

THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND LEADER MEMBER EXCHANGE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEES OF BMT BINAMAS PURWOREJO

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ABSTRACT

Organizational Citizenship Behavior (OCB) is discretionary employee behavior performed beyond formal job requirements that can support organizational effectiveness. At BMT Binamas Purworejo, preliminary observations indicated that some employees showed limited voluntary assistance to colleagues, passive participation in organizational activities, weak work initiative, and less optimal interpersonal exchange between leaders and employees. This study examines the influence of employee engagement and leader-member exchange on OCB among employees. The study employed a quantitative survey design. The population consisted of 90 non-managerial employees who had worked for at least one year, and all members of the population were included as respondents. Data were collected through a five-point Likert questionnaire and analyzed using multiple linear regression. The findings show that employee engagement has a positive and significant effect on OCB, with a standardized regression coefficient of 0.552. Leader-member exchange also has a positive and significant effect on OCB, with a standardized regression coefficient of 0.573. Simultaneously, employee engagement and leader-member exchange significantly affect OCB, as indicated by an F-statistic of 70.464 and a significance value of 0.000. These findings indicate that stronger employee engagement and better-quality leader-member relationships are associated with stronger discretionary behaviors that support the organization. Research results reveal that employee engagement has a positive and significant influence on Organizational Citizenship Behavior (OCB). Furthermore, the leader-member relationship also proved to have a positive and significant influence on Organizational Citizenship Behavior. Simultaneously, employee engagement and the leader-member relationship have a positive and significant influence on Organizational Citizenship Behavior among BMT Binamas Purworejo employees.

Keywords: employee engagement; leader member exchange; organizational citizenship behavior

INTRODUCTION

In an era where businesses are increasingly competitive, companies need to have employees who not only work well but also have a good attitude and are active in the workplace. Regular investment in human resource development not only helps improve

employee welfare but also enhances overall organizational performance.

An action that is not immediately rewarded by the formal reward system and is done voluntarily is known as Organizational Citizenship Behavior (OCB). In general, these actions support an organization to function well and

efficiently (Organ, 2006). OCB, or Organizational Citizenship Behavior, is a behavior performed by employees voluntarily. This action occurs outside of their main job duties and benefits the organization.

Altruism, conscientiousness, sportsmanship, etiquette, and civic virtue are all signs of Organizational Citizenship Behavior (OCB), according to (Organ, 2006). Organizational Citizenship Behavior (OCB) is voluntary behavior performed by employees outside their main duties that benefits the organization (Amelia and Puspitadewi, 2023:2). Organizational Citizenship Behavior (OCB) is voluntary activity from organization members that supports the organization's functions, so this behavior is more helpful, expressed in the form of actions that show a selfless attitude and concern for the welfare of others

Employee engagement is a strong emotional attachment to the company, which can affect how they complete tasks and usually results in good work outcomes (Schaufeli and Bakker, 2006). Employee Engagement is also defined as the effort of organization members to bind themselves to their roles in their work. Highly engaged employees will feel a deep emotional connection with the company,

which will impact how they complete tasks and usually have good work results (Schaufeli and Bakker, 2006). Employee engagement can also be interpreted as a positive way of thinking, a way of thinking to complete work-related matters. This is marked by three aspects: that they lose track of time and vigor, which means having high energy at work; dedication, which means being deeply involved with feelings of inspiration, pride, enthusiasm, a sense of meaning, and facing challenges; and absorption, which describes employees who are so focused on a task find it difficult to stop working (Schaufeli and Bakker, 2006). Employees who are energetic, enthusiastic, proud of their work, and psychologically absorbed in their tasks may be more willing to contribute beyond formal role requirements. Employee Engagement is also defined as the effort of organization members to bind themselves to their roles at work. Recent empirical studies have also reported positive relationships between employee engagement and OCB (Ompusungu & Rifani, 2023; Cecilia et al., 2025).

