

The Influence of Leader Member Exchange and Psychological Capital on Organizational Citizenship Behavior in MSMEs in Semarang City

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Abstract. This study aims to examine the influence of LMX and Psychological Capital on Organizational Citizenship Behavior (OCB). This research was conducted in MSMEs in Semarang City. The population of this study consists of all MSMEs scattered in Semarang City, with an unidentified population size. The sampling method used was non-probability sampling with convenience sampling technique, and obtained the number of respondents as many as 143 people. The research instrument used was a questionnaire that was tested for validity and reliability, then to explain the magnitude of the influence of the independent variable on the dependent variable using multiple linear regression equations using the SPSS 26 program. while testing the hypothesis using the F test, t test and beta coefficient. The results showed that (1) Leaders Member Exchange (LMX) had a significant and positive influence on Organization Citizenship Behavior (OCB). (2) Psychology Capital had a significant and positiv influence on Organization Citizenship Behavior (OCB).

Keywords: LMX,PsyC,OCB

1 Introduction

The role of MSMEs in the Indonesian economy is very significant, and this sector continues to experience growth. From an economic perspective, MSMEs play an important role in the country's economic development, good at opening jobs in the community and contributing to the Gross Domestic Product (GDP). In Indonesia MSMEs contribute to the Gross Domestic Product (GDP) reaching 60.5% and to employment reaching 96.9% of the total employment (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2022).

In Semarang City, the number of MSMEs has increased compared to the previous year, as of 2022 there were a total of 29,611 MSMEs, compared to the previous year in 2021 there were a total of 22,242 MSMEs (Semarang City Government Data). Based on the data, the growth and development of micro, smalls, and medium enterprises (MSMEs) in Semarang City own become an notable focus in improving the local economics. However, many MSMEs experience obstacles in developing their business like a shortage of leadership skills in dealing with challenges, poor

communication between employees and leaders, limited human resource, inability to deal with conflict. According to observations made by researchers, there are many MSME actors who only survive in running their business for 1-2 years, but there are also many MSME actors who last more than 3 years, but do not experience an increase in developing their business, but many also experience growth. fast enough to move up the class from small to medium businesses. In this phenomenon, SMEs often face challenges, including in terms of lack of leadership skills, poor communication, inability to resolve conflicts, lack of appreciation and support, stress and tension.

In MSMEs, the behavior of MSME managers who are often also business owners becomes very important. Moreover, MSME leaders may face challenges in developing effective leadership skills. Lack of psychological capital can affect their ability to manage teams, provide clear direction, motivate employees, and build good working relationships between employees and leaders, this can affect the willingness of leaders and employees to build OCB. In dealing with the phenomena that occur, the development of effective leadership is needed so that MSMEs can maintain the viability of their business. There are several factors that can affect the productivity of MSMEs, one of which is OCB. Voluntary actions that help improve organizational performance but are not part of an employee's formal job responsibilities constitute OCB[1]

[2] OCB can be defined as voluntary actions of individuals who as a whole contribute to organizational functioning, but are not explicitly or directly recognized through a formal reward system. According to [3] OCB is prosocial behavior or additional actions that cross the boundaries of a predetermined role in an organization or business. as also stated by [4] The study states that the success of an organization depends on the ability of employees to not only carry out their main tasks, but also willing to carry out extra tasks such as cooperation, mutual assistance, giving advice, participating actively, providing extra service to customers, and using working time. effectively. In the context of MSMEs, OCB can be played by both owners and employees to help MSMEs achieve their goals and increase their effectiveness.

