

Influence of Leader-Member Exchange on Organizational Citizenship Behavior Mediated by Employee Engagement at The Regional Development Planning Agency Yogyakarta

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Article History	Submitted	Revised	Accepted
	2025-03-01	2025-04-23 & 2025-05-17	2025-05-20

Abstract

This study aims to determine the effect of leader member exchange on organizational citizenship behavior with employee engagement as a mediating variable at the Yogyakarta Special Region Regional Development Planning Agency in Yogyakarta. This type of research uses quantitative research. The data sources in this study used primary data and secondary data. The population in this study were 55 civil servant respondents of the Yogyakarta Special Region Development Planning Agency using the census technique. The analytical technique used is Structural Equation Model (SEM) Partial Least Square (PLS) method with SmartPLS 4 program. The results of this study state that leader member exchange directly has a positive and significant effect on organizational citizenship behavior, leader member exchange directly has a positive and significant effect on employee engagement, employee engagement directly has a positive and significant effect on organizational citizenship behavior, and leader member exchange has a positive and significant effect on organizational citizenship behavior through mediation of employee engagement.

Keywords: Leader Member Exchange, Organizational Citizenship Behavior, Employee Engagement



INTRODUCTION

Human resources (HR) are one of the most critical elements in government institutions, consisting of individuals who collaborate to achieve the institution's vision and mission. Every institution aspires to continuous progress and development, as the success of an organization heavily depends on the quality of its human resources (Khair, Jufrizen, Annisa, Ratih Pratiwi, et al., 2024). Therefore, the development of an institution is closely tied to the challenges and issues related to human resource management, which determine whether the institution's goals can be optimally achieved. In the context of the Special Region of Yogyakarta (DIY), the effective management of the substantial special autonomy fund relies significantly on the role of the Regional Development Planning Agency (BAPPEDA DIY). As a strategic planning body, BAPPEDA DIY ensures that the allocation of these funds is managed efficiently and aligned with regional development priorities, ultimately supporting the achievement of DIY's mandated special objectives (Simanjuntak & Silitongah, 2020).

One crucial factor influencing the successful functioning of BAPPEDA DIY is Organizational Citizenship Behavior (OCB), which refers to employees' voluntary behaviors that go beyond their formal job descriptions and contribute to the smooth operation of the organization (Kusumajati, 2014).. In a governmental institution, OCB plays a vital role in achieving the institution's vision and mission, as employees often undertake additional responsibilities to maintain workflow efficiency. Given the human resource limitations at BAPPEDA DIY, employees frequently face work overload (Sulistiani, 2024). Despite this challenge, those exhibiting high OCB demonstrate a willingness to support colleagues and ensure organizational goals are met, highlighting the importance of proactive and collaborative behaviors in overcoming operational constraints (Nugroho et al., 2023).

Several factors influence the emergence of OCB, with Leader-Member Exchange (LMX) being a significant determinant. LMX represents the quality of the relationship between leaders and their subordinates, influencing both parties' performance (Anam et al., 2023). Previous studies have found a significant positive relationship between LMX and OCB (Mayasari, 2019; Sa'adah & Rijanti, 2022; Hendrawati & Tjahjaningsih, 2019; Mahmudah et al., 2020). These findings underscore the importance of strong leader-employee relationships in fostering voluntary, cooperative behaviors essential for organizational success.

Employee engagement is another critical factor influencing OCB, enhancing employees' loyalty and reducing voluntary turnover (Khairana et al., 2024). Employee engagement reflects the emotional connection employees have with their work, motivating them to contribute meaningfully beyond their formal responsibilities (Wulandari & Utari, 2023). Engaged employees exhibit higher enthusiasm and productivity, often assisting colleagues and sharing knowledge to maintain team effectiveness. This collaborative spirit not only boosts individual performance but also strengthens organizational cohesion, ultimately driving the achievement of regional development objectives (Dami et al., 2022).

