

Does Leader-Member Exchange and Perceived Organizational Support Effect on Work Engagement and Organizational Citizenship Behavior?



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ABSTRACT: The aim of the research is to analyze the role of work engagement in mediating the influence of leader-member exchange and perceived organizational support on organizational citizenship behavior. This research is a type of explanatory research conducted on employees at the Six Senses Hotel Uluwatu, Bali and the Royal Tulip Springhill Resort Jimbaran. The research population was 332 employees, sampling used non-probability sampling with a saturated sampling technique. The number of samples used was all employees in the front office and housekeeping departments, totaling 112 respondents. Data analysis was carried out using descriptive and inferential analysis of Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The research results show that leader-member exchange has a positive and significant effect on organizational citizenship behavior, perceived organizational support has a positive and significant effect on organizational citizenship behavior, work engagement has a positive and significant effect on organizational citizenship behavior, leader-member exchange has a positive and significant effect on engagement. work, perceived organizational support has a positive and significant effect on work engagement, work engagement partially mediates the effect of leader-member exchange and perceived organizational support on organizational citizenship behavior

KEYWORDS: leader member exchange, perceived organizational support, work engagement, organizational citizenship behaviour

INTRODUCTION

Social exchange theory can be explained by the exchanges that occur within organizations through leader-member exchanges that are felt by employees. Employees tend to be more dedicated to the company and thus increase organizational citizenship behavior when the exchange is perceived as favorable. Employees will feel more attached to the company when the organization is perceived to provide better support, thus giving rise to organizational citizenship behavior and vice versa. This shows that there is a positive exchange between individual employees and the organization and between individual employees as one of the social exchange activities within the company.

According to Robbins and Judge (2015: 257), leader-member exchange is a concept that supports leaders to build relationships with subordinates within the group and outside the group. Subordinates with in-group status are categorized as having higher performance ratings, lower employee turnover rates, and higher job satisfaction. In-group members benefit from greater freedom and information, better job assignments, trust, respect, support and appreciation, compared to out-group employees. Being a member inside or a member outside a group influences the way individuals work and behave in the workplace (Sarti, 2019).

High leader-member exchange has a positive impact on employee behavior because employees receive challenging tasks, receive leadership support and are encouraged to manage risks in the work environment (Kurniawan and Ranihusna, 2019). Leader-member exchange was found to have a positive and significant influence on work engagement (Khan and Malik, 2017). Leaders need to think about and show the right leadership style to support work situations so that employees are willing to carry out activities outside their formal responsibilities voluntarily. Sarti's (2019) research states that leader-member exchange has a positive and significant effect on work engagement. Employees will also become more attached to the company when they feel they have support from the company (Sarti, 2019).

Perceived organizational support is an employee's belief about the extent to which the company can appreciate their contribution and care about their welfare (Wahyuni and Sulastri, 2020). Employees will choose to involve themselves in various activities in response to the resources received from the company. Employees tend to exchange their involvement at work for resources such

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as perceived organizational support and benefits offered by the company (Saks, 2006). Employees who feel supported by the company feel obliged to reciprocate by behaving positively. Malik & Noreen (2015) said perceived organizational support is a concept that has been used to assess and describe how much a company appreciates and supports employees to carry out their work roles effectively. Meanwhile, Pangestusi (2018) stated that perceived organizational support is the level that employees believe the organization values their contributions and cares about their welfare. Woerkom et al. (2016) stated that perceived organizational support is defined as the extent to which employees feel actively supported by the company so that they use their unique strengths in the workplace.

Employees with strong perceived organizational support will feel that their socio-emotional needs are fulfilled as well as their behavior of acceptance, emotional support, affiliation and so on (Utari et al., 2021). Positive attitudes and behavior among employees is a contribution made by perceived organizational support to the company. Developing favorable attitudes and behavior towards the organization can be carried out thereby increasing work engagement. Research conducted by Musenze, et al. (2021), states that perceived organizational support has a significant impact on increasing work engagement. Employees who perceive higher levels of organizational support are more likely to reciprocate with increased levels of engagement at work.