In developing good relationships between owners and employees in helping MSMEs to achieve their goals, it requires a Leader Member Exchange (LMX). According to [5] Leader member exchange is a statement proposing the creation of a leader within or outside a group within an organization, where the people in the group consist of people who are achievers and have high productivity and enthusiasm for work, low job rotation rates but high job satisfaction. LMX has 4 dimensions consisting of; Professional Affection, Loyalty, Contribution and Respect. Affect has indicators; leaders like employees in personal relationships, Leaders regard employees as friends, Employees are a pleasant person. Loyalty indicators include; Employees defend decisions that have been taken by leaders, Employees are on the leader's side when needed, Employees are on the leader's side to defend when the leader makes unintentional mistakes. The dimensions of the contribution of the indicators include; Leaders provide everything that employees need in completing tasks, Leaders are willing to give more effort to support employees in achieving existing goals, Leaders are willing to work their hardest for the benefit of employees. The Professional Respect dimension consists of; Leaders are impressed by the work knowledge possessed by employees, Leaders respect the work competencies possessed by employees, Leaders are impressed by the work expertise possessed by [6]. LMX is an important concept in leadership studies. In the context of SMEs, the Leader Member Exchange can help understand the dynamics of the relationship between leaders and team members in leadership training programs aimed at repairing bad LMX relationships or strengthening good ones.

Previously, there have been studies discussing about LMX Leader-Member Relations on ocb by [7], [8], and [9] produce LMX positives and significant effect on OCB. Previous research was also conducted by [10] which resulted in the LMX having a positive and significantly influential on OCB .In contrast to the result of research conduct by [11] result Leader Member Exchange (LMX) no significantly influential on OCB. based on the difference in these results, it can make a research gap in this study.

Besides Leader Member Exchange (LMX), Psychological capital can also influence Organizational Citizenship Behavior (OCB) in developing good behavior in owners and employees. According to [12] Psychological capital is a positive psychological resource owned by an individual, and is useful in predicting the synthesis of individual psychological states of high performance work and the happiness index. According to [13] Psychological modality is a complex personal construction that spans four dimensions; self-efficacy, optimism, hope, dan resilience. Strong psychological capital in employees is very important for organizational success. Examining the factors that influence employee psychological capital in the context of MSMEs can provide an understanding of how MSMEs can create a work environment that allows employees to grow and develop personally. By strengthening employee psychological capital, MSMEs can increase low job satisfaction and influence employees to do OCB.

In previous studies regarding the influence of psychology capital on Organization Citizenship Behavior (OCB) it was carried out by [14],[15] , and [16] generates psychological capital which positive and significantly impact on OCB. Unlike the result of research conduct by [17] which resulted in psychological capital having no positives and significantly effect on Organization Citizenship Behavior (OCB). The results of these different studies indicate the importance of further research regarding the relation between Psychological Capital and Organization Citizenship Behavior (OCB).

Through the phenomena and differences in research gaps that occur,in this research aims to determine the relationbetween Leader Member Exchanges (LMX) and Psychological Capital and its influence on Organizational Citizenship Behavior (OCB) by taking the object of MSMEs in Semarang City

2 Relations Between Variables And Hypothesis Development

2.1 OCB

According to sources [1] OCB refers to voluntary actions that contribute to organizational effectiveness, but not included in the employee's formal job descriptions. Meanwhile, sources. [2] define OCB as individual voluntary behavior that collectively helps in carrying out organizational functions, but is not explicitly or directly recognized through a formal reward system. OCB is the behavior of members of the organization outside of their formal duties such as cooperation and helping other employees voluntarily [18] In research on MSMEs, the OCB behavior of company managers will be the driving force for the company's adaptation process to changes in the business environment. OCB has five dimensions which include: Altruism, in which employees help colleagues; Conscientiousness behavior, which involves trying to exceed company expectations; Sportmanship behavior, which includes tolerance for less than ideal conditions within the

organization without complaining; Civic Virtue behavior, which shows responsibility towards organizational life; and Courteousness, which involves maintaining good relation with co-workers to avoid interpersonal problem. [19] between employees and leaders in UMKM is very harmonious. This will make it easier for MSMEs to adjust the OCB of high MSME business organizations indicating that the ability of existing human resources within the organization has good extra-role performance. Extra-role performance means collaborating with oneself with business environmental situations in order to maintain the organization's business continuity.