Prior research has yielded mixed results regarding the relationship between LMX, employee engagement, and OCB. While some studies report a significant positive impact of LMX on OCB (Arifin et al., 2024; Erwanto et al., 2024; Wijanarko & Tjahjaningsih, 2020), others find no

significant effect ((Purnamarini & Kurniawan, 2023; Sari et al., 2024). Additionally, studies have indicated that LMX positively influences OCB through employee engagement (Setyati & Utari, 2023), and employee engagement itself significantly enhances OCB (Fitri & Rozak, 2023; Khair et al., 2024; Ompusunggu & Rifani, 2023; Paramitha & Rijanti, 2022; Dwivina & Kustini, 2024). Given these varying findings, this study aims to analyze the direct and indirect impacts of LMX on OCB through employee engagement at BAPPEDA DIY.

LITERATURE REVIEW

Leader-Member Exchange (LMX)

Leader-Member Exchange (LMX) theory emphasizes the quality of the dyadic relationship between a leader and their subordinates. According to Wagner & Koob (2022), LMX is based on the idea that leaders develop unique relationships with each follower, which can range from high-quality to low-quality exchanges. High-quality LMX relationships are characterized by mutual trust, respect, and obligation, while low-quality relationships are limited to formal, contractual exchanges.

The main dimensions of LMX include: (1) affect, which refers to the mutual affection between leader and member; (2) loyalty, the extent of mutual loyalty; (3) contribution, the perception of mutual work-related efforts; and (4) professional respect, which indicates mutual recognition of each other's capabilities (Alo & Arslan, 2022).

High-quality LMX relationships have been linked to positive outcomes such as increased job satisfaction, organizational commitment, and extra-role behavior (Hirvi et al., 2023). In a public-sector context like BAPPEDA DIY, fostering strong LMX relationships can improve communication, decision-making, and collective accountability, thereby enhancing overall organizational functioning.

Employee Engagement

Employee engagement refers to a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Bakker & Schaufeli, 2015). Engaged employees demonstrate a strong emotional and cognitive connection to their work, leading them to exert discretionary effort beyond job requirements.

Employee engagement comprises two core dimensions: (1) job engagement—reflecting individuals' involvement with and enthusiasm for their job tasks; and (2) organizational engagement—representing employees' emotional attachment to their employer (Welch, 2011).

Other models, such as the Utrecht Work Engagement Scale (UWES), identify three key indicators: (1) vigor, (2) dedication, and (3) absorption, which are often used to quantitatively measure engagement (Bakker & Schaufeli, 2015). Engaged employees are more likely to support coworkers, embrace organizational values, and contribute positively to organizational citizenship behavior (OCB) (Bismala et al., 2024).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary behaviors exhibited by employees that are not explicitly recognized by the formal reward system but promote effective organizational functioning (Azmy, 2021). OCB plays a pivotal role in enhancing teamwork, reducing conflict, and increasing organizational effectiveness, especially in public institutions with limited resources.

OCB is typically conceptualized using five dimensions developed by (Rahman & Karim, 2022): (1) altruism—helping coworkers with work-related tasks; (2) conscientiousness—exceeding minimum role requirements; (3) sportsmanship—tolerating inconveniences without complaint; (4) courtesy—preventing work-related conflicts; and (5) civic virtue—participating in and showing concern for the life of the organization.

Subsequent research has refined these dimensions to better suit public-sector contexts, highlighting additional aspects such as organizational loyalty and voice behavior (Roussillon Soyer et al., 2022). In the case of BAPPEDA DIY, such behaviors can directly impact the efficiency and efficacy of planning and development outcomes.

METHOD

This study employs a quantitative approach, as described by Yufrinalis et al., (2021), emphasizing numerical data analyzed using statistical methods. The research aims to test theories, establish facts, analyze variable relationships, and predict outcomes. Conducted at BAPPEDA DIY, located in the Kepatihan Danurejan Complex, Yogyakarta, the study involves 55 civil servants as the population, using a census method (Iyoto & Sodik, 2015). Structured questionnaires were used as the primary data collection instrument.