The next factor that influences Organizational Citizenship Behavior (OCB) is Leader-Member Exchange (LMX) which focuses on the quality of the

reciprocal relationship between leaders and individual employees. Team members and leaders communicating with one another is a key component of leadership mutually beneficial relationship for the leader as well as all members of the team (Graen & Uhl-Bien, 1995). This is how connections are built to support organizations to be more successful by creating good interactions between leaders and their members. Meanwhile, according to (Liden and Maslyn, 1998), Leader-Member Exchange is a relationship dynamic subordinates that has four dimensions: contribution, loyalty, affect, and professional respect. The Leader-Member Exchange Theory explains that leaders build one-on-one relationships with group members. Leaders create special relationships with a small group of followers, who become favored members of the group and receive more attention. Individuals outside the core group receive little attention and recognition from the leader, who relies solely on formal authority (Robbins & Judge, 2007). This theory states that due to time constraints, leaders build a special relationship with a small group of their followers. These individuals then become members of the in-group or favored group, trusted and receiving greater attention from the leader,

possibly even receiving certain privileges. Meanwhile, other followers who are not part of the in-group, referred to as the out-group or unfavored group, receive less time and recognition from their leader. The relationship between the leader and the out-group is based solely on formal authority interactions. Leadership exchange to positive members for the organization. (Graen & Uhl-Bien, 1995). Recent research has found positive relationships between LMX and OCB in different organizational contexts (Setyati & Utari, 2023; Marchyta & Lomban, 2024).

This study focuses on BMT Binamas Purworejo. Preliminary observations documented in the research proposal indicated that OCB among some employees was still limited, particularly in voluntary assistance to colleagues and participation in activities outside routine work. Some employees also appeared to have low initiative and work enthusiasm, while interpersonal exchange between leaders and employees was perceived as less optimal, including limited informal communication and emotional closeness. These conditions provide a practical context for examining the relationship between employee engagement, LMX, and OCB.

Accordingly, this study aims to examine: (1) the effect of employee engagement on OCB; (2) the effect of LMX on OCB; and (3) the simultaneous effect of employee engagement and LMX on OCB among employees of BMT Binamas Purworejo. The study is expected to contribute empirical evidence to human resource management research and provide practical information for strengthening employee engagement and leader-member relationships.

LITERATUR REVIEW

Employee Engagement

Employee Engagement. Employee engagement describes a positive psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2006). This is marked by three aspects: that they lose track of time and vigor, which means having high energy at work; dedication, which means being deeply involved with feelings of inspiration, pride, enthusiasm, a sense of meaning, and facing challenges; and absorption, which describes employees who are so focused on a task find it difficult to stop working. In the underlying study, engagement was operationalized through these dimensions. The theoretical expectation is that

employees who are more engaged in their work are more willing to invest effort beyond minimum formal requirements.

Leader Member Exchange

Graen & Uhl-Bien (1995) explain Leader-Member Exchange as a mutually supportive relationship between leaders and team members. This relationship helps organizations achieve success. Leaders reward employees who are close to them. Leader-Member Exchange. LMX explains the quality of reciprocal relationships between leaders and individual members.. Such relational resources may encourage employees to reciprocate through constructive discretionary behavior.

According to Graen and Uhl-Bien (1995), there are three signs in the exchange between leaders and members: 1) Appreciation, a relationship is formed from mutual respect for skills; 2) Trust, relationships are difficult to build without trust; 3) Responsibility, strengthens the working relationship between the two. Empirical evidence from Setyati and Utari (2023) and Marchyta and Lomban (2024) supports a positive relationship between LMX and OCB.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) helps organizations effectively, done voluntarily without direct rewards (Organ, 2006). Organizational Citizenship Behavior (OCB) is an action taken by employees outside their main responsibilities that benefits the organization (Amelia and Puspitadewi, 2023:2).

Organizational Citizenship Behavior (OCB) as a willingness to perform tasks beyond one's initial job or beyond the formally assigned tasks or roles given to an individual without formal demands or rewards from the organization, stating that it is a desire to complete tasks. According to Organ (2006), The following are indicators of Organizational Citizenship Behavior (OCB): 1) Altruism, which is when employees help colleagues who are experiencing problems, whether related to work or personal matters. This shows that this help is given without coercion; 2) Conscientiousness, which is a person's actions that strive to do more than expected at work. These are voluntary actions that are not part of their official duties. This shows an effort beyond just completing tasks; 3) Sportsmanship, which is an action that shows patience towards unfavorable situations at work

without complaining. People with good sportsmanship will help create a positive atmosphere among colleagues; they will be more polite and willing to cooperate, thus making the workplace more enjoyable; 4) Courtesy maintains good relationships with colleagues in interactions. Polite people will respect and pay attention to others; 5) Civic Virtue, which is an action that shows a sense of responsibility towards the organization (such as participating in changes, taking the initiative to provide suggestions on how to improve work methods or procedures, and safeguarding organizational resources). This reflects the responsibility given by the organization to individuals to improve their work quality.