2.2 Effect Lmx on OCB

According to [5] Leader member exchange is a statement that proposes the creation of a leader within or outside the group within the organization, where the people in the group consist of people who excel and have high productivity and enthusiasm for work, low job rotation rate but high job satisfaction. A strong LMX relationship is loyalty, characterized by friendship professional, contribution, respect whereas a weak LMX relationship is characterized by a lack of friendship professional, loyalty, contribution, professional respect, and , respect. [10]. LMX has 4 dimensions consisting of; Professional Affection, Loyalty, Contribution and Respect. Affect has indicators; leaders like employees in personal relationships, Leaders regard employees as friends, Employees are a pleasant person. Loyalty indicators include; Employees defend decisions that have been taken by leaders, Employees are on the leader's side when needed, Employees are on the leader's side to defend when the leader makes unintentional mistakes. The dimensions of the contribution of the indicators include; Leaders provide everything that employees need in completing tasks, Leaders are willing to give more effort to support employees in achieving existing goals, Leaders are willing to work their hardest for the benefit of employees. The Professional Respect dimension consists of; Leaders are impressed by the work knowledge possessed by employees, Leaders respect the work competencies possessed by employees, Leaders are impressed by the work expertise possessed by employees [6]

According to a study conducted by [8] in the MSME group in Jakarta, Bogor, and Bekasi with a total sample of 370 respondents, a relationship was found between LMX and OCB by showing the result that the higher the LMX, the higher the OCB. This implies that LMX has a positive and significant impact on Organization Citizenship Behavior. The results of the same research were also carried out by [7], [9] and [10] that LMX has a positive influence on OCB. Unlike the research conducted by [11] LMX has no influence on OCB. The discrepancies in previous research findings warrant a re-examination of the influence of LMX on OCB, leading to the formulation of the following hypotheses:

H1: Leader Member Exchange has a positive effect on Organizational Citizenship Behavior

2.3 Effect PC on OCB

Psychological capital is a positive psychology state of organizational members that grows so that it becomes energy and makes an important contribution to business organizations [20].

Psychology capital is a higher need for humans capital because it helps overcome various problems of organizational behavior [15]. Psychological capital is a complex personal construction that includes four dimensions; hope, optimism, resilience dan self-efficacy [13]. Indicators in self-efficacy include; able to find solutions to long-term problems, able to contribute to making organizational strategy, able to provide input in setting targets, able to provide good information to business partners. Optimism indicators consist of; always think positive about work, principled that there is a lesson from every problem, able to get the job done. The hope indicator is; There are many ways to solve problems at work, passionate about achieving targets, high desire to succeed at work, think of many ways to achieve the target. Resilience indicators include; dare to face stressful work, able to get through difficult work because of experience, able to handle many things at once, able to make the best decision when there is confusion. Employees who have good psychological capital tend to be more motivated to do OCB. Because employees will feel more able to overcome challenges and get better results. . agree with what was stated by [16] Psychological capital is a fundamental thing that must be owned by employees in the organization to be able to contribute to self-confidence which ultimately leads to competitive advantage and can create OCB behavior in employee.

Based on studies that have been conducted by [14] the findings indicate that psychological capital has a positive and significantly influential on OCB. Previous studies have also been conducted by [15], [16] which shows the results that psychological capital has a positive and significantly effect on OCB. Based on the previous research, the second hypothesis in this study is structured as follows:

H2: *Psychological Capital positive effect on Organizational Citizenship Behavior*