The study focuses on employee perceptions of Leader Member Exchange, Organizational Citizenship Behavior, and Employee Engagement at BAPPEDA DIY. Sekaran & Bougie (2016), define primary data as information obtained directly from the source. Validity testing, as per Ghozali (2018), determines whether questionnaire items are appropriate, with a significance value below 0.05 or an F-calculated value greater than F-table indicating validity. Reliability, measured using composite reliability and Cronbach's Alpha, ensures data consistency (Ghozali, 2018)

The data analysis includes descriptive and quantitative analysis (Sekaran & Bougie, 2016). Descriptive analysis presents an overview of the research variables, while quantitative analysis processes numerical data statistically. The study employs Partial Least Square (PLS) with SmartPLS 4.0, a Structural Equation Modeling (SEM) technique capable of analyzing latent variables and measurement errors. The Outer Model evaluates indicator relationships, ensuring validity and reliability, while the Inner Model assesses latent variable relationships. Hypothesis testing is conducted using bootstrapping at a 5% significance level, with hypotheses accepted if the p-value < 0.05 and t-statistic > 1.96 (Ghozali & Latan, 2015).

ANALYSIS AND DISCUSSION

Descriptive statistics

The collected data were analyzed based on respondents, namely employees of the Regional Development Planning Agency of the Special Region of Yogyakarta (BAPPEDA DIY). The analysis includes aspects such as gender, age, education level, years of service, and job placement.

This analysis also describes the descriptive evaluation of respondents regarding the variables of Leader-Member Exchange, Organizational Citizenship Behavior, and Employee Engagement. The lowest score for this survey is 1 (strongly disagree), and the highest score is 5 (strongly agree). The assessment criteria for research variables are determined based on the interval between the lowest perception score (1) and the highest perception score (5), resulting in an interval of 0.80, with the following classification:

Table 1. Interpretation of Perception Scores

Score Range	Interpretation
1.00 – 1.79	Very low / Very poor
1.80 – 2.59	Low / Poor
2.60 – 3.39	Moderately high / Fair
3.40 – 4.19	High / Good
4.20 – 5.00	Very high / Very good

Sources: Processed data (2025)

Outer Model Analysis (Measurement Model)

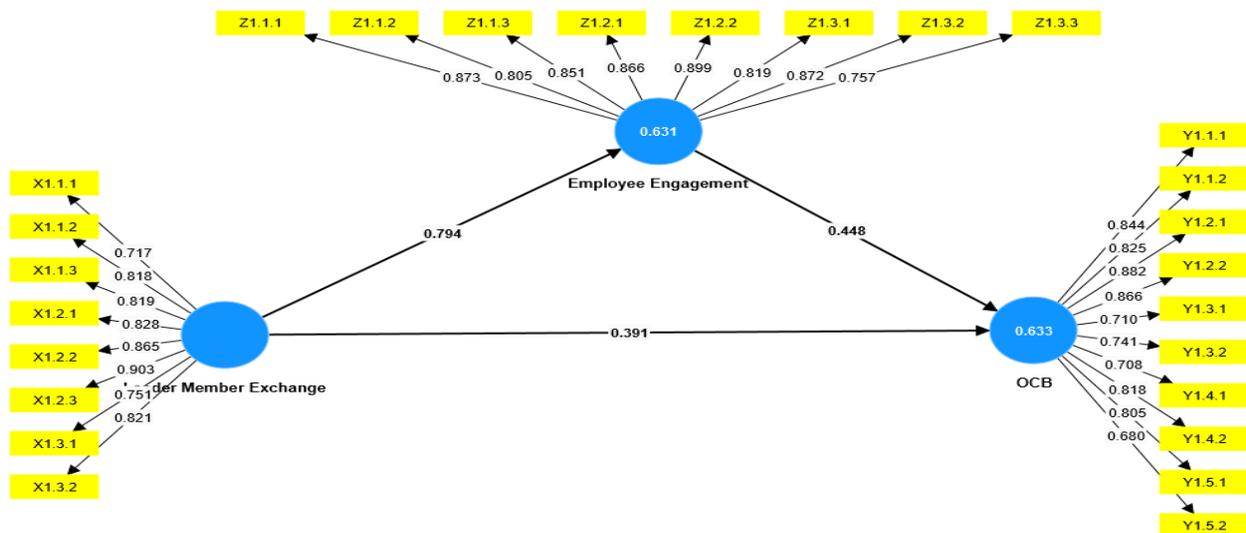


Figure 1. Outer Model

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Criteria	Description
Organizational Citizenship Behavior	0.625	> 0.5	Valid
Leader-Member Exchange	0.668	> 0.5	Valid
Employee Engagement	0.712	> 0.5	Valid

Source: Processed data (2025)

Based on the Average Variance Extracted (AVE) test results shown in Table 2, each variable has an AVE value greater than 0.5. This indicates that all variables in this study are considered valid.

