test used the Sobel test. The results of the study showed that Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior, and work commitment has a positive and significant influence on Organizational Citizenship Behavior. Leader Member Exchange has a positive and significant effect on employee performance, work commitment has a positive and significant effect on employee performance, and Organizational Citizenship Behavior has a positive and significant effect on employee performance. From the results of the mediation test with the Sobel test, it was obtained that Organizational Citizenship Behavior can mediate the influence Leader Member Exchange on employee performance. Organizational Citizenship Behavior can mediate the influence of work commitment on employee performance.	Article History <i>Received:</i> August 16, 2025 <i>Revised:</i> October 26, 2025 <i>Accepted:</i> November 05, 2025 Keywords: <i>Leader Member Exchange, Work Commitment, Organizational Citizenship Behavior, Employee Performance</i>
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INTRODUCTION

Human resource (HR) development is an effort to prepare employees to be able to play a role in accordance with the growth, development, and change of the organization, and is designed to produce high-achieving and flexible HR to support the organization's future movements. HR development is also part of management science that focuses on regulating the role of humans in organizational activities (Yuniarsih & Suwatno, 2013). HR is considered the most important asset of the company because it plays a role in implementing policies and operations, so that various resources such as capital, methods, and machines will not be optimal without the support of good human performance. For this reason, training and development are carried out for both new and existing employees as an effort to improve employee performance (Hartatik, 2014).

Performance is a crucial and interesting aspect because its benefits have been proven to be significant. Therefore, efforts to improve employee performance represent the most serious

management challenge, as the success of achieving goals and the company's survival depend on the quality of its human resources (Syamsuddinnor, 2014). Several factors can influence employee performance, including: *leader member exchange*, work commitment and *Organizational Citizenship Behavior*.

The performance study in this research was conducted at the Maritime Polytechnic (PIP) Semarang. The phenomenon that the author has observed in the State Civil Apparatus (ASN) environment at PIP Semarang includes employee placement that does not match the job demands and educational background, so that it does not meet the capacity of the ability as it should be. The need for competent employees according to their positions is not sufficient, resulting in consequences of a lack of responsibility towards their work, loss of motivation to achieve, lack of enthusiasm in working and feelings of boredom. The gap phenomenon related to the selection of research objects at PIP Semarang is the problem of increasing the agency's BLU revenue and improving the quality of service from PIP Semarang employees.

The performance of employees at the Maritime Polytechnic (PIP) in Semarang City from 2018 to 2020 still did not meet the expected targets. This can be seen from the percentage of performance achievements that did not achieve a score of 100% according to the percentage of achievement targets expected by the leadership. The table also shows that performance achievements from 2018 to 2020 experienced increases and decreases. This can be seen from the good performance achievements in increasing BLU revenue from PIP Semarang City which decreased in 2020 to 83.45%. Performance achievements are based on service work targets consisting of revalidation, *free entry*, updating diplomas, certificates, photos, and health services also experienced a decline in 2020.

This declining phenomenon is caused by several factors, including the implementation of *Leader Member Exchange*(LMX) is not optimal, especially during the pandemic, which limits direct interaction between superiors and subordinates. Furthermore, low employee commitment exacerbates the situation, with many employees feeling frustrated by sudden and unfamiliar policy changes, leading to work stress and psychological impacts. Lack of *Organizational Citizenship Behavior*(OCB) is also a cause, because restrictions on social interactions, reduction of crowds, implementation of online work systems hinder cooperation, concern, and initiative between employees in completing tasks collectively.

Research that examines the influence *leader member exchange* and organizational commitment to employee performance have been conducted by several researchers and there are still differences in research results between independent variables and dependent variables. Elshifa (2018) in his research stated that *Leader Member Exchange* There is no significant influence on employee performance. These results are not in line with the results of research conducted by Herlambang (2017) which stated that *Leader Member Exchange* has a significant effect on employee performance. Putrana et al., (2016) in their research stated that organizational commitment has no significant effect on employee performance. This does not support the results of research conducted by Elshifa (2018) which explained that organizational commitment has a positive and significant effect on employee performance.