Research Relationships. Employee engagement can encourage OCB because employees who experience energy, dedication, and absorption may be more willing to help colleagues, participate in organizational activities, and maintain a constructive work environment. LMX can similarly encourage OCB through reciprocal social exchange: employees who experience supportive and respectful relationships with leaders may respond with behaviors that exceed formal role expectations. Prior research involving employee engagement and LMX has

reported positive relationships with OCB, including studies by Fitri and Rozak (2023), Ompusungu and Rifani (2023), Setyati and Utari (2023), and Rachma et al. (2025). Based on this literature, the study proposes three hypotheses.

And so there are three hypotheses: Employee engagement is positively associated with organizational citizenship behavior (H1). Leader-member exchange is positively associated with organizational citizenship behavior (H2). Employee engagement and leader-member exchange jointly affect organizational citizenship behavior (H3).

RESEARCH METHOD

This study used a quantitative survey design to examine the effects of employee engagement and Leader-Member Exchange (LMX) on Organizational Citizenship Behavior (OCB). Primary data were collected through a questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire contained five OCB items (Y1–Y5), six employee engagement items (X1.1–X1.6), and six LMX items (X2.1–X2.6), for a total of 17 items. The manuscript reports validity testing using a Pearson correlation

threshold of 0.30 and reliability testing using Cronbach's alpha threshold of 0.70.

The study population consisted of 90 non-managerial employees of BMT Binamas Purworejo who had worked for at least one year, including employees at the head office and branches in Purworejo Regency. Because all 90 eligible members of the defined population were included as respondents, the sampling approach is more accurately described as total population sampling (a census of the eligible population), rather than purposive sampling. The eligibility criteria were active employment, at least one year of tenure, and non-managerial status (Sugiyono, 2019:80). This research uses purposive sampling technique in determining the sample by considering specific criteria, namely: (a) Active employees who have worked for at least one year at either the head office or each branch in Purworejo Regency; (b) Non-managerial employees.

Data were processed using IBM SPSS Statistics version 25. The analysis included item-validity testing, reliability testing, and multiple linear regression. The regression model was specified as:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where Y represents OCB, X_1 represents employee engagement, X_2

represents LMX, a is the constant, b_1 and b_2 are unstandardized regression coefficients, and e is the error term. Statistical significance was evaluated at $\alpha = 0.05$. Regression assumptions should be assessed before interpreting the model, including residual normality,

multicollinearity, heteroscedasticity, and linearity. The supplied manuscript does not contain the diagnostic statistics or plots needed to report these checks; these results must therefore be obtained from the original SPSS output and added before final publication. A significance value displayed by SPSS as .000 is reported here as $p < .001$

RESULT AND DISCUSSION

Instrument Test

This research covers 90 employees, primarily those who have worked for at least one year at BMT Binamas Purworejo. The variables analyzed include employee engagement (X1), leader-member interaction (X2), and organizational citizenship behavior (Y).

Table 1 Validity Test Result

Indicator variables	Pearson Correlation	R table	Result
OCB (Y)			
Y1	0.914	0.3	Valid
Y2	0.911		Valid
Y3	0.898		Valid
Y4	0.915		Valid
Y5	0.893		Valid
Employee engagement (X1)			
X1.1	0.947	0.3	Valid
X1.2	0.925		Valid
X1.3	0.910		Valid
X1.4	0.915		Valid
X1.5	0.939		Valid
X1.6	0.942		Valid
Leader Member Exchange (X2)			
X2.1	0.928	0.3	Valid
X2.2	0.933		Valid
X2.3	0.931		Valid
X2.4	0.926		Valid
X2.5	0.939		Valid
X2.6	0.921		Valid

Validity test results indicate certain findings. Pearson correlation value for questions with positive values is greater than 0.3. Therefore, it can be said that the measurement tool is valid. This means that each question in the questionnaire can accurately measure what is being researched, so it can be used to collect subsequent research data. The criteria used are by observing the Cronbach's Alpha (α) value. A construct or a variable is reliable if the Cronbach's Alpha value is over 0.70. See Table 2 for results.

