

Leader-Member Exchange and Organizational Citizenship Behavior: High-Performance Work System

Soepriyatna¹, C.H. Pangaribuan^{2*}, O.P.B. Putra³, D. Hidayat⁴

^{1,2}Faculty of Education, Sampoerna University, Jakarta, Indonesia 12780

³BINUS Business School Undergraduate Program, Management Department, Bina Nusantara University, Jakarta, Indonesia 11480

³BINUS Entrepreneurship Center, Management Department, Bina Nusantara University, Jakarta, Indonesia 11480

*Corresponding Author: christian.pangaribuan@sampoernauniversity.ac.id, Tel.: +62-811849201

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Abstract—The growing importance of innovation and its management in the gaming industry offers an opportunity to examine corporate citizenship behavior, particularly in terms of work systems and creativity. This study examined the role of HPWS as a mediator in the LMX and OCB interaction. Despite the importance of LMX and OCB, research into how HPWS might serve as a mediator in the video game creative industry is limited, under-researched, and fragmented. An internet survey was conducted utilizing the purposive sampling technique to acquire data from Indonesian game creators. There were 56 replies to the survey, which were analyzed using Smart-PLS, including the hypothesis testing. The results found that the link between LMX and OCB was not significant. However, the indirect path was significant, which predicted that high performance work system would mediate the association between LMX and OCB. Managers of video game companies will find this study useful in planning and implementing HRM procedures. By incorporating high performance work system as a mediator between LMX and OCB, this study will fill the less-explored area of citizenship behavior.

Keywords—High-Performance Work System, Leader-Member Exchange, Organizational Citizenship Behavior, Game Developer, Partial Least Square

I. INTRODUCTION

In today's fierce environment, organizations rely on everyday occurrence of sensitive and thoughtful acts of the employees. Organizational citizenship behavior (OCB) is described as discretionary conduct(s) that support the organization's effective operation while not being part of the employee's formal position requirements [1]. OCB demonstrates collaborative engagement and contributes to an organization's improvement and effectiveness [2]. According to past study, based on a reciprocity relation, when the leader-follower relationship works best, it tends to develop OCB easier [3]. A precursor of OCB has been proposed: leader-member exchange (LMX) [4].

Despite the necessity for LMX and OCB, research into how HPWS can act as a mediator in the video game creative business is limited, under-investigated, and fragmented. The increasing relevance of innovation and its management in the gaming sector provides a chance to look into organizational citizenship behavior, notably in terms of work systems and creativity. As a result, our objective is to assess the atmosphere for leader-follower relationships and selfless acts within businesses, as well as how they are perceived within game-development firms.

Extending this line of inquiry, the role of HPWS as a mediator in the LMX and OCB interactions is investigated in this organizational behavior study, with the goal of highlighting the gap. The findings of this study would benefit department managers and organizations by providing serious insight into the critical function of HPWS in determining organizational citizenship behavior. Yet, there is a lack knowledge about a mediating component in HPWS, which could add to the refining of the social exchange theory. This would serve as this study's problem definition.

The vacuum in existing organizational citizenship behavior research serves as the motivation for this work. The limited academic study that has examined these behavior's antecedents has mostly concentrated on studies in the public sector [5]. Even though it is critical to comprehend the environment in which organizational citizenship behavior develops, the factors that contribute to OCB in the private sector have not been thoroughly studied up to this point [5]. The importance of the study is that it should offer insightful knowledge that enhances how well organizations operate. The details could serve as inspiration for ideas to further enhance their management approach.

The following is how the rest of the paper is organized. In Section 2, the theory and research variables are discussed in the literature review. The methodologies and correlations among the variables are presented in Section 3. The impacts of HPWS regulating the interactions between LMX and OCB are documented in Section 4. The paper comes to a close with Section 5.

II. RELATED WORK

A. HPWS Concepts and Definitions

In recent years, best practice in the area of human resource management has received very high attention. HPWS is a state in which businesses enhance and refine their employees' abilities, knowledge, and conduct in order to meet organizational objectives [6]. Similar to what was stated by Özçelik et al. [7], HPWS is also often interpreted as HR practices that are more deeply involved and highly committed towards unit-level as well as organization as a collective whole [8,9,10].

The researchers concluded that HR practices have a very significant impact on organizational performance [11]. Creativity-oriented HPWS refers to a set of human resource strategies intended to strengthen employee competence, motivation, and opportunities [12]. According to He et al. [13], appraisal and reward (measured by performance appraisal, remuneration, benefits), people flow (inclusive of selective staffing, training, employee mobility, job security), and employment relations (include job design and encouragement), are the dimensions used to measure HPWS.