Several studies have found that *Leader Member Exchange* and organizational commitment have a significant effect on performance, while other studies have shown the opposite result, namely no significant effect. This inconsistency in findings indicates the need for further research to clarify the relationship between these variables. Therefore, this study adds the variable *Organizational Citizenship Behavior*(OCB) as a mediating variable to see whether OCB can strengthen the relationship between *Leader Member Exchange* and organizational commitment to employee performance.

Organizational Citizenship Behavior(OCB) was chosen as a mediating variable because it describes voluntary employee behavior that goes beyond formal responsibilities, such as helping coworkers, being loyal to the organization, and demonstrating concern and initiative in their work. This behavior is crucial in creating a collaborative and productive work environment, especially under stressful and changing conditions such as the pandemic. The

urgency of using OCB in this study is also based on its role as a bridge that can strengthen the relationship between *Leader Member Exchange* and organizational commitment to employee performance, so as to provide a more comprehensive understanding of the factors that influence employee performance in the Semarang Maritime Polytechnic (PIP).

This study aims to analyze the influence of Leader Member Exchange on Organizational Citizenship Behavior (OCB), as well as the influence of work commitment on OCB. Furthermore, this study also aims to determine the influence of Leader Member Exchange on employee performance and the influence of work commitment on employee performance. Finally, this study aims to examine the influence of OCB on employee performance to gain a deeper understanding of the mediating role of OCB in the relationship between these variables.

LIBRARY REVIEW

Influence Leader Member Exchange with Organizational Citizenship Behavior

Theory *leader member exchange* obtained in the concept of role formation and *social exchange* Subordinate commitment is a crucial part of this process. Leaders will review and evaluate employee performance. High employee performance is considered satisfactory, thus increasing subsequent superior-subordinate interactions. The role assessment process is also carried out by subordinates, where a subordinate who positively evaluates their leader will influence vertical interactions, leading to improved commitment to the organization. Research results by Elshifa (2018); Ilham and Herawati (2017); Savithri & Mozhi (2018) show that *leader member exchange* has a positive and significant effect on *organizational citizenship behavior*. Therefore, the following hypothesis can be proposed:

H1 : *Leader member exchange* has a positive and significant effect on *Organizational Citizenship Behavior*

The Influence of Work Commitment on Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) contributes to the organization in the form of increasing the productivity of coworkers, increasing the productivity of managers, saving resources owned by management and the organization as a whole, helping to maintain group functions, being very effective in coordinating work group activities, increasing the organization's ability to attract and retain the best employees, increasing the stability of the organization's work, increasing the organization's ability to adapt to environmental changes. Research results by Elshifa (2018); Grace (2017); Savithri and Mozhi (2018); Bodroastuti & Rulijaji (2016); Putrana et al., (2016) showed that organizational commitment has a positive and significant effect on *organizational citizenship behavior*. Therefore, the following hypothesis is proposed:

H2: *Work commitment* has a positive and significant effect on *organizational citizenship behavior*.

Influence Leader Member Exchange with Employee Performance

Theory *leader member exchange* obtained in the concept of role formation and *social exchange* Subordinate commitment is a crucial part of this process. Leaders review and evaluate employee performance. High employee performance is considered satisfactory, which increases subsequent superior-subordinate interaction. Subordinates also conduct role assessments, whereby a subordinate who positively evaluates their leader will influence vertical interactions, leading to greater commitment to the organization. Research results Elshifa (2018) show that *leader member exchange* has a positive and significant effect on employee performance. Therefore, the third hypothesis can be proposed as follows:

H3: *Leader member exchange* has a positive and significant effect on employee performance.

The Influence of Work Commitment on Employee Performance

Commitment is an agreement between individuals within it, so it is more binding and directed towards the whole. A shared commitment by employees will have a positive impact on employee job satisfaction. In theory, organizational commitment influences employee performance, meaning that the better an employee's organizational commitment to the institution, the higher their performance. Conversely, the worse an employee's commitment to the institution, the lower their performance. Research results by Elshifa (2018); Putrana et al.,

(2016) showed that organizational commitment has a positive and significant effect on employee performance. Therefore, the following hypothesis can be proposed:

H4: Work commitment has a positive and significant effect on employee performance.