Tabel 2 Reliability Test Result

Indicator Variable	Cronbach's Alpha	R Table
Organizational Citizenship Behavior (OCB) (Y)	0.945	0.70
Employee Engagement (X1)	0.969	0.70
Leader Member Exchange (X2)	0.969	0.70

The reliability test shows a Cronbach Alpha value greater than 0.70 for each question and variable, indicating good reliability the instrument is reliable. This indicates that the questions in the questionnaire are consistent in measuring the variables studied, so they can be used to collect data in future research.

Tabel 3 Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	-1.436	1.448		-.991	.324
X1	.448	.054	.552	8.329	.000
X2	.465	.054	.573	8.643	.000

Based on table 3, the formula for the multiple linear regression model can be determined from the test results as follows:

$$Y = -1.436 + 0.448X_1 + 0.465X_2$$

The regression coefficients are interpreted as follows: (1) Employee engagement had an unstandardized coefficient of $B = 0.448$ and a standardized coefficient of $\beta = 0.552$ ($t =$

8.329 , $p < .001$). Holding LMX constant, a one-unit increase in the employee engagement score was associated with a 0.448-unit increase in the predicted OCB score; (2) LMX had an unstandardized coefficient of $B = 0.465$ and a standardized coefficient of $\beta = 0.573$ ($t = 8.643$, $p < .001$). Holding employee engagement constant, a one-unit increase in the LMX score was associated with a 0.465-unit increase in the predicted OCB score.

The coefficient of determination was calculated from the reported F statistic and degrees of freedom. For $F(2, 87) = 70.464$, $R^2 = .618$ and adjusted $R^2 = .609$ (rounded to three decimal places). Thus, the model accounts for approximately 61.8% of the observed variation in OCB; the remaining variation is associated with factors outside this model and random error: (1) Employee engagement had a significance value reported as .000 in the original SPSS table, which should be expressed as $p < .001$. This result supports H1: employee engagement is positively and significantly associated with OCB; (2) LMX also had a significance value reported as .000, which should be expressed as $p < .001$. This result supports H2: LMX is positively and significantly associated with OCB.

Tabel 4 F Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regressi	2284.006	2	1142.003	70.464	.000 ^b
Residual	1409.994	87	16.207		
Total	3694.000	89			

The overall regression model was statistically significant, $F(2, 87) = 70.464$, $p < .001$. Therefore, employee engagement and LMX jointly explain a statistically significant proportion of variation in OCB, supporting H3.

Discussion

The Influence of Employee Engagement on Organizational Citizenship Behavior

The regression results indicate that employee engagement is positively associated with OCB ($B = 0.448$, $\beta = 0.552$, $t = 8.329$, $p < .001$). H1 is therefore supported. Employees who feel energetic, dedicated, and absorbed in their work may be more prepared to help colleagues, maintain a constructive work environment, and take part in organizational activities beyond their formal duties. This interpretation concerns the work-related psychological resources captured by employee engagement, rather than burnout, which was not measured in this study.

According to the data results that support this hypothesis, if employees are

more engaged, they will exhibit higher organizational citizenship behavior. This shows that workers who are highly engaged are more inclined to go above and beyond their everyday duties in their employment official responsibilities. Employee engagement motivates employees to feel enthusiastic, proud, energetic, diligent, and focused at work, making them more willing to help colleagues, maintain a conducive work environment, and contribute beyond the demands of their formal roles. Employee engagement can lead to organizational citizenship behavior by focusing on employee involvement and commitment, which naturally extend beyond the given parameters of any organization. Employees with high engagement levels will have strong emotional ties to the organization, which will influence their work completion and tend to result in satisfactory work quality.

This result is consistent with previous studies reporting a positive relationship between employee engagement and OCB (Ompusungu & Rifani, 2023; Cecilia et al., 2025). In practical terms, management may support OCB by fostering meaningful work, recognizing employee contributions, and creating conditions that help employees remain energetic and

involved. These implications should be understood in light of the study's cross-sectional survey design, which identifies statistical associations rather than establishing causation.

