



The Impact of Leader-Member-Exchange and Competency on Performance with Organizational Citizenship Behavior as a Mediation Variable for Academic Staff of Private Universities In Kalimantan Region

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Abstract

This study wanted to determine the impact of leader-member exchange (LMX) and Competence on performance with organization citizenship behavior (OCB) as a mediating variable in private university academic staff. Data was collected through an online survey of staff working at private universities totaling 75 people and analyzed using structural equation models (PLS).

The findings show a direct influence for LMX variables on OCB, Competence on OCB, LMX on performance, Competence on performance, and OCB on performance, which has a positive and significant effect. While indirect influence can be seen from the impact of competency variables on performance through OCB, it is 0.095 (positive) with a P-value of 0.061 > 0.05 (not significant), meaning that OCB variables do not play a role in mediating the influence of Competence on performance. The second variable has an indirect effect of the LMX variable on performance through OCB 0.179 (positive) with a P-value of 0.012 < 0.05 (significant), meaning that the OCB variable plays a role in mediating the effect of LMX on performance.

The limitation of this paper is that it only uses 75 respondents from academic staff in private universities in the South Kalimantan and Central Kalimantan regions; for future research, more respondents can be used, and a wider area of respondents can be used.

Keywords: LMX, Competence, OCB and Performance





1. INTRODUCTION

The facts show that the success of an organization is highly dependent on the management of its human resources, emphasizing the importance of employee behavior in the workplace so that it can achieve performance as it has always been the organization's desire. Human resources are the heart and soul of an organization responsible for managing its most valuable assets, namely its people (Hayati, 2023). It's important to involve employees in understanding their organizational goals (Hayati et al., n.d.). Likewise, in terms of OCB achievement and performance, various other variables can affect both things. In the context of human resource management, this must be the main focus for an organization to increase its competitiveness in the current global era. Along with global integration and international competition, acquiring, maintaining, and controlling assets that can strengthen an organization's competitive strength is essential to achieving a company's goals (Nadiri & Tanova, 2010). The company's sustainability goal is to increase harmony in industries and social groups (Lee, 2020). An organization's employees must be able to work individually and in a team (Hayati & Claudia., 2004). Employees are expected not only to carry out the tasks written in the job description but also to be willing and able to complete tasks outside their job description; this kind of employee behavior is known as OCB.

Employees who support OCB are most likely those who have a conscience. Organizations need to recognize employees who have a conscience to ensure that they will continue demonstrating OCB, which can motivate others to behave similarly. A method that can be used is to create an employee reward program based on OCB (Budiman et al., 2014)

Several studies have shown a correlation between LMX and OCB. The variable that affects OCB is the relationship between leaders and subordinates. There is a positive relationship between LMX and OCB (Jemmy et al., 2022), as we all understand that a good LMX motivates employees to carry out their obligations and responsibilities well and even exceed the obligations set. The application of LMX felt by employees makes them work optimally, even doing things outside of their duties and responsibilities. The willingness to do work outside of their obligations is called OCB. The existence of a harmonious relationship between leaders and subordinates has the opportunity to have a good influence on the achievement of Organization Citizenship Behavior (OCB) (Hayati & Rahmawati., 2023). Other research indicates that LMX can hurt OCB. Different treatment from a manager can trigger jealousy in the workplace, which consistently negatively affects OCB. This study explores the position of jealousy in the workplace in the relationship between OCB and LMX (Envy et al., 2022). The difference in results is interesting to research.