Influence *Organizational Citizenship Behavior* with Employee Performance

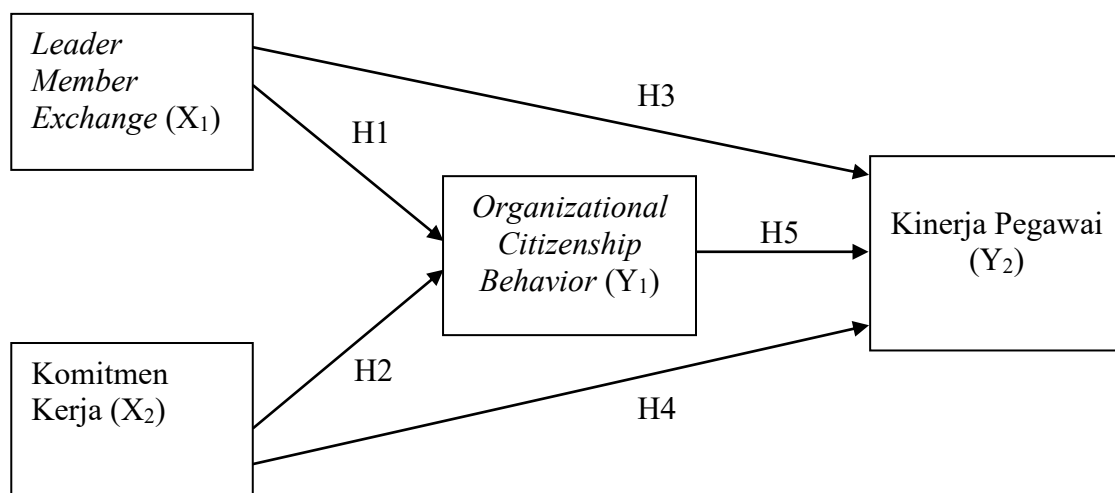
OCB is an individual's contribution that goes beyond the demands of their role in the workplace. OCB involves several behaviors, including helping others and volunteering (*volunteer*) for extra tasks, and adherence to workplace rules and procedures. These behaviors represent "employee added value," a form of prosocial behavior—positive, constructive, and meaningful social behavior that helps. *Organizational Citizenship Behavior* (OCB) is behavior that is not directly and explicitly related to the system. *reward* which is formal, voluntary, not a forced action regarding matters that prioritize the interests of the organization, and is individual behavior as a manifestation of employee performance. Research results Elshifa (2018); Rahayu (2017); Bodroastuti and Ruliaji (2016); Putrana et al., (2016) showed that *organizational citizenship behavior* has a positive and significant influence on employee performance. Therefore, a fifth hypothesis can be proposed as follows:

H5: *Organizational citizenship behavior has a positive and significant effect on employee performance.*

Empirical Research Model

Organizations desire high-performing employees who not only carry out formal duties (in-role) but also demonstrate voluntary behavior outside their job descriptions (extra-role), known as *Organizational Citizenship Behavior* (OCB). Performance is a complex concept encompassing formal aspects and innovative behaviors, which can be influenced by the quality of superior-subordinate relationships (Leader Member Exchange/LMX) and work commitment. Good LMX creates trust, loyalty, and positive employee attitudes, while poor relationships can have negative impacts. Work commitment reflects the extent to which employees accept organizational goals and are willing to persist, which directly influences performance. Meanwhile, OCB contributes to productivity, managerial efficiency, team coordination, and organizational adaptation to change. OCB dimensions include *altruisme, conscientiousness, civic virtue, courtesy, And sportmanship*, which overall strengthens the effectiveness of the organization.

Figure 1. Research Model Development



METHODS

This research is a causal associative quantitative research, which aims to test hypotheses by analyzing the relationship between variables using statistical data. This method involves randomly selected samples, data collection through research instruments, and quantitative data

analysis (Sugiyono, 2017). The data source used in this study is primary data, namely data obtained directly from respondents through the distribution of questionnaires to ASN employees of the Semarang Maritime Polytechnic (PIP) who were willing to fill out the questionnaire (Sugiyono, 2017).