The following **FIGURE 1** is the Grhaptic Models of the hyphotesis

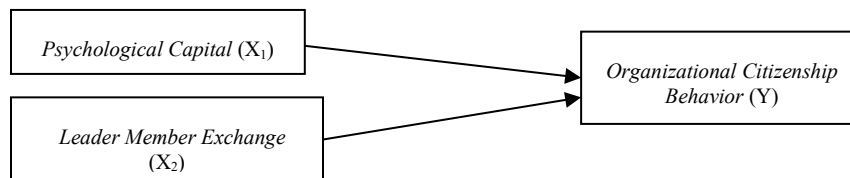


Fig. 1. Framework Models

3 Methods

3.1 Population and Sample

Population in this study are managers or owners of UMKM in Semarang City. The existence of MSMEs in the city of Semarang is in all sub-districts whose population numbers cannot be known with certainty or unidentified. The existing phenomenon shows that there are MSMEs that are not licensed but some are not licensed, some have just been established for more than 3 years, some have gone bankrupt not yet 3 years, so the numbers fluctuate very much. The MSME criteria used as respondents have been in business for at least 3 years or more on the grounds that the

owner or manager already understands and has the behavior to represent the owner or manager of a business organization. This sampling method used is non-probability samplings with convenience sampling method. The number of respondents targeted in this study is at least 100 respondents who are spread out and can represent the city of Semarang.

3.2 Instrument Test

3.2.1 Validity Test

According to [21] a validity test refers to an assessment method employed to determine the accuracy, authenticity, or reliability of a questionnaire. Factor analysis was conducted to evaluate the questionnaire used in this study. An indicator is declared valid if its loading-factor value is greater than 0.4. Besides being seen from the loading factor value, can also be seen through the value of $KMO > 0.050$. KMO value exceeding 0.50 indicates that the samples size used in the research is adequate.

3.2.2 Reliability Test

Reliability is a metric that indicates the degree to which a measuring instrument can consistently produce consistent and dependable results, which indicates the extent to which the results remain consistent. in practical terms, reliability is measured by the reliability coefficient, which ranges from 0 to 1.00. A higher reliability coefficient, closer to 1.00, indicates greater reliability, while a lower coefficient suggests lower reliability. An item can be considered reliable if it yields a Cronbach's Alpha value greater than 0.7 [22].

3.2.3 Respondent Descriptive Analysis

The descriptions of the respondent identity is intended to describe or explain the basic characteristics of the respondents in this research. The research collected data respondent identity data by using a questionnaire to the owners or managers of MSMEs in Semarang City. Identity data that will be collected is position, gender, age, education, form of business entity, type of business, length of business, reason for opening a business.

3.2.4 Variable Descriptive Analysis

Statements distributed to respondents in this study include the variables LMX, Psychological Capital, and OCB. The results of the description show certain statistical measures, namely the mean, median, mode.

3.2.5 Multiple Regression Analysis

Multiple linear regression analysis is a mathematical model used to assess the magnitude of the impact that independent variables have on the dependent variable. It enables the quantification of the relationships between multiple independent variables and a single dependent variable. The findings from the multiple linear regression equation can be presented in the following manner:

$$Y = \beta_1 X_1 + \beta_2 X_2 + e_1 \quad (1)$$

Showing:

Y	= Organizational Citizenship Behavior (OCB)
β_1	= Variable Regression Coefficient Leader Member Exchange
β_2	= Variable Regression Coefficient Modal Psikologi
X_1	= Psychological Capital Variables
X_2	= Leader Member Exchange (LMX) Variable
e_1	= error

3.3 Test Models

3.3.1 Coefficient Determination

The coefficient of determination (R^2) It quantifies how well the model fits the data and how much of the variability in the dependent variable is captured by the independent variables included in the regression analysis. The value of R^2 ranges from zero (0) to one (1). A low R^2 value suggests that the independent variable has limited capacity to explain the dependent variable comprehensively [21].