Competence can be interpreted as the ability of employees to actualize an activity under certain conditions. It includes knowledge, skills, attitudes and values and is





characterized by dynamic organizational developments (Antera, 2021). Its employees' work achievements support an organization's success. An organization is a collection of interconnected people with different competencies who work together to achieve organizational goals (Santoso et al., 2023). Competence also shows a person's ability to perform particular tasks. In the work environment, a person's Competence can be assessed by their ability to carry out tasks efficiently and effectively. (Adamoniene et al., 2022)

This research was carried out on staff at private universities in the Kalimantan region. One of the practical areas of higher education reform aims to develop the ability to work effectively, productively, competently and skillfully to carry out professional, social and vital functions based on knowledge skills. Practical experience gained (Mykytuk et al., 2023) Higher education, as the research object, revealed that the perception model of assessment problems, job satisfaction, employee involvement in the organization, and OCB is consistent with previous empirical evidence. (Abebe & Assemie, 2023) Competency development is needed to improve the Competence of human resources to provide sound output in the form of optimal performance; competency development is still required (Sudiarti et al., 2023). Competence can be seen as a combination of knowledge, personal characteristics, and skills that can produce effective performance. (Adamoniene et al., 2022)

Employee performance is the key to encouraging companies to meet their competitive needs.(Santoso et al., 2023) One of the things that affects worker performance is OCB (Arifin & Narmaditya, 2024). The importance of OCB cannot be overstated because it plays an essential role in determining performance (Tistianingtyas & Parwoto, 2021). Employees feel that engaging in OCB and demonstrating high performance will result in the desired rewards (e.g., recognition, promotion, or improvement of job security), so they are more motivated to engage in these behaviors and perform well (Arifin & Narmaditya, 2024)

OCB is a factor that impacts the achievement of good employee performance (Nurjanah et al., 2020). OCB is a unique aspect of workplace behavior that includes the skills and motivation to complete basic tasks and the desire to perform additional tasks. Dedicated workers are less likely to leave their jobs and have a high drive to carry out their duties, guided by their principles and beliefs.(Arifin & Narmaditya, 2024) What an individual gives to their company also corresponds to what the company provides to its employees (Hayati & Claudia, 2024). In maintaining the performance of its employees, the organization must provide all support to them; this will make employees work efficiently and effectively. The employees will remain confident that someone will care





for them in their time of need (F. Saleem et al., 2022). The institution's performance is inseparable from the performance of employees in fulfilling their responsibilities and duties. Each agency has a goal to provide the best performance.(Arifin & Narmaditya, 2024)

Performance includes actions that are explicitly related to the tasks assigned as part of the job description; performance focuses on the employee's fundamental job duties; performance is the most important means for an organization to achieve business goals, as well as to achieve objectivity in evaluation, identify deviations, and overcome obstacles to improve worker performance efficiency. (Yousif & Loukil, 2022) Performance is an employee's actions and attitudes following the organization's desires. This concept is related to the ability to adapt to unexpected conditions or situations (adaptive performance) and work activities directly related to the company's technical core (Abdurachman et al., 2023). By investing all resources optimally, researchers define worker performance on a scale that determines how to carry out activities and behaviors carried out by individuals. The demands of flexibility that employees face are increasing along with the more dynamic work demands. Performance evolves in line with changes in the environment and institutional orientation.(Abdurachman et al., 2023)

Several studies discuss the relationship between LMX, Competence, OCB, and performance variables, but no research has been conducted on private university staff in South Kalimantan or Central Kalimantan. Therefore, this study will discuss the relationship between LMX variables, competencies, OCB and the performance of private university staff in South Kalimantan and Central Kalimantan. It is hoped that staff with good OCB through LMX and Compensation will be able to improve performance and will provide good service to students so that they feel comfortable studying. Higher education will produce more qualified students; later, the nation's children will play an active role in national development.