The population used in this study was all 168 civil servants at the Semarang Maritime Polytechnic (PIP). The Slovin formula was used to determine the required sample size. Based on the Slovin formula calculation, the sample size used in this study was 120. The sampling technique used in this study was *proportionate stratified random sampling*. This technique is used when the population has members/elements that are not homogeneous and are stratified proportionally (Sugiyono, 2017).

The independent variables in this study are: *leader member exchange* and organizational commitment, the research mediation variables are *organization citizenship behavior* and the dependent variable of this study is employee performance. The variable is measured using a Likert scale of 1–5, with a score of 1 = strongly disagree, and a score of 5 = strongly agree. Data analysis will use path analysis (*Path Analysis*) using SPSS software version 24.0 and the Sobel test.

Table 1. Research Variables and Variable Measurement

No	Variables	Operational Definition	Indicator
1.	<i>Leader Member Exchange</i>	The relationship carried out by the leader in a different way to all its members, the leader carries out a different relationship, namely an exchange with each member.	1. Having a sense of mutual trust between subordinates and superiors, 2. Establish a close relationship. 3. Give each other support. 4. Listen to each other's opinions
2.	Work commitment	A condition in which employees support and care about the organization and its goals, and intend to be loyal or maintain their membership in the organization and are willing to continue their active participation in the organization and are willing to make more efforts in their behavior.	1. Loyalty 2. Attitude towards tasks 3. Responsibility 4. Self-discipline
3.	<i>Organization Citizenship Behavior (OCB)</i>	Behavior that is not directly and explicitly related to the formal reward system, is voluntary, is not a forced action regarding things that prioritize the interests of the organization, and is individual behavior as a form of satisfaction based on performance, is not formally ordered.	1. <i>Altruism</i> 2. <i>Conscientiousness</i> . 3. <i>Sportmanship</i> 4. <i>Courtesy</i> 5. <i>Civic Virtue</i>
4.	Employee performance	A process or work result produced by employees through several aspects that must be passed through and has stages to achieve it and aims to improve the performance of the employee himself.	1. Quality, 2. Quantity, 3. Punctuality, 4. Effectiveness 5. Independence

RESULTS AND DISCUSSION

Validity and Reliability Test Results

The validity test results showed that each variable indicator had a calculated r value greater than the table r , so all indicators of each research variable can be said to be valid. This means that the indicators in the questionnaire can measure the variables used in the study. The reliability test results showed that the variables *Leader Member Exchange*, work commitment, *Organizational Citizenship Behavior*, and employee performance has value *cronbachs alpha* is greater than 0.70, so it can be said that all draft. The measurement of each variable can be said to be reliable. For complete results, see the following table:

Table 2. Validity and Reliability Test Results

Variables	Indicator	Mark r count	>/ <	Mark r table	Cronbach's Alpha Value
<i>Leader Member Exchange</i> (X ₁)	- Indicator 1	0,772	>	0,374	0,746
	- Indicator 2	0,680	>	0,374	
	- Indicator 3	0,617	>	0,374	
	- Indicator 4	0,921	>	0,374	
Work Commitment Work (X ₂)	- Indicator 1	0,759	>	0,374	0,845
	- Indicator 2	0,786	>	0,374	
	- Indicator 3	0,866	>	0,374	
	- Indicator 4	0,889	>	0,374	
<i>Organizational Citizenship Behavior</i> (AND ₁)	- Indicator 1	0,783	>	0,374	0,742
	- Indicator 2	0,644	>	0,374	
	- Indicator 3	0,799	>	0,374	
	- Indicator 4	0,669	>	0,374	
	- Indicator 5	0,649	>	0,374	
Employee Performance (Y ₂)	- Indicator 1	0,900	>	0,374	0,878
	- Indicator 2	0,813	>	0,374	
	- Indicator 3	0,817	>	0,374	
	- Indicator 4	0,705	>	0,374	
	- Indicator 5	0,852	>	0,374	

Source: Processed primary data, 2021.