3.3.2 F Test

As stated by [23] the F-test is conducted to examine whether all the independent variables included in the model collectively have a significant impact on the dependent variable. To perform the F-test, certain conditions need to be met, such as using a significant level of 5%. If the calculated significance value of the F-test is less than the predetermined significance level (α) of 0.05, it indicates that there is a significant mutual influence among the independent variables on the dependent variable [21]

3.4 Hypothesis Testing

3.4.1 T Test

The t-test is employed to assess the significance of individual independent variable coefficients. It serves to determine the significance level of the influence of independent variables on the dependent variable within a research model by conducting t-tests [22]. The hypothesis criteria are accepted if the significant level (α) < 0.05.

4 Results and Discussion

4.1 Description of Respondents

Respondents' descriptions included position, gender, age, education, form of business entity, type of business, length of business, reasons for opening a business. To get research respondents, a questionnaire will be distributed to MSME entrepreneurs with a total of 143 respondents. Based on the position of respondents who have positions as owners as much as 125 with a percentage of as much as (87.4%), while respondents who have positions as managers as many as 2 with a percentage (1.4%), as well as respondents who have positions as employees as many as 16 with a percentage of 11.2%. The biggest gender is male with 86 percentages (60.1%). The age of most respondents at the age of less than 30 years was 71 or (49.7%). The highest level of education was in SMA/SMK/Kejar Paket C with 74 people or (51.7%). Most of the forms of business entity respondents are individuals as much as 130 or (90.9%). A total of 141 respondents had 1 type of business with a percentage (98.6%). The duration of business for most respondents was from 2 to 5 years with as many as 80 or (55.9%). The reason for opening a business for most respondents was profession calling as much as 51 or (35.7%).

4.2 Variable Description

Statements distributed to respondents in this study include the variables Leaders Member Exchange (LMX), Psychological Capital, and Organization Citizen Behavior (OCB). The result of the description show that the leader members exchange variable gets an average value (mean) of 5.55 so that it can be rounded to 6 so it gives a directional statement that agrees. This shows that the leader member exchange is running well in every MSME, namely business owners and employees can support each other in running a business so that they are able to achieve results according to the desired goals. In the psychological capital variable, it gets an average value (mean) of 5.51 so it can be rounded up to 6, so it gives a directional statement that agrees. This shows that MSME owners have psychological capital, namely having confidence in their ability to run their business because they have knowledge and are willing to learn to develop their abilities. In the organizational citizenship behavior variable, it gets an average value (mean) of 5.48 so that it can be rounded to 5, so it gives a somewhat agreed directional statement. This shows that

MSME owners have quite high organizational citizenship behavior, such as wanting to go directly into the production process or helping their subordinates in carrying out their duties.

4.3 Validity Test

The validity test serves the purpose of assessing the appropriateness of a questionnaire as a reliable instrument for measuring the variables being studied. This evaluation involves conducting factor analysis, which necessitates meeting certain criteria. Specifically, the Kaiser-Meyer-Olkin (KMO) measure must surpass 0.5, and the significance level of Bartlett's Test should be equal to or less than 0.05. These conditions ensure that factor analysis can be conducted. During the factor analysis process, if the Loading Factor (Component Matrix) of an item exceeds 0.4, it signifies that the corresponding item in the questionnaire is deemed valid.

Based on the results of the validity test will be explained in the following: The leader member exchange variable shows a KMO value of $0.925 > 0.50$ and sig. Bartlett's Test of $0.000 < 0.05$ so that sufficient samples are met. While the results of the factor loading in each indicator show a number greater than 0.4, it is concluded that 13 indicators of leader member exchange are valid. and the psychology capital variable shows a KMO mark of $0.940 > 0.50$ and sig. Bartlett's Test of $0.000 < 0.05$ so that sufficient samples are met. While the results of the factor loading in each indicator show a number greater than 0.4, it is concluded that 18 indicators of psychological capital are declared valid. And the organizational citizenship behavior variable shows a KMO value of $0.940 > 0.50$ and sig. Bartlett's Test of $0.000 < 0.05$ so that sufficient samples are met. Meanwhile, from the results of the factor loading in each indicator, it shows a number greater than 0.4, so it can be concluded that 28 indicators of organizational citizenship behavior are declared valid.