Khan and Malik (2017) define work engagement as a positive, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption. Work involvement is also an attitude that describes an individual who is fully involved in their work, both emotionally and physically by showing enthusiastic, dedicated and appreciative behavior in carrying out their work (Mufarrikah, 2020). According to Wingerden et al., (2018) work engagement can be realized when employees proactively seek challenges, involve experience and motivate by producing effective problem solving in completing work. Bakker et al., (2019) explained that work engagement has an important role in efforts to achieve organizational success because work engagement includes aspects that include positive emotions and full involvement in work.

Work engagement is defined as the extent to which a person identifies psychologically with their work or the importance of work in an individual's self-image (Kurniawati, 2018). Khan and Malik (2017) stated that work engagement has a positive effect on employees' organizational citizenship behavior. Employees who are engaged in work tend to be involved in organizational citizenship behavior because they can achieve professional goals efficiently and feel capable of carrying out extra-role behavior.

Literature Review and Hypothesis Development

Riggio (2009) states that if the interaction between superiors and subordinates is of high quality, a superior will have a positive view of his subordinates so that his subordinates will feel that their superiors provide a lot of support and motivation. This will of course increase subordinates' self-confidence and respect for their superiors so that they are moved to do more work than their superiors expect. Research conducted by Khan and Malik (2017) states that leader-member exchange (LMX) has a positive and significant effect on organizational citizenship behavior (OCB). Ilham & Herawati (2017) found that LMX has a positive and significant effect on OCB, the better the employee's LMX will automatically be able to increase OCB. Yusof et. al. (2019), found that high quality work relationships have a valid influence on sportsmanship, high quality personal-based relationships between leaders and subordinates have a significant positive influence on altruism, courtesy and civic virtue. Research by Senen et. al. (2021) also found that LMX has a relationship with OCB. The research results of Che et. al. (2021) also showed that LMX was positively related to OCB.

H1: Leader-member exchange has a positive and significant effect on organizational citizenship behavior.

Saks (2006) states that employees who feel higher perceived organizational support (PDO) have stronger social ties with the company, which in turn leads to more organizational citizenship behavior (OCB). Apart from perceived PDO, employee involvement in the company also has an influence on OCB. Research conducted by Sulea, et al. (2012), Aryaningtyas and Maria (2019) show that PDO has a positive and significant effect on OCB. Research conducted by Wahyuni and Sulastri (2020), Kusuma, et al. (2021), Aswin and Rahyuda (2017) show that PDO has a positive and significant effect on OCB.

Based on this description, the following research hypothesis is proposed:

H2: Perceived organizational support has a positive and significant effect on organizational citizenship behavior.

Work engagement is a concept that is generally seen as regulating discretionary effort, namely when employees have a choice, they will act in the interests of the company (Kurniawati, 2018). An employee's ability to join a company depends on the goals the company wants to achieve. Employee contributions to the company will be higher if the company can provide what employees want (Kurniawati, 2018). Research conducted by Khan (2017) shows that work engagement has a positive effect on organizational citizenship behavior (OCB). Research conducted by Sulea, et al. (2012) also shows the same thing. Research conducted by Sofiah, et al. (2022) found that work engagement has a positive and significant effect on OCB. In line with research conducted by Kurniawati (2018) that work engagement has a positive and significant effect on OCB. Wahyuni and Sulastri's (2020) research

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states that work engagement has a positive and significant effect on OCB. Furthermore, research conducted in 2020 by Xiong and Wen stated that work engagement is correlated with OCB. In contrast to research conducted by Kusuma, et al. (2021) found that work engagement did not have a significant effect on OCB.

H3: Work engagement has a positive and significant effect on organizational citizenship behavior.

Leader-member exchange assumes that, due to limited resources, leaders develop different interactions with each member of their work group (Graen and Uhl-Bien, 1995). The leader will develop close social relationships with some coworkers, who will become the "in-group", while others, who will be involved in loose social relationships by the leader, will become part of the so-called "out-group". This condition plays an important role in determining the behavior of each individual. So the higher the level of LMX, the higher the level of exchange of effort, resources and support between supervisors and members.