2. LITERATURE REVIEW

2.1. Leader-Member Exchange (LMX)

In 1980, Liden, R.C., and Graen, G. formulated the LMX Theory, which underlines the virtues of interaction between leaders and subordinates in understanding the influence of leaders on members, teams, or organizations. Because of the difference in the quality of work and employee motivation, leaders often differ in how they relate to each employee in an organization. Organizations should encourage leaders to adjust their relationships with subordinates to support employees with below-average problem-solving skills. (Toscano et al., 2022) The LMX model refers to the difference in

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the level of closeness between leaders and employees. (Zhou et al., 2021) LMX investigates the role of various relationships between leaders and subordinates in the correlation between positive emotions of leaders and employees' psychological security." (C. Wang et al., 2024) Often, the desire of leaders to be in control is due to a lack of trust. Trust between leaders and subordinates can increase leadership empowerment (Zhou et al., 2021). According to Graen and Uhl-Bien (1995), LMX consists of Respect, trust, and obligation. Leader-member exchange (LMX) is an important variable that reflects the relationship between subordinate leaders in the workplace, and it serves as a resource for perceived representation and organizational support.

2.2. Competence

Competence is what a person does more often in situations with better results than others.(Supriyanto et al., 2023) The study is carried out every year to be used as a basis for consideration in the preparation of planning and evaluation of competency development programs.(Sudiarti et al., 2023) Competencies are expressed in levels from minimum to sufficient and successful, and competencies are viewed as performance requirements (Antera, 2021). Competence is also a characteristic of a person's nature, the degree of fulfillment of professional requirements and the foundation of their professional self-development (Mykytuk et al., 2023). Organizations can offer training programs to help employees improve their competencies and educate workers on interacting effectively with colleagues (Scheuer et al., 2023). Career success is greatly influenced by a person's portfolio of competencies and ability to develop them in the right direction (Adamoniene et al., 2022). This action becomes easy if a person believes in his ability to accomplish a task. Competencies describe the knowledge base and performance standards required to complete a job or hold a position successfully.(Santoso et al., 2023) Acquiring Competence in the current position or job is a crucial career strategy for an employee (Adamoniene et al., 2022)

2.3. Organizational Citizenship Behavior (OCB)

Through the work of Organ in 1988, the OCB has gained widespread recognition and has been elaborated by many other researchers. OCB is employee behavior carried out voluntarily and outside the limits of the predetermined job description, which aims to increase the effectiveness and success of the organization. The nature of volunteerism is related to actions that are personal desires. This phenomenon arises when individuals experience a sense of satisfaction in an organizational environment, thus leading them to exceed the expectations set by the organization (S. Saleem & Amin, 2013). This behavior is





not included in the requirements or job description, so it will not be subject to sanctions if it is not applied (IWG Sarmawa et al., 2015) OCB not only leads to employee empowerment and service quality improvement but also encourages employees to change their career goals and directions to align with the organization (Lee, 2020) Employee sincerity is the willingness of employees to participate in the process of debating organizational policies for the better (Mishra et al., 2023).

2.4. Performance

Performance is how much an employee contributes to achieving organizational goals (Medhn Desta & Mulie, 2024). Performance is also defined as the likelihood that future actions will be successfully undertaken to achieve goals and targets (Jabid et al., 2023). The performance comprises additional tasks and roles (Abdurachman et al., 2023). In this case, performance is also related to OCB. In addition, performance is also influenced by LMX, where the working relationship between superiors and subordinates is also positively associated with performance management. The working relationship will likely improve significantly when supervisors use performance management efficiently. (Maake et al., 2021) Organizational managers can minimize negative feelings and improve employee performance through social support from their superiors. (F. Saleem et al., 2022) Additionally, leaders need to consider letting their employees engage in their work, which improves employee performance and predicts company performance. (Medhn Desta & Mulie, 2024)

3. RESEARCH METHODS

This research was conducted on the staff of Private Universities in South Kalimantan and Central Kalimantan. In this study, the researcher used quantitative research. Quantitative research is research to determine the influence between two or more variables (Russiadi et al. (2016). The data in this study was obtained from respondents using a questionnaire, and then the data was processed using SEM PLS version 3. The analysis technique used in hypothesis testing (H1 to H7). The sampling technique used in this study is nonprobability sampling with the purposive sampling method. The population used in this study is staff at private universities in South Kalimantan and Central Kalimantan. The total population in this study is 719 people. If the subjects are more than 100, then 10-15% or 15-20% can be taken (Arikunto, .2017), so the sample in this study is 75 respondents. This study uses a questionnaire distributed using digital assistance to respondents using Google Forms. The data collection techniques used by the researcher are documentation and interviews. The data sources used in this study are primary data and secondary data. The primary data