Descriptive Analysis of Respondents

Based on 120 respondents who are State Civil Apparatus at the Maritime Polytechnic (PIP) Semarang, the majority are male, 102 people (85%), while only 18 people are female (15%). The large number of male employees is due to the work demands at PIP Semarang which tend to be physically heavy, so it is more suitable for male employees, while female employees generally work in the service section. Based on age, most respondents are in the 46-50 years age range, as many as 34 people (28.3%), indicating that employees are in the productive and mature age in working, which contributes positively to productivity and the achievement of organizational goals. In terms of education, most respondents have a bachelor's degree as many as 79 people (65.8%), which indicates that ASN at PIP Semarang have a higher educational background so they are expected to have good competencies and work abilities. Based on length of service, most employees have worked for 11-20 years as many as 41 people (34.2%), which reflects a good level of experience and understanding of the tasks and environment of the organization.

Coefficient of Determination

The coefficient of determination is used to determine the extent to which the independent variables included in the regression model are able to explain the variation in the dependent variable. The value of the coefficient of determination is seen from the value *Adjusted R Squared*. The results of the coefficient of determination are as follows:

Table 3. Goodness of Fit Test Results

Model	R-Square	Adjusted R-Square
First Stage Regression Model	0,741	0,732
Second Stage Regression Model	0,578	0,568

Source: Processed primary data, 2021.

The value of the coefficient of determination in the column *Adjusted R Squared* which is 0.573. This means that *Leader Member Exchange* and work commitment is able to explain the variation of variables *Organizational Citizenship Behavior* amounted to 57.3% ($0.573 \times 100\%$), while the remaining 42.7% ($100\% - 57.3\%$) of the variation *Organizational Citizenship Behavior* explained by other variables not studied. the coefficient of determination value in the column *Adjusted R Squared* which is 0.716. This means that *Leader Member Exchange*, work commitment, and *Organizational Citizenship Behavior* The product is able to explain the variation in employee performance variables by 71.6% ($0.716 \times 100\%$), while the remaining 28.4% ($100\% - 71.6\%$) of employee performance variations are explained by other variables not studied.

F Statistical Test

If the significance value is <0.05 , then the regression model is fit and significant and suitable for use. If the significance value is >0.05 , then the regression model is not fit and insignificant and not suitable for use. The results of the F statistical test can be seen as follows:

Table 4. Goodness of Fit Test Results

Model	Say
First Stage Regression Model	0,000
Second Stage Regression Model	0,00

Source: Processed primary data, 2021.

A significance value of 0.000, which is less than 0.05, indicates that both linear regression models tested are fit and significant. This means that the first model tests the influence of *Leader Member Exchange* and work commitment to *Organizational Citizenship Behavior*, as well as a second model that tests the influence of *Leader Member Exchange*, work commitment, and *Organizational Citizenship Behavior* regarding employee performance, both are suitable for use.

Hypothesis Testing

The number of samples used is 120 respondents, from this number the t table value can be obtained using the formula, $df = n - 1 - k$, so the value is $df = 120 - 1 - 2 = 117$, with a significance level of $\alpha = 0.05$, then the t-table value is 1.658. The results of the t-hypothesis test are as follows:

Table 5. Hypothesis Test Results

Influence of Variables	t count	Say.	Is.
<i>Leader Member Exchange</i> → OCB	7,026	0,000	H1 Accepted
Work Commitment → OCB	7,785	0,000	H2 Accepted
<i>Leader Member Exchange</i> → Employee performance	3,370	0,001	H3 Accepted
Work Commitment → Employee Performance	3,837	0,000	H4 Diterima
OCB → Employee Performance	7,132	0,000	H5 Accepted

Source: Processed primary data, 2021.

The calculated t value of the variable *Leader Member Exchange* greater than the t table, namely $7.026 > 1.658$, and the significance value is smaller than 0.05, namely $0.000 < 0.05$. The decision taken is to accept the alternative hypothesis (H_a), meaning that *Leader Member Exchange* has a positive and significant effect on *Organizational Citizenship Behavior*. It can be concluded that the first hypothesis states *Leader Member Exchange* has a positive and significant effect on *Organizational Citizenship Behavior* acceptable.

The calculated t value of the work commitment variable is greater than the t table, namely $7.785 > 1.658$, and the significance value is less than 0.05, namely $0.000 < 0.05$. The decision taken is to accept the alternative hypothesis (H_a), meaning that work commitment has a positive and significant effect on *Organizational Citizenship Behavior*. It can be concluded that the second hypothesis states that work commitment has a positive and significant influence on *Organizational Citizenship Behavior* statistically acceptable.