Research conducted by Khan and Malik (2017) states that leader-member exchange has a positive and significant effect on work engagement. These results are also supported by research conducted by Agarwal (2014) and Sarti (2019) which shows that leader-member exchange has a positive and significant effect on work engagement. In line with research conducted by Ratnasari & Wulansari (2019) which states that leader-member exchange has a positive effect on work engagement and the results of research conducted by Agarwal et al., (2012) which states that leader-member exchange has a positive relationship with work engagement. Kurniawan & Ranihusna's (2019) research found that leader-member exchange had a positive and significant relationship to work engagement.

H4: Leader member exchange has a positive and significant effect on work engagement

Perceived organizational support (PDO) is an employee's belief about the extent to which the organization can appreciate employee contributions and care about their welfare (Utari et al., 2021). Bhatnagar (2013) said that to increase work engagement, employees need to have a positive perception of the support provided by the organization. Employees with high PDO will show enthusiasm, dedication and respect for their work, thus encouraging employees to achieve the goals of the organization by showing a high level of work engagement (Bhatnagar, 2013).

Research conducted by Argawal (2014) states that PDO has a positive and significant effect on work engagement. Research conducted by Sulea, et al. (2012), and Musenze, et al. (2021), also shows that PDO has a positive and significant effect on work engagement. Research by Mufarrikah et al., (2020) states that PDO has a positive and significant effect on work engagement. This can be interpreted as meaning that the higher the PDO, the more employee work engagement will increase. The results of research from Rahmi et al. (2021) also stated that PDO has a positive effect on work engagement. Research conducted by Hardianto & Ratna (2022) also states that there is a positive and significant influence between PDO and work engagement. Research by Utari et al. (2021) also stated that PDO has a positive and significant influence on work engagement. Research conducted by Wahyuni and Sulastri (2020), shows that PDO has a positive effect on work engagement. Research by Kusuma, et al. (2021) shows that PDO has a positive and significant effect on work engagement.

H5: Perceived organizational support has a positive and significant effect on work engagement.

Several studies have been conducted in order to determine the role of work engagement in mediating the influence of leader-member exchange (LMX) on organizational citizenship behavior (OCB). Research conducted by Khan (2017), shows that work engagement plays a role in mediating the influence of LMX on OCB. Research by Edwar and Sulastri (2020), shows that LMX has a significant effect on OCB through employee engagement. Based on this description, the following research hypothesis is proposed:

H6: Work engagement mediates the effect of leader-member exchange on organizational citizenship behavior.

Research conducted by Sulea, et al. (2012), stated that work engagement plays a role in mediating the influence of perceived organizational support (PDO) on organizational citizenship behavior (OCB). Research conducted by Wahyuni and Sulastri (2020) shows that PDO has a significant effect on OCB through work engagement. In line with research conducted by Kusuma, et al. (2021), which shows that work engagement is able to mediate PDO against OCB, indicating that the increasingly felt organizational support provided will encourage employees to be involved in work which shapes employees' OCB attitudes towards the organization. Based on this description, the following research hypothesis is proposed:

H7: Work engagement mediates the effect of perceived organizational support on organizational citizenship behaviour

METHODS

The population in the study was all employees of the Six Senses Hotel Uluwatu, Bali, totaling 254 people and all employees of the Royal Tulip Springhill Resort Jimbaran, totaling 78 people. The research sample was employees in the Front Office and Housekeeping Departments. The sampling method used in this research is a saturated sample by taking the entire population.

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In this research, the data collection techniques used are as interviews, conducted by researchers with the Human Resources Department and other employees and questionnaire, namely the researcher gives respondents a list of statements related to the problems discussed in the research via Google Form.

This research analyzes data using the Partial Least Square (PLS) approach. PLS is a component or variant-based Structural Equation Modeling (SEM) model. According to (Ghozali, 2018:17), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based one. Covariance-based SEM generally tests quality or theory while PLS is more of a predictive model.

RESULT AND DISCUSSION

Inner Model Evaluation

Testing of the inner model or structural model is carried out with the aim of measuring the causal relationship between research constructs. Structural model evaluation can be done by analyzing the R2 value for the dependent construct, as well as the path coefficient value or t-value in testing the significance of the construct.