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sources in this study are questionnaires and interviews. Secondary data sources in this study are documentation from journals, books related to research, and data obtained from Internet media. The characteristics of the respondents are as follows:

Table 1 Characteristics of Respondents

No	Characteristic	Category	Sum	Percentage (%)
1	Gender	Man	35	46,7
		Woman	40	53,3
2	Age	20-30	10	13,3
		31-40	31	41,3
		41-50	25	33,3
		51-60	9	12
3	Working Period	1-10	25	33,3
		11-20	34	45,3
		21-30	16	21,3
4	Education	SLTA	22	29,3
		D3	23	30,6
		S1	21	28
		S2	9	12

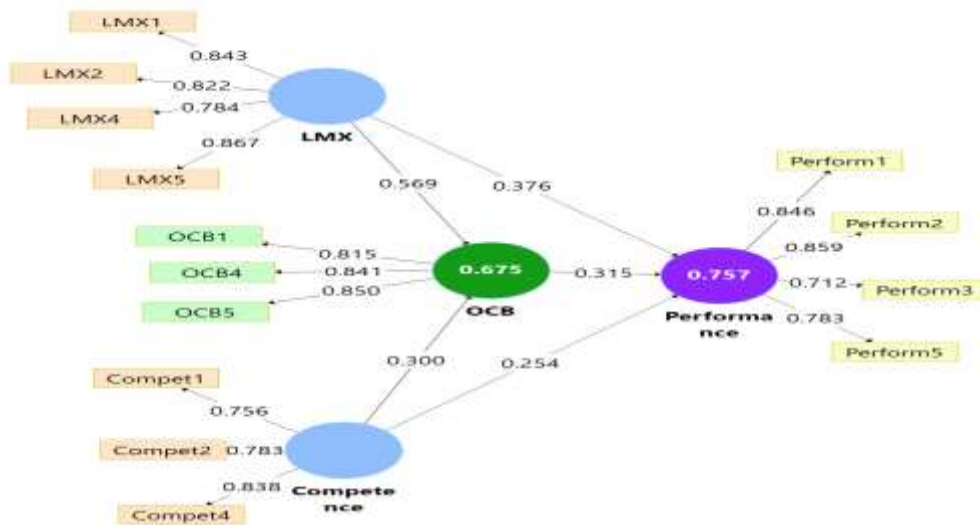
4. RESULT

4.1. Measurement Model test /outer Model

4.1.1 Convergent Validity

It can be seen in the figure below, where the values of the variable indicators X1, X2, Z and Y < 0.7 so that it can be said that all indicators are valid.





The staff LMX is measured by four valid measurement items with other Loading (OL) between 0.784 and 0.867. Variable reliability is acceptable with Cronbach's Alpha and composite reliability above 0.70 (reliable). The AVE convergent variable level of 0.688 > 0.50 has met the requirements of good convergence validity. Overall, this variable's variation of measurement items reaches 68.8%. LMX1 and LMX5 had the highest OL (0.867) and (0.843) related to good relationships and the desire to establish friendships between superiors and subordinates.

The competency variables were measured by three valid measurement items with OL between 0.756-0.838. Variable reliability is acceptable with Cronbach's Alpha and composite reliability above 0.70 (reliable). The AVE convergent variable level of 0.629 > 0.50 meets the requirements of good convergent validity. Overall, the variation of measurement items in this variable reaches 62.9%. Competency 4 has the highest OL (0.838), which shows that the staff's ability is aimed at carrying out work earnestly so that the work is empowered and effective.