Table 3. Composite Reliability

Variable	Composite Reliability	Criteria	Description
Organizational Citizenship Behavior	0.943	> 0.7	Valid
Leader-Member Exchange	0.941	> 0.7	Valid
Employee Engagement	0.952	> 0.7	Valid

Source: Processed data (2025)

Based on the Composite Reliability test results shown in Table 3, all variables have reliability values greater than 0.7. This confirms that each variable in this study is considered reliable.

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Criteria	Description
Organizational Citizenship Behavior	0.932	> 0.7	Valid
Leader-Member Exchange	0.928	> 0.7	Valid
Employee Engagement	0.942	> 0.7	Valid

Source: Processed data (2025)

Based on the Cronbach's Alpha test results shown in Table 4, all variables have values exceeding 0.7, indicating that each variable is considered reliable for measurement purposes.

Inner Model Analysis (Structural Model)

The coefficient of determination (R^2) measures the proportion of variance in the dependent variable that can be explained by the independent variables. Table 5 presents the R^2 values for the dependent variables in this study.

Table 5. Coefficient of Determination (R-Square)

Variable	R-Square (R^2)
Organizational Citizenship Behavior	0.633
Employee Engagement	0.631

Source: Processed data (2025)

The results in Table 5 indicate that the Organizational Citizenship Behavior variable has an R² value of 0.633, meaning that Leader-Member Exchange and Employee Engagement explain 63.3% of the variance in Organizational Citizenship Behavior, while the remaining 36.7% is influenced by factors outside this study.

Similarly, the Employee Engagement variable has an R² value of 0.631, indicating that Leader-Member Exchange accounts for 63.1% of the variance, while the remaining 36.9% is explained by other external factors not considered in this research.

Predictive Relevance (Q²) assesses the model's ability to predict out-of-sample data. A model is considered predictively relevant if Q² is greater than 0, indicating that the model explains a significant portion of the variance in the dependent variables. If Q² = 0, the model lacks predictive ability, whereas Q² ≤ 0 suggests poor predictive relevance (Denziana & Yunggo, 2017).

Table 6. Predictive Relevance (Q-Square)

Variable	(1 - R ²)	(1 - R ² ₁) * (1 - R ² ₂)	Q-Square (Q ²)
Employee Engagement	0.631	0.135	0.865
Organizational Citizenship Behavior	0.633		

Source: Processed data (2025)

As presented in Table 6, the Q² test results for the Employee Engagement variable yield a Q² value of 0.865, demonstrating that the model exhibits strong predictive relevance (Q² > 0), indicating that the model and its parameter estimates are robust.