R-Square (Coefficient of Determination)

R-Square analysis aims to measure the level of variation in changes in the independent variable towards the dependent variable. The higher the R2 value means that the better the prediction model of the research model. The R2 results can be seen in the table below:

Table 1. R-Square Test Results

Variable	R-Square (R ²)
Work Engagement	0,622
OCB	0,700

Primary Data, 2023

Based on the data presented in Table 5.10, it can be explained that the R-square value for variable Y1 (work engagement) is 0.622, which means that this research model is strong or 62.2 percent of work engagement is influenced by leader-member exchange and perceived organizational support and the remaining 31.8 percent was influenced by other factors not included in the model. The R-square value for variable Y2 (organizational citizenship behavior) is 0.700, which means that this research model is strong or 70.0 percent of organizational citizenship behavior is influenced by leader-member exchange, perceived organizational support, and work engagement, while the remaining is 30, 0 percent is influenced by other factors not included in the model.

Q-Square

The Q-Square (Q2) value is calculated to determine the observation value produced by the model and parameter estimates. The Q-Square (Q2) value is calculated as follows:

$$Q^2 = 1 - [(1 - R1^2)(1 - R2^2)(1 - R3^2)]$$

$$Q^2 = 1 - [(1 - 0,622)(1 - 0,700)]$$

$$Q^2 = 1 - [(0,378)(0,300)]$$

$$Q^2 = 1 - 0,1134$$

$$Q^2 = 0,887$$

The Q2 value is in the range $0 < Q2 < 1$, where the closer it is to 1, the better the model. Based on the results of these calculations, the Q2 value obtained is 0.887, so it can be concluded that the model has good predictive relevance. Thus, it can be explained that 88.7 percent of organizational citizenship behavior variables are influenced by leader-member exchange, perceived organizational support, and work engagement, while the remaining 12.3 percent is influenced by other factors not included in the model.

Hypothesis testing

Hypothesis testing in this research was carried out by measuring the path coefficient value which shows the level of significance. The path coefficients or model values in this research were carried out through the bootstrapping process in SmartPLS 3.2.9. The following is a description of the results of hypothesis testing using SEM-PLS:

Direct effect

In testing the direct effect, there are two values that must be met, namely the p-value is smaller than the alpha value of 5% (< 0.05) and the t-statistic value has a value greater than 1.96 (> 1.96). The results of calculating the significance of each relationship between variables are presented in Table 2.

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Table 2. Direct Effect Test

Direct Effect	Path Coefficient	T Statistics	P Values	Result
Leader-Member Exchange -> Organizational Citizenship Behavior	0,295	2,801	0,005	Significant
Perceived organizational support -> Organizational Citizenship Behavior	0,253	2,117	0,035	Significant
Work Engagement -> Organizational Citizenship Behavior	0,370	3,485	0,001	Significant
Leader Member Exchange -> Work Engagement	0,436	4,234	0,000	Significant
Perceived organizational support -> Work Engagement	0,405	4,117	0,000	Significant

Primary Data, 2023

The effect of leader-member exchange on organizational citizenship behavior with a path coefficient value of 0.295 (positive), a t-statistics value of 2.801 and a p-value of 0.005 shows that leader-member exchange has a positive and significant influence on organizational citizenship behavior, so H1 in this study was accepted.

The effect of perceived organizational support on organizational citizenship behavior with a path coefficient value of 0.253 (positive), a t-statistics value of 2.117 and a p-value of 0.035 shows that perceived organizational support has a positive and significant influence on organizational citizenship behavior, so H2 in this study accepted.

The effect of work engagement on organizational citizenship behavior with a path coefficient value of 0.370 (positive), a t-statistics value of 3.485 and a p-value of 0.000 shows that work engagement has a positive and significant influence on organizational citizenship behavior, so that H3 in this study is accepted.

The effect of leader-member exchange on work engagement with a path coefficient value of 0.436 (positive), a t-statistics value of 4.234 and a p-value of 0.000 shows that leader-member exchange has a positive and significant influence on work engagement, so H4 in the research this is accepted.

The effect of perceived organizational support on work engagement with a path coefficient value of 0.405 (positive), a t-statistics value of 4.117 and a p-value of 0.000 shows that perceived organizational support has a positive and significant influence on work engagement, so that H5 in this study is accepted.