The OCB variable was measured by three valid measurement items with an OL of 0.815-0.850. Variable reliability is acceptable with Cronbach's Alpha and composite reliability above 0.70 (reliable). The AVE convergence variable level of 0.698 > 0.50 meets the requirements of good convergence validity. Overall, the variation of measurement items in this variable reached 69.8%. OCB 4 and 5 have the highest LO (0.841 and 0.850), which shows the willingness to tolerate unfavorable conditions without complaining and polite and rule-based behavior to prevent conflicts has gone very well. The performance variables

measured by four measurement items were valid with an OL of 0.712-0.859. Variable reliability is acceptable with Cronbach's Alpha and composite reliability above 0.70 (reliable). The AVE convergence variable level of 0.643 > 0.50 meets the requirements of good convergence validity. Overall, the variation of measurement items in this variable reaches 64.3%. Performance 1 and 2 have the highest OL of 0.846 and 0.859), which shows the quality of work with the right quality and time and the ability to stand alone in carrying out their duties and the quantity of work seen from how long the staff works a day with results that meet the standards.

4.1.2. Variance Extracted (Ave) and Reliability test

Table 2 Variance Extracted (Ave) dan Reliability test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance	0,812	0,818	0,877	0,643
Competence	0,705	0,711	0,835	0,629
LMX	0,848	0,849	0,898	0,688
OCB	0,784	0,789	0,874	0,698

The AVE value of each variable is more significant than 0.5, so the validity discrepancy is met. Cronbach's Alpha > values of 0.70, rho_A >0.70 and Composite Reliability> 0.60, each variable has met the requirements to be said to be reliable.

4.1.3 . Model Collinearity Test

The VIF values obtained are: Performance 1= 2,224, Performance 2 =2,289, Performance 3= 1,359, Performance 5 =1,617, Competency 1= 1,358, Competency 2= 1,329 Competency 4= 1,549, LMX1= 2,155, LMX2= 1,858, LMX4 =1,642, LMX5= 2,384, OCB1= 1,617, OCB4 =1,635, OCB5= 1,648. Collinearity and results show a VIF value of <5.00, so there is no collinearity problem (Hair et al., 2019)

4.2. Structural Model Test /Inner Model

4.2.1. R-Square

If the value of R² = 0.75, substantial (strong), R² = 0.50 moderate (moderate) R² = 0.25 weak (small) R Square Model path 1 = 0.757, meaning that the ability of variables X1 and X2

through Z to explain Y is 75.7% (large/strong). While the R Square Model of the path I1 = 0.675, it means that the ability of the variables X1 and X2 to explain Z is 67.5% (moderate)

4.2.2. F Square

If the value of $F^2=0.02$, the effect is small; if the value of F^2 is $0.15=$ medium, and if $F^2 = 0.35$, it is large. Effect of X1 (LMX) on Z (OCB) = 0.419 (large), X2 (Competence) on Z (OCB) = 0.117 (moderate), X1 (LMX) Y (Performance) = 0.173 (mild), X2 (Competence) on Y (Performance) = 0.100 (moderate), Z (OCB) Y (Performance) = 0.133 (moderate).

4.2.3. Direct Effect (Part Coefficient)

Testing the hypothesis of the direct influence of a variable that affects (exogenous) on the variable that affects (endogenous) If the value of P-Values < 0.05, then significant

Table 3 Direct Effect (Part Coefficient)

	Original Sample	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values
Competence - Performance	0,280	0,283	0,082	3,413	0,001
Competence -OCB	0,346	0,340	0,113	3,071	0,002
LMX - Performance	0,249	0,263	0,103	2,412	0,016
LMX - OCB	0,585	0,588	0,107	5,450	0,000
OCB - Performance	0,420	0,398	0,109	3,836	0,000