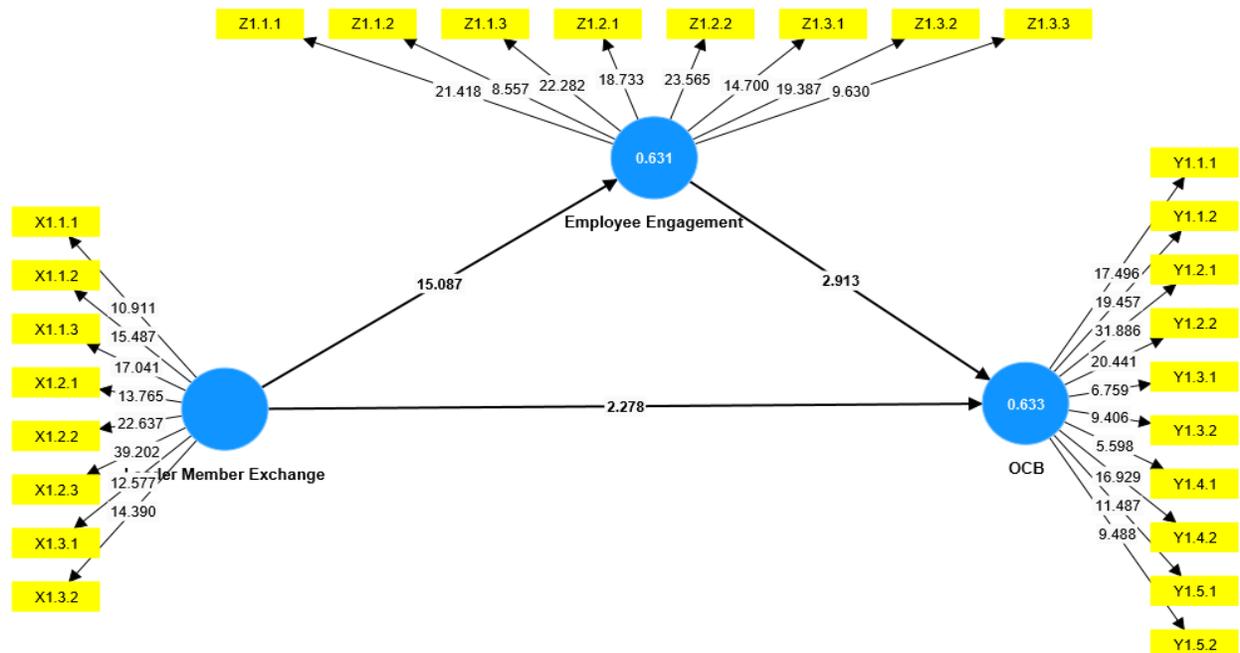


Figure 2. Inner Model

Hypothesis Test Result

The hypothesis testing was conducted by observing the t-value and significance value. In this analysis, it is recommended that the obtained t-value > 1.96 and the significance value or P-Value < 0.05 . This indicates a significant relationship between the independent and dependent variables (Ghozali & Latan, 2015). Conversely, if one or both conditions are not met, there is no significant relationship between the independent and dependent variables. Based on Table 12, the hypothesis testing for each research variable can be interpreted as follows:

Table 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Value
X → Y	0.391	0.388	0.172	2.278	0.023
X → Z	0.794	0.801	0.053	15.087	0.000
Z → Y	0.448	0.456	0.154	2.913	0.004

Source: Processed data (2025)

Based on the calculations in Table 12, the hypothesis testing for each latent variable shows the following results:

Hypothesis 1: Leader-Member Exchange (LMX) Significantly Influences Organizational Citizenship Behavior (OCB) at the Regional Development Planning Agency of Yogyakarta Special Region

The analysis results in Table 12 indicate a path coefficient value of 0.391 and a p-value of 0.023. This analysis shows that Leader-Member Exchange has a positive and significant influence on Organizational Citizenship Behavior. The t-statistic value for this effect is 2.278, which exceeds the critical t-value of 1.96 ($p < 0.05$). This indicates that H1 is accepted, meaning there is a significant relationship between LMX and OCB. The significant relationship suggests that the quality of interactions between leaders and members can influence positive employee behavior within the organization. Understanding and managing this relationship can provide substantial benefits for the organization in achieving its goals and improving performance.

This finding supports the research conducted by (Arifin et al., 2024b), which shows that Leader-Member Exchange has a positive and significant influence on employees of Balai Yasa Yogyakarta. Similar results were found by (Erwanto, Ramadhan & Riyanto, 2024), for employees of Bank BTN. Consistent findings were also reported by (Rahayu Setyati & Woro Utari, 2023), for employees of the Department of Industry and Manpower of Bojonegoro Regency and by (Wijanarko & Tjahjaningsih, 2022), for employees of the Regional Secretariat of Batang Regency.