Indirect Effect

Pemeriksaan variabel mediasi dalam penelitian ini akan dikaji mengenai peran mediasi variabel keterikatan kerja pada pengaruh tak langsung *leader-member exchange* dan *perceived organizational support* terhadap perilaku kewargaan organisasional. Pemeriksaan pengaruh tak langsung dalam penelitian ini dapat dilihat pada penjelasan hasil analisis dalam Tabel 3 sebagai berikut.

Table 3. Indirect Effect

Indirect	Original Sample (O)	T Statistics	P Values	Result
Leader-Member Exchange -> Work Engagement -> Organizational Citizenship Behavior	0,162	2,423	0,016	Significant
Perceived organizational support -> Work Engagement -> Organizational Citizenship Behavior	0,150	2,775	0,006	Significant

Primary Data, 2024

The p-value to test the role of work engagement in mediating leader-member exchange on organizational citizenship behavior is 0.016, which is greater than 0.05. The t-statistic value shows 2.423 which is greater than 1.96. This data shows that work engagement can mediate leader-member exchange on organizational citizenship behavior.

The p-value to test the role of work engagement in mediating perceived organizational support on organizational citizenship behavior is 0.006, which is a value greater than 0.05. The t-statistic value shows 2.775 which is greater than 1.96. This data shows that work engagement can mediate perceived organizational support on organizational citizenship behavior.

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CONCLUSION

The results of this research show that there is a positive and significant influence of leader-member exchange on organizational citizenship behavior and work engagement, a positive and significant influence of perceived organizational support on organizational citizenship behavior and work engagement, a positive and significant influence of work engagement on organizational citizenship behavior, and the contribution of work engagement in mediating the influence of leader-member exchange and perceived organizational support on organizational citizenship behavior. The quality of the leader-member exchange is good and the strong perceived organizational support received by employees means that employees will have strong work engagement, giving rise to a sense of loyalty which is shown by increasing employee organizational citizenship behavior towards the company. The reliability demonstrated in the instruments used in this research can strengthen social exchange theory and can be used as a basis for further research, and can expand social exchange theory which can be used as an empirical consideration for the development of further research in various industries such as hospitality, manufacturing, banking, and other industries related to these variables, especially those related to organizational life in general.

Based on the research results, practical implications are obtained, namely that this research can be used as input for the Six Senses Hotel Uluwatu, Bali and the Royal Tulip Springhill Resort Jimbaran based on descriptive analysis to pay attention to factors that can improve organizational citizenship behavior in employees of the Six Senses Hotel Uluwatu, Bali and Royal Tulip Springhill Resort Jimbaran, namely with leader-member exchange, perceived organizational support and strong work engagement. The leaders of the Six Senses Uluwatu Hotel, Bali and the Royal Tulip Springhill Resort Jimbaran need to pay attention to the knowledge and competence they have in completing the work, in order to achieve a strong leader-member exchange followed by increased organizational citizenship behavior of the Six Senses Hotel Uluwatu, Bali and Royal Tulip employees. Springhill Resort Jimbaran. The management of the Six Senses Uluwatu Hotel, Bali and the Royal Tulip Springhill Resort Jimbaran also need to pay attention to perceived organizational support. Employees will choose to involve themselves in various activities in response to the support received from the company. Employees with high organizational citizenship behavior will feel that their socio-emotional needs are fulfilled as well as the fulfillment of acceptance, emotional support, affiliation and other behaviors. Positive attitudes and behavior among employees is a contribution made by organizational citizenship behavior to the company.

Another factor that the management of the Six Senses Uluwatu Hotel, Bali and the Royal Tulip Springhill Resort Jimbaran need to pay attention to is work engagement. Work engagement is an attitude that describes an individual who is fully involved in their work, both emotionally and physically by showing enthusiastic, dedicated and appreciative behavior in carrying out their work. Developing favorable attitudes and behavior towards the company can be carried out thereby increasing work engagement. This will influence the increase in organizational citizenship behavior of employees at the Six Senses Uluwatu Hotel, Bali and the Royal Tulip Springhill Resort Jimbaran.

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