The calculated t value of the variable *Leader Member Exchange* greater than the t table, namely $3.370 > 1.658$, and the significance value is smaller than 0.05, namely $0.001 < 0.05$. The decision taken is to accept the alternative hypothesis (H_a), meaning that *Leader Member Exchange* has a positive and significant effect on employee performance. It can be concluded that hypothesis three, which states *Leader Member Exchange* positive and significant influence on employee performance can be accepted.

The calculated t value of the work commitment variable is greater than the t table, namely $3.370 > 1.658$, and the significance value is smaller than 0.05, namely $0.000 < 0.05$. The decision taken is to accept the alternative hypothesis (H_a), meaning that work commitment has a positive and significant effect on employee performance. It can be concluded that the fourth hypothesis which states that work commitment has a positive and significant effect on employee performance can be accepted.

The calculated t value of the variable *Organizational Citizenship Behavior* greater than the t table, namely $7.132 > 1.658$, and the significance value is smaller than 0.05, namely $0.000 < 0.05$. The decision taken is to accept the alternative hypothesis (H_a), meaning that *Organizational Citizenship Behavior* has a positive and significant effect on employee performance. It can be concluded that hypothesis five, which states *Organizational Citizenship Behavior* positive and significant influence on employee performance can be accepted.

Mediation Test

Intervening test to determine the direct and indirect influence between *Leader Member Exchange* and work commitment to employee performance through *Organizational Citizenship Behavior*. Sobel test results using the online Sobel calculator (www.danielsoper.com) is obtained as follows.

Table 6. Sobel Test Results

Variables	Sobel Test Statistic	One-tailed probability	Two-tailed probability
X1 AND ₁ AND ₂	5,007	0,000	0,000
X2 AND ₁ AND ₂	5,248	0,000	0,000

Source: Processed primary data, 2021.

Based on the results of the Sobel Test in the table above, it shows that the significance value of the influence *Leader Member Exchange* (X_1) on Employee Performance (Y) through mediation *Organizational Citizenship Behavior* is 0.000 ($0.000 < 0.05$) so that the variable *Organizational Citizenship Behavior* can mediate the influence *Leader Member Exchange* (X_1) on Employee Performance (Y). The significance value of the influence of Work Commitment (X_2) on Employee Performance (Y) through mediation *Organizational Citizenship Behavior* is 0.000 ($0.000 < 0.05$) so that the variable *Organizational Citizenship Behavior* mediates the influence of Work Commitment (X_2) on Employee Performance (Y).

Discussion

Influence Leader Member Exchange to Organizational Citizenship Behavior At the Maritime Polytechnic (PIP) Semarang

The results of the study show that the implementation of *Leader Member Exchange* that exist in the organization have an important role to improve *Organizational Citizenship Behavior* felt by the employees of the Semarang Maritime Polytechnic (PIP). This indicates that there is reciprocity and good relations between the leadership in *Leader Member Exchange* with

its employees will be able to encourage voluntary helping behavior from its employees to provide assistance and help to coworkers within the organization. Therefore, it is important for organizations to implement *Leader Member Exchange* in order to improve *Organizational Citizenship Behavior* PIP Semarang employees. These results support the research findings Aria Elshifa (2018); Ilham and Herawati (2017); Savithri and Maharayazh Mozhi (2018) show that *Leader Member Exchange* have an impact on *Organization Citizenship Behavior*.

The Influence of Work Commitment on *Organizational Citizenship Behavior* At the Maritime Polytechnic (PIP) Semarang

The results of the study show that the implementation of work commitment has an important role in influencing *Organizational Citizenship Behavior* conducted by employees of the Semarang Maritime Polytechnic (PIP). These results indicate that with work commitment among PIP Semarang employees, they will care more about the organization. This is reflected in the high level of commitment of PIP employees. will support employees to have extra-ordinary behavior or behave voluntarily and sincerely in completing every task, including helping colleagues who need assistance. Therefore, it is very important for PIP Semarang to continue to increase organizational commitment so that it is created *Organizational Citizenship Behavior*. These results have supported the research results from Aria Elshifa (2018); Grace (2017); Savithri and Maharayazh Mozhi (2018); Bodroastuti and Ruliaji (2016); Putrana et al. (2016) showed that work commitment have an impact on *Organizational Citizenship Behavior*.