4.4 Reliability Test

The reliability tes is used to determine whether the questionnaire/indicator used is reliable as a variable measuring tool. If a person's response to the statements in a questionnaire remains consistent or stable over time, the questionnaire is considered reliable or reliable. To test its reliability, Cronbach's alpha methods is used, where if the Cronbach's alpha value exceeds 0.70, then the questionnaire is considered reliable. Based on the results of the reliability test, it showed that : the Cronbach's alpha value of the leader member exchange variable was $0.956 > 0.70$, so the 13 indicators of the leader member exchange were declared reliable. While the Cronbach's alpha value of psychological capital is $0.966 > 0.70$, the 18 indicators of psychological capital are declared reliable. And the Cronbach's alpha organizational citizenship behavior value is $0.981 > 0.70$, so 28 indicators of organizational citizenship behavior are declared reliable.

4.5 Regression Analysis

The analysis technique use in this study is multiple regression analysis. This analysis is use to determine the effect of leader member exchange and psychological capital on organizational citizenship behavior of Semarang City. the results of the regression analysis can be seen in **Table 1**.

Table 1. Regression Analysis Results

Variable Equations	Adjusted R Square	F	Sig.	Coefficient (β)	t- test Sig.	explanati on
Effect of Leader Member Exchange on OCB	0,753	217,488	0,000	0,445	0,000	Hypothesis 1 Accepted
The Effect of Psychological Capital on OCB				0,456	0,000	Hypothesis 2 Accepted

Based on the results of the regression, a linear regression equation for leader member exchange and psychological capital for organization citizenship behavior can be done as follows:

$$Y = 0,445 X1 + 0,456 X2 \quad (2)$$

In this context, this equation can be interpreted as follows: Leader member exchange (β_1) = 0.445, In this case, the positive value obtained indicates that whenever there is an increase in the exchange of leader members, the organizational citizenship behavior will also increase. And psychological capital (β_2) = 0.456, In this case, if a positive value is obtained, it indicates that any increase in psychological capital will contribute to an increase in organizational citizenship behavior.

4.6 Model Feasibility Test (Goodness of Fit)

The model test was performed to evaluate the presences or absence of the regresion equation model. was good between the independent variables and the dependent variable. The test uses the F-test and the coefficient of determination.

4.7 Coefficient of Determination

The coefficient of determination It quantifies how well the model fits the data and how much of the variability in the dependent variable is captured by the independent variables included in the regression analysis. Based on table 1 These results indicate that the Adjusted R Square has a value of 0.753. The interpretation of this value is that the ability of Leader Member Exchange (leader

member exchange) and Psychological Capital (psychological capital) can explain 75.3% of organizational citizenship behavior ($0.753 \times 100\%$). Meanwhile, 24.7% ($100\% - 75.3\%$) of organizational citizenship behavior is explained by factors other than leaders, member exchanges, and psychological capital.

4.8 F Test

The F-test is used to evaluate the effect of the independent variables simultaneously on the dependent variable. The simultaneous effect can be seen from the significance value (sig.) F, where if $\text{sig. } F \leq 0.05$, then the regression model is considered good or appropriate. Based on Table 1, the results of the F test show a value of 217.488 with sig. 0.000, which is less than 0.05. This shows that the regression model using the Leader Member Exchange (LMX) and psychological capital variables on Organizational Citizenship Behavior (OCB) is considered good or appropriate.