The Influence of Leader-Member Exchange on Organizational Citizenship Behavior

According to the findings of the multiple linear regression test shown in table 5, the leader-member exchange variable's regression coefficient, which indicates an impact on Organizational Citizenship Behavior (OCB), is 0.573 and has a significance level of 0.000 (p-value less than 0.05). Organizational Citizenship Behavior (OCB) is positively and significantly affected by leader-member exchange, according to research findings of BMT Binamas Purworejo employees. This finding supports the second hypothesis (H2) in this study, as it has been established that leader-member exchange variables have a good and substantial impact on organizational citizenship behavior.

The confirmation of this hypothesis suggests that the better BMT Binamas Purworejo implements leader-member exchange with its employees, the more it will enhance employee organizational citizenship behavior (OCB). In other

words, an increase in the interaction between superiors and subordinates will also boost organizational citizenship behavior. The good reciprocal connection between leaders and their subordinates that promotes appreciation, support, trust, and employee commitment to the business is referred to as leader-member exchange. This aligns with the theory proposed by Graen & Uhl-Bien (1995), the time constraints leaders have cause them to tend to build closer relationships with a small portion of their followers. This group of followers then becomes part of the in-group, which are individuals who gain a higher level of trust, more intensive attention, and the possibility of receiving various privileges from the leader. Conversely, followers who are part of the out-group receive more limited attention and appreciation. Interactions between leaders and out-group members generally only occur within the scope of formal work relationships based on organizational authority (Robbins & Judge, 2007). Members who belong to the group receive a higher level of trust, greater attention from superiors, and various privileges. Conversely, out-group members receive limited time from their superiors, and the relationship between superiors and subordinates is based on

formal interactions, typically observable in their communication style.

The finding is consistent with previous studies reporting a positive association between LMX and OCB (Setyati & Utari, 2023; Marchyta & Lomban, 2024). For BMT Binamas Purworejo, the result suggests that consistent communication, fair treatment, trust, and recognition of employee capabilities may help support discretionary behavior.

The influence of Employee Engagement and Leader-Member Exchange jointly on Organizational Citizenship Behavior

According to the test findings presented in Table 5, organizational citizenship behavior (OCB) is affected by both leader-member exchange and employee engagement. This means that when employees have high work engagement and a good relationship with their superiors, the tendency to exhibit extra-role behaviors beyond formal duties will also increase.

The finding is broadly consistent with research reporting relationships between employee engagement, LMX, and OCB (Fitri & Rozak, 2023; Rachma et al., 2025). However, the coefficient of determination also indicates that approximately 38.2% of the observed

variation in OCB is not explained by these two predictors in this model. Future research may examine other theoretically relevant variables, provided they are specified and measured clearly. Thus, the third hypothesis (H3) in this study is accepted, as the analysis results indicate that employee engagement and leader-member exchange variables simultaneously, these variables have a significant influence on Organizational Citizenship Behavior (OCB). The results of this study are in line with Social Exchange Theory (SET), which states that all forms of human relationships are underpinned by the "cost-benefit principle/subjective cost and benefit" and consideration of several alternatives. Social exchange occurs in two-way interactions where both parties are interdependent. Employees who have engagement with their workplace and receive special attention from their leaders will provide efforts that exceed their duties as a reciprocal return to the company and their leaders.

CONCLUSION

This study found that employee engagement was positively and significantly associated with OCB among employees of BMT Binamas Purworejo.

LMX was also positively and significantly associated with OCB. In addition, the overall regression model showed that employee engagement and LMX jointly explained a significant proportion of variation in OCB ($R^2 = .618$; adjusted $R^2 = .609$). These findings highlight the relevance of employees' psychological involvement in work and the quality of leader–employee relationships to discretionary behaviors that support the organization.

The study contributes to human resource management research by examining employee engagement and LMX together as predictors of OCB in the context of BMT Binamas Purworejo. Because the study used a survey of one organization, the findings should not automatically be generalized to other settings, and the statistical relationships should not be interpreted as causal effects.

Management may consider strengthening employee engagement through meaningful work, constructive feedback, and recognition of contributions. These practices may help employees sustain energy, dedication, and concentration in their work.

Management may also strengthen LMX by maintaining open communication, demonstrating trust,

recognizing employee capabilities, and responding fairly to work-related concerns. Future studies should report regression diagnostic results, provide the full questionnaire and its source/adaptation details, and consider additional predictors of OCB.

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