B. Concepts and Definitions on LMX

LMX is a theory that explains that a leader divides his subordinates into two groups: in- and out-group. Subordinates who are included in the in-group will have higher performance appraisals, lower turnover, and higher job satisfaction than those in the out-group [14]. According to Liden and Maslyn [15], the leader-member exchange can be empirically measured by affect, professional respect, contribution, and loyalty.

Previous research conducted by Wang [16] showed that LMX was able to increase the creativity and performance of employees. This is because employees with high LMX tend to have positive behavior and are more creative so that they have a positive impact on performance. LMX also has an influence on the culture of an organization [17], where this culture more or less determines the direction and behavior of an organization.

C. OCB's Concepts and Definitions

OCB can be defined as a behavior that is not documented or represented in a reward system but can have an impact on an organization's effectiveness [1]. OCB can be interpreted as the behavior of individuals who become a choice, which indirectly and this can be used as a way to promote organizational functions effectively [18,19].

OCB can create a comfortable work environment for their co-workers without complaining about minor problems that may occur. Attitudes like this can make employees behave extra in improving employee performance and organizational performance. OCB that is carried out between employees can create a stable atmosphere within the company which will reduce the turnover rate and increase the potential for hiring new employees, because this OCB can improve company performance which will have a positive effect on increasing the company's competitive advantages [20,21,22].

According to Organ [1], there are 5 dimensions that can affect OCB in the form of civic vitality, conscientiousness, altruism, courtesy, and sportsmanship. Civic virtue refers to subordinates' responsibilities to engage in company life, such as attending meetings that are not mandated by the employer and keeping up with organizational developments. Conscientiousness is a commitment to work that goes beyond statutory responsibilities, such as lengthy work hours and volunteering to do extra labor. Altruism is a voluntary behavior in which an employee provides assistance to other individual employees with certain problems to complete their tasks in unusual circumstances. Courtesy is the behavior of employee members who try not to disturb and create problems for other employees. Sportsmanship is a quality that allows people to calmly bear discomfort, which is an unavoidable feature of practically any workplace.

D. Hypotheses Development

The most plausible link between LMX and OCB, according to the social exchange theory, is based on a leader-related factor [23]. In their study, Bowler et al. [4] found that co-workers attributing their colleagues' OCB to impression management objectives are positively connected with the LMX quality. In their study, Savithri and Mozhi [24] found that when companies foster a sense of good leader-member exchange in their staff, organizational citizenship behavior will automatically follow, resulting in a healthier workplace. Yusof et al. [25] also found a similar result in their study involving 539 nurses of four selected public hospitals all over Malaysia. They discovered that when nurses are given a high-quality LMX, they will return the favor by doing OCB at work. A previous study on Ghanaian technical university lecturers found that the association between LMX and OCBs was mitigated by job experience [26]. The following speculative assumption can be taken from the explanation of the link between LMX and OCB:

H₁: LMX has a significant direct effect on OCB.

Although research suggests that LMX has a beneficial relationship with OCBs, nothing is known about the impact of mediators, such as HPWS. HPWS is a concept that stresses the use of the organizational management system's strength to guide employees' humanistic ideals [27]. According to a prior study, implementing HPWS has a significant impact on personal performance, including work satisfaction, service quality, organizational citizenship behavior, and information sharing [28].

A previous study on Finnish organizations found the relationship between leader-member exchange and individual and unit-level performance [29]. Chang et al.'s [30] study indicated that individual-level high-performance work systems interact with relationships with first-line managers. Meanwhile, prior research has suggested that in the hospitality industry in Turkey, high-performance human resource management methods are linked to unit-level service-oriented OCB [31]. From the discussion, a provisional assumption can be drawn:

H₂: HPWS mediates the interaction between LMX and OCB.