Influence *Leader Member Exchange* on Employee Performance at the Maritime Polytechnic (PIP) Semarang

These results show that with the presence of *Leader Member Exchange* Good organizational communication can be an important factor that can directly improve employee performance in the work environment of the Semarang Maritime Polytechnic (PIP). These results indicate that the *Leader Member Exchange* implemented by leaders who understand the potential of their employees, as well as leaders who always strive to give tasks according to their employees' abilities, will improve the performance of PIP Semarang employees. PIP Semarang employees who carry out tasks according to their abilities will feel less burdened by the tasks given by their leaders, so that a feeling of happiness in working will improve the performance of PIP Semarang employees. These results have supported the research findings from Aria Elshifa (2018) which show that *Leader Member Exchange* influence employee performance.

The Influence of Work Commitment on Employee Performance at the Maritime Polytechnic (PIP) Semarang

The results of the study indicate that employee work commitment is a crucial factor in improving employee performance at the Semarang City Hospital (PIP). These results indicate that a high level of employee commitment to the Semarang City Hospital (PIP) is essential. This is because such commitment will create a better work climate, ultimately leading to greater responsibility for the hospital for PIP employees, which in turn will lead to higher employee performance. Therefore, it is crucial for Semarang City Hospital (PIP) to increase its employees' work commitment to the organization to improve its performance. These results support the findings of research conducted by Aria Elshifa (2018); Putrana et al (2016) showed that work commitment influences employee performance.

Influence *Organizational Citizenship Behavior* on Employee Performance at the Maritime Polytechnic (PIP) Semarang

The results show *Organizational Citizenship Behavior* (OCB) of an employee is also a very important factor in improving employee performance at the Semarang Maritime Polytechnic (PIP). These results indicate the importance of paying attention to OCB behavior in improving employee performance, because by increasing OCB behavior, employees will have voluntary behavior that is not part of formal requirements but can increase organizational effectiveness. Therefore, it is very important for PIP Semarang to continue to strive to improve OCB behavior as an effort for employees to contribute to the organization and work environment that can

exceed the demands of their roles and positions at work, so that the performance of PIP Semarang City employees will increase. These results have supported the research findings from Aria Elshifa (2018); Kambu et al (2011); Rahayu (2017); Bodroastuti and Rulijaji (2016); Putrana et al (2016) showed that *organizational citizenship behavior* influence employee performance.

CONCLUSION

Based on the results of the analysis, it can be concluded that *Leader Member Exchange* and work commitment has a positive and significant influence on *Organizational Citizenship Behavior* (OCB) of PIP Semarang employees, which shows that good relationships between superiors and subordinates, as well as employee loyalty and responsibility, can increase voluntary behavior at work. In addition, *Leader Member Exchange* and work commitment also have a positive and significant impact on employee performance, where employee trust, support, and discipline contribute to improved performance. Furthermore, OCB has also been shown to have a positive and significant impact on performance, meaning that the higher the positive behaviors such as helping, being thorough, being sporty, and being adaptive, the better the employee performance at PIP Semarang.

Based on the conclusions obtained, the researcher provides several suggestions as follows: Semarang Maritime Polytechnic (PIP) needs to maintain and improve the quality of Leader Member Exchange, especially in terms of openness to listening to employee opinions. Leaders and all employees are expected to be able to reduce egos, and build a culture of mutual respect for ideas for the advancement of the organization. Furthermore, employee work commitment also needs to be improved, especially in the aspect of work responsibility. This can be done by fostering a sense of belonging to the organization, for example by adding institutional identity to employee names, providing a space to convey problems, and holding togetherness activities and job training. Finally, employee Organizational Citizenship Behavior (OCB) also needs to be maintained and improved, especially in terms of accuracy. Leaders need to encourage each employee to always evaluate and recheck the results of their work before submitting it to their superiors to minimize errors.

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