Hypothesis 2: Leader-Member Exchange significantly influences Employee Engagement at the Regional Development Planning Agency of Yogyakarta Special Region

The data processing results in Table 12 show a path coefficient value of 0.794 and a highly significant p-value of 0.000. This analysis indicates that Leader-Member Exchange has a very strong influence on Employee Engagement. The t-statistic value for this effect is 15.087, which far exceeds the critical t-value of 1.96. This indicates that H2 is accepted, meaning there is a very significant influence of LMX on Employee Engagement. Thus, this result shows that the quality of the relationship between leaders and employees directly enhances employee engagement.

This finding is supported by the research conducted by (Aril et al., 2024), which shows that Leader-Member Exchange has a positive and significant influence on Employee Engagement at KPP Pratama Bantaeng. Similar results were also reported by (Khair, Jufrizen, Annisa, Ratih Pratiwi, et al., 2024), for employees of PT Pelabuhan Indonesia (Persero) TPK Karawang.

Hypothesis 3: Employee Engagement significantly influences Organizational Citizenship Behavior at the Regional Development Planning Agency of Yogyakarta Special Region

The data processing results in Table 12 show a path coefficient value of 0.448 and a highly significant p-value of 0.004. This analysis indicates that Employee Engagement has a significant influence on Organizational Citizenship Behavior. The t-statistic value for this effect is 2.913, which far exceeds the critical t-value of 1.96. This indicates that H3 is accepted, meaning there is a very significant influence of Employee Engagement on Organizational Citizenship Behavior. Therefore, when employees feel engaged and committed to their work, they are more likely to exhibit extra-role behavior that benefits the organization.

This finding is supported by the research conducted by (T. M. Dwivina & Kustini, 2024), which shows that Employee Engagement has a positive and significant influence on Organizational Citizenship Behavior at the Department of Manpower and Transmigration of East Java Province. Similar results were also reported by (Fitri & Rozak, 2023b), for employees of XYZ Foundation, (Ompusunggu & Rifani, 2023b), for employees of Class IIB Correctional Facility of Humbang Husundutan, and (Paramitha & Rijanti, 2022b), for employees of the Education Department of Semarang City.

Table 8. Path Coefficient (Mediation Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Value
X → Z → Y	0.356	0.369	0.137	2.593	0.010

Source: Processed data (2025)

Hypothesis 4: Leader-Member Exchange significantly influences Organizational Citizenship Behavior through Employee Engagement at the Regional Development Planning Agency of Yogyakarta Special Region

The data processing results in Table 13 show a path coefficient value of 0.356 and a significant p-value of 0.010. This analysis indicates that Leader-Member Exchange significantly influences

Organizational Citizenship Behavior through Employee Engagement. The t-statistic value for this effect is 2.593, which exceeds the critical t-value of 1.96. This indicates that H4 is accepted, meaning the influence of Leader-Member Exchange on Organizational Citizenship Behavior occurs not only directly but also through the mediating role of Employee Engagement.

This finding is supported by the research conducted by (Rahayu Setyati & Woro Utari, 2023), which shows that Leader-Member Exchange has a positive and significant influence on Organizational Citizenship Behavior through Employee Engagement as a mediating variable for employees of the Department of Industry and Manpower of Bojonegoro Regency.

CONCLUSION

Based on the research conducted at the Regional Development Planning Agency (BAPPEDA) of the Special Region of Yogyakarta, it can be concluded that Leader-Member Exchange (LMX) has a positive and significant influence on Organizational Citizenship Behavior (OCB). This indicates that a strong and constructive relationship between leaders and subordinates encourages employees to engage in discretionary, pro-organizational behaviors. Moreover, LMX also demonstrates a positive and significant effect on Employee Engagement, implying that the better the relationship between leaders and team members, the higher the employees' involvement and commitment to their work.

Furthermore, employee engagement positively and significantly affects OCB, indicating that employees who are emotionally and cognitively engaged in their work are more likely to exhibit extra-role behaviors. In addition to the direct effects, LMX also indirectly influences OCB through Employee Engagement as a mediating variable. Therefore, employee engagement serves as a crucial mechanism that strengthens the impact of leader-member relationships on positive organizational behavior. For future research, it is recommended to broaden the study scope to include other government institutions or private sector organizations, and to consider additional mediating or moderating variables such as job satisfaction or organizational culture to provide a more comprehensive understanding.

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