Based on the table, all test results show positive and significant numbers

4.2.4. Indirect Effect (Part Coefficient)

To test the hypothesis of the indirect influence of an exogenous variable on an endogenous variable mediated by an intervening variable (variable mediator)

Table 4 Indirect Effect (Part Coefficient)

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values
Competence -> OCB -> Performance	0,095	0,092	0,050	1,880	0,061





LMX -> OCB -> Performance	0,179	0,167	0,071	2,532	0,012
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The indirect influence of X2-Z-Y is 0.095 (positive) with a P-value of 0.061 > 0.05 (insignificant), meaning that OCB does not play a role in mediating the influence of Competence on performance (H6). The indirect impact of X1-Z-Y is 0.179 (positive) with a P-value of 0.012 < 0.05 (significant), meaning that OCB plays a role in mediating the influence of LMX on performance (H7).

5. DISCUSSION

The direct influence shows positive and significant results, so it is a concern for private universities to improve their staff performance. In particular, the F² LMX value against OCB is more important than other variables. There was a positive relationship between LMX and OCB (Jemmy et al., 2022). Couples with a more motivated leader-follower cognitive style had higher OCB levels. (M. Wang et al., 2023) So, to maintain OCB staff, it is necessary to maintain good relations with superiors and subordinates. LMX affects OCB by maintaining good relations between superiors and subordinates in private universities, which will create comfort to work (Hayati & Rahmawati., 2023).

The indirect influence shows that the impact of Competence on performance through OCB is positive but not significant, meaning that the OCB variable does not play a role in mediating the influence of Competence on performance. The indirect impact of LMX on performance through OCB is positive and significant, meaning that OCB plays a role in mediating the influence of LMX on performance. OCB mediates the relationship between LMX and performance. (Che et al., 2021) A larger LMX will increase employee engagement with the organization; OCB has a significant positive impact on performance because the higher the OCB, the higher the performance and vice versa (Nugroho et al., 2020)

6. CONCLUSION

All direct influences result in positive and negative numbers. LMX against OCB is 0.585, P Value 0.000 > 0.05, Competence against OCB 0.346, P Value 0.002 > 0.05, LMX against performance 0.249, P Value 0.016 > 0.05, Competence against performance 0.280 P-Value 0.001 > 0.05, OCB against performance 0.420, P Value 0.000 > 0.05. While the indirect influence, namely Competence on performance through OCB, is 0.095 (positive), P-value 0.061 > 0.05 (insignificant), meaning that OCB does not play a role in mediating the influence of Competence on performance. The indirect influence of the LMX variable on performance through OCB 0.179 (positive) with a P-value of 0.012 < 0.05 is significant, meaning that OCB





plays a role in mediating the influence of LMX on performance. Based on the results of the direct influence hypothesis, it is stated that exogenous variables affect endogenous variables, so if private universities want to improve OCB and staff performance, it can be done by increasing LMX and competencies so that they can enhance OCB and performance.

The indirect influence of Competence on performance through OCB is insignificant, so it does not play a role in mediating the impact of Competence on performance. The indirect influence of LMX on performance through OCB is significant, meaning that OCB plays a role in mediating the influence of LMX on performance. Private colleges can improve the LMX to improve the OCB of staff performance. Private universities can increase the LMX focus on LMX indicators with valid values by maintaining good relationships between superiors and subordinates and maintaining the desire to establish friendships between superiors and subordinates. Furthermore, it must also increase the commitment of the leadership to provide resources and subordinates who carry out their duties well. Subordinates who perform well give rise to a higher quality of exchange.

The limitation of this study is that it only uses 75 respondents, namely staff of the academic section of private universities in South Kalimantan and Central Kalimantan. Future research can be conducted with more respondents and a more comprehensive range of respondents. Staff who have achieved OCB through LMX and Competencies can improve their workplace performance. Thus, they will provide better service to students so that students feel comfortable learning. The university will produce more qualified students. Later, as the nation's children, they will participate in national development.

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