Despite well-established evidence of the relationship between manager/team members and employee behavior, research in the contexts of the game creating firm employees in Indonesia has not been undertaken, as the literature study has demonstrated. Additionally, despite the link between leader-member interchange and high-performance work systems, conflicting outcomes have been reached. Last but not least, an integrated framework has not yet been developed to examine the potential mediating function of HPWS in the interaction between LMX and OCB. In response, our study was created to fill in such knowledge gaps. The conceptual framework of the investigation, from which two hypotheses were derived, is shown in Figure 1:

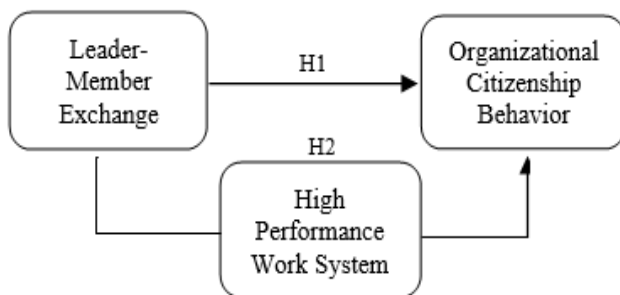


Figure 1. Research Framework and Proposed Hypotheses

III. METHODOLOGY

We employed structural equation models based on variance for data analysis and hypothesis testing (SEM). By measuring the directly observable variables, these models enable one to statistically investigate interrelated dependence relations between the variables based on the theory and associated indicator variables [32]. Partial Least Squares regression (PLS), one of the SEM approaches, was used. The PLS trajectory modeling can be viewed as a full-featured SEM technique that can handle factor models and models created for measuring constructs, estimate structural models, and perform model modification trials [33]. When small samples are involved, the use of PLS is also advised (n = 56) [34].

Game developers in Indonesia work in a fast-changing environment, with a significant increase in labor expectations [35,36]. As a result, Indonesian game creators should be an adequate sample for the study.

The researchers were able to acquire 56 legitimate responses out of the 100 questionnaires given after deleting partial responses and extreme outliers, resulting in a response rate of 56 percent. Following the first part's capture of respondents' sociodemographic characteristics, the second part's questionnaire items targeted to investigate LMX, HPWS, and OCB based on existing literature.

In this study, the items were rated on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement [37]. Please see Appendix 1 for survey items and personal loadings. Organ's [1] five-point Likert scale was used to measure OCB empirically. Sheer [38] devised a five-item scale to measure the LMX scale. The HPWS was calculated using a five-point scale developed by Zacharatos et al. [39]. The survey was carried out in two stages, the first of which was to assess the model's reliability and validity (see Table 1). The model's putative relationships were then tested by looking at the path estimations.

IV. RESULTS AND DISCUSSION

With Smart-PLS 3.2.9 software, this study used the partial least square technique for data analysis to evaluate the research model. The PLS technique, sometimes referred to as Projection to Latent Structures [40], was used primarily because the research model in this work includes second-order reflective-reflective elements [41].

Table 1 lists the measurement model outputs as average variance extracted (AVE), composite reliability (CR), and Cronbach's alpha. Cronbach's alpha and composite reliability both exceeded 0.70, indicating high internal consistency and dependability [42]. Convergent validity refers to the model's ability to explain the variation of the indicator. The average variance extracted (AVE) was introduced by Fornell and Larcker [43] to demonstrate convergent validity, while Bagozzi and Yi [44] advocated a 0.5 AVE criterion. The AVE in this study ranged from 0.599 to 0.671, which is much higher than the needed minimum, showing good convergent validity [44].

Table 1. Reliability and Validity

Constructs	AVE	CR	α	HPWS	LMX	OCB
HPWS	0.628	0.922	0.900	0.793		
LMX	0.599	0.856	0.794	0.599	0.774	
OCB	0.671	0.858	0.770	0.585	0.241	0.819

The link between LMX and OCB was not significant, as indicated in Table 2 ($\beta = -0.170$, $p < 0.001$). As a result, H1 was rejected. In this work, a bootstrapping method was used to determine the significance of the mediation effect [45,46]. The indirect effect must be significant for the mediation to work, and the 95 percent bootstrapped confidence interval must not contain the number zero.

Table 2. Path Estimates

Path	Coefficients	t Value	P Value
HPWS – OCB	0.687	5.043	0.000
LMX – HPWS	0.599	9.008	0.000
LMX – OCB	-0.170	0.907	0.182
LMX – HPWS – OCB	0.412	3.450	0.000

To test Hypothesis 2, we looked at the indirect effect, which predicts that HPWS will mediate the relationship between LMX and OCB. The estimate was substantial but lowered after incorporating the mediated variable HPWS into the model ($\beta = 0.412$, $p < 0.001$). As a result, we can deduce that HPWS mediated the interaction between LMX and OCB to some extent. This corroborated H2 by indicating the presence of mediation.