4.9 Hypothesis Testing

Hypothesis testing is carried out using the t-test to evaluate the effect of the independent variables individually or partially on the dependent variable. Partial effect can be seen from the significance value (sig.) t, where if $\text{sig. } \leq 0.05$, then there is a significant partial effect, and the hypothesis can be accepted. Based on the results of the t test listed in Table 1, it can be explained as follows: 1. The Effect of Leader Member Exchange on Organizational Citizenship Behavior: Based on the regression coefficient with a positive value of 0.445 and sig. of $0.000 < 0.05$, the hypothesis can be accepted. These results indicate that the exchange of leader members has a significant positive effect on organizational citizenship behavior. 2. Effect of Psychological Capital on Organizational Citizenship Behavior: Based on a positive regression coefficient of 0.456 and sig. of $0.000 < 0.05$, the hypothesis can be accepted. These results indicate that psychological capital has a significant positive effect on organizational citizenship behavior.

4.10 Discussion

Based on the results of research on the influences of Leaders Member Exchange (LMX) and Psychological Capital on Organization Citizenship Behavior (Survey of MSMEs in Semarang City) will be discussed further through the following discussion:

4.10.1 Effect Lmx on OCB

H1: Leader member exchange have a significant positive effect on organization citizenship behavior, which is supported by the results of a regression coefficient of 0.445 with sig. $0.000 < 0.05$. With this positive influence, it can be interpreted that the more the exchange of leader members increases, the more organizational citizenship behavior increases.

Based on the results of the description analysis, it shows that the average value agrees with the leader member exchange, which means that MSME owners or leaders are able to show leader member exchange in showing daily leadership. This is based on the fact that to run a business and achieve the expected results, such as increased sales, it must be supported by strong cooperation and mutual assistance between personnel in the company. Leaders who apply leader member exchange will realize that by giving a big role and not keeping the distance between leaders and subordinates, it will further strengthen cooperation in achieving goals.

Exchanging positions that are carried out will become a common thing that will be carried out by leaders who implement leader member exchanges. Especially for the MSME business sector which is a small and medium industry, they usually don't have many employees, so that the leadership role becomes bigger both as planners, carrying out operational tasks and doing marketing, so that the existence of leader member exchanges will have an impact on organization citizenship behavior that is higher than the leaders, where they are involved in fostering and directing employees but also directly involved in managing production and sales, all of which of course require a greater sacrifice of both time and energy, but all are done to support the progress of the business undertaken.

The research results obtained support the research [8], [7], [9], and [10] The result of the resesarch show that the exchange of leader members has a positive influence on organization citizenship behavior.

4.10.2 The Effect of Psychological Capital on OCB

H2: Psychological capital has a significant positive effect on organizational citizenship behavior, according to the results of the study received, as evidenced by the results of the regression coefficient of 0.456 with sig. of $0.000 < 0.05$. With a positive influence, it can be interpreted that increasing psychological capital will further increase the organizational citizenship behavior of MSME employees.

From the results of the analysis that has been done, it show that psychological capital gets a high average value from the respondents. This shows that everyone involved in the company, both leaders and employees, has strong psychological capital. Leaders who are also business owners believe that their business can become a source of livelihood for themselves and their helpful employees, so inevitably they have to work hard so that their business can grow and get more profits. With strong intentions and strengthened by abilities such as expertise, skills and some experience in running a business, this psychologically becomes a driving force for leaders to try harder and take action beyond normal to achieve the desired goals. There will be many sacrifices made such as wanting to help subordinates in carrying out work and even replacing employees

who are absent and work overtime to fulfill orders or consumer requests and interact directly with consumers to provide services that meet expectations so as to satisfy consumers. This is what makes psychological capital able to influence the improvement of organizational citizenship behavior, especially from MSME leaders. The research results obtained support the research [14], [15], and [16] which results that psychological capital has a positive influence on OCB.

5 Conclusions

Based on the analysis that has been done this research it can be stated that: LMX have an proven to have a positive influence on OCB, so increasing leader member exchange in the future can improve OCB of MSME business owners in Semarang City. And Increased psychological capital is proven to have a significant positive effect on organizational citizenship behavior of MSME entrepreneurs in the city of Semarang. Therefore, increasing psychological capital will further improve organizational citizenship behavior among MSME entrepreneurs in Semarang City.

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