V. CONCLUSION AND FUTURE SCOPE

The study's key conclusion is that leader-member exchange is a significant predictor of organizational citizenship behavior. Despite the relationship's necessity, the study into how another variable acting as a mediator in the video game industry is under-investigated. According to the proposed model, the link between LMX and OCB was statistically significant. Although LMX appears to be the most important direct predictor of OCB, HPWS plays a significant role in maintaining the indirect influence of another model variable. Moreover, HPWS plays an indirect effect on LMX through OCB is normally underestimated.

One of the study's most important theoretical contributions is the demonstration of a direct link between LMX and OCB, thus suggesting that these exchanges, which comprise the firm's culture of affect, professional respect, contribution, and loyalty, have a significant and direct influence on OCB. This result supports the conclusion of previous studies suggesting that LMX is associated with OCB.

The discovery of three dimensions of high-performance work systems is another theoretical conclusion of this study. The first dimension, people flow, comprises selection of the staff, training, job mobility, and employment security. The second dimension, appraisal and rewards, includes appraisal of job performance and benefits. The third dimension is employment relations (e.g., job design and encouragement). The study was able to go one step further in identifying the distinct effects of each work system factor on LMX and OCB by including these dimensions.

Managers of video game companies will find this study useful in planning and implementing HRM procedures. The findings show that creative sector managers and HR specialists should use HPWS to get insight about their employees' attitudes and actions.

Our findings show that they can increase OCB, resulting in a recommendation that organizations invest in the wide

variety of practices that make up HRM systems to improve employee behavior, which may be used to enhance organizational functions effectively. In light of these factors, we recommend that managers make the HPWS known to employees so that they are better aware of them and the employment environment in which they work.

It is possible that organizations could use the findings of this study to adjust their selection techniques to more psychologically flexible leaders. Because both subordinates and leaders have limited time and resources, LMX can be challenging to create. A leader's or supervisor's relationship with their subordinates is critical, and it can serve as an antecedent factor in determining employee behavior.

The study has a number of limitations that could lead to new research directions in the future. First, while the proposed cause-effect correlations in our work are theoretically sound, the cross-sectional structure of our dataset makes understanding causality among the study variables tricky. A more extensive research design (— for example, a longitudinal study) is required to clarify the indicated relationships.

Second, we tested our hypotheses using survey data from a single organization setting, which has the advantage of allowing us to account for organization-specific differences that could affect the research variables ahead of time. This enables researchers to capture heterogeneity inside the organization, which is primarily caused by the constructs chosen. However, such a method raises a question about the findings' generalizability. As a result, if our hypotheses are tested in many sorts of organizational situations, the OCB literature will benefit.

Future research should look at employee-based qualities that may influence the correlations analyzed in this study, such as the employee's psychological flexibility. These traits may have a role in the subordinates' experience of LMX when the leader is overworked, in addition to enhancing the research methodology and conducting similar studies in various cultures.

The data and results in this research are applicable specifically to the specific video game creative industry in an Indonesian context for they were based on a single country. As a result, more research in other industries is required in order to improve our understanding of the HPWS phenomenon as a mediator, as well as the circumstances and effects of accomplishing it in various situations.

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AUTHORS PROFILE

Soepriyatna received his Doctoral degree from Atma Jaya Catholic University in 2012. He specialized in English Applied Linguistic focusing on English Language Teaching. His areas of interest are teacher preparation and training, curriculum development, assessment, and module development. He is now a senior lecturer and Vice Rector of Academic Affairs of Sampoerna University, Jakarta, Indonesia.



Christian Haposan Pangaribuan received the Bachelor of Science in Productions & Operations Management from the Ohio State University, his MBA degree from University of New Haven, and PhD from BINUS University. He is now a lecturer at Sampoerna University, Jakarta, Indonesia. His research interest includes digital marketing and tourism management.



Okta Prihatma Bayu Putra is a lecturer and researcher in business, organization, and people management. He teaches several subjects: strategic management, human capital management, sustainability management. He majored in computerized accounting from BINUS University in 2006. In 2014, he accomplished his MBA from Gadjah Mada University (UGM) majoring in Strategic Management. Now, he is a PhD candidate in Human Capital Knowledge at BINUS Doctor of Research in Management (DRM).



Desman Hidayat is a senior lecturer in Binus Entrepreneurship Center at Bina Nusantara University (BINUS). He holds a bachelor's degree in Computer Science, a master's degree in business management, and a Doctorate Degree in Management, all from Bina Nusantara University. He started teaching entrepreneurship and management subjects in university since 2013. His research interests include entrepreneurship, innovation, gamification